International Journal of Social Science and Human Research

ISSN (print): 2644-0679, ISSN (online): 2644-0695

Volume 09 Issue 04 April 2026

DOI: 10.47191/ijsshr/v9-i4-23, Impact factor- 8.361

Page No: 2745-2751

The Impact of Hybrid Work Models on Employee Organizational Commitment and Happiness in Freight Forwarding Companies, Thailand

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ABSTRACT: This study examines what makes employees happy and how this impacts their commitment to their organizations in hybrid work environments at Thai freight forwarding companies. Researchers gathered data from 394 professionals in Bangkok and the Eastern Economic Corridor (EEC). They used multiple linear regression to find five main factors: Interaction, Psychological Transitions, Multiplex Relationships, Organizational Adaptation, and Flexible Working Hours. All five factors were found to have a significant, positive effect on employee happiness, with Organizational Adaptation as the strongest predictor (Beta = 0.473). Employee happiness also proved to be a strong predictor of organizational commitment (Beta = 0.826). The research shows that when companies support employees through changes and encourage strong social connections, they help reduce isolation and build stronger relationships at work. These insights offer managers practical ways to keep employees engaged and reduce turnover by focusing on what makes staff satisfied. In today's business world, happy employees are the key to long-term loyalty and success.

KEYWORDS: Employee Happiness, Organizational Commitment, Hybrid Work Model, Organizational Adaptation.

I. INTRODUCTION

Following the COVID-19 pandemic, the global workforce experienced a significant transformation as traditional office-based structures gave way to flexible models that integrate remote and in-office work. Hybrid models, which combine remote autonomy with scheduled office collaboration, have become the standard across industries. As a result, it is essential to examine how these models impact employee happiness and organizational commitment, which is an employee's emotional connection to their organization.

Although existing research suggests that hybrid work can improve work-life balance and reduce commuting stress, thereby increasing retention and motivation, it also presents notable challenges. In operationally intensive sectors, employees may experience disconnection and blurred boundaries between personal and professional life, which can reduce both commitment and well-being. These issues are especially pertinent in Thailand's freight forwarding sector, where 40% of the market share is in Bangkok's administrative hub and another 40% in the Eastern Economic Corridor (EEC) maritime gateway.

Despite strong demand among Thai employees for flexible work arrangements, the impact of hybrid work on the logistics sector has not been thoroughly investigated. Usually, the freight forwarding industry depends on precise, time-sensitive coordination and frequent on-site presence at ports and warehouses. Consequently, hybrid models in this context must balance the benefits of flexibility with the critical need for operational efficiency and reliable teamwork.

This study examines the impact of hybrid work on employee happiness and organizational commitment within Thai freight forwarding companies. By analyzing how flexible work arrangements affect emotional attachment and well-being, the research offers context-specific insights for the logistics sector. These findings aim to support Thai freight forwarding organizations in developing sustainable work models that promote happiness, commitment, and high performance among teams in the post-pandemic environment.

RESEARCH OBJECTIVES

1. To investigate the employee happiness and organizational commitment levels in freight forwarding companies in Thailand.
2. To investigate the impact of employee happiness and organization commitment levels caused by hybrid work models in freight forwarding companies in Thailand.
3. To identify the boundary where hybrid work arrangements impact operational efficiency and teamwork in a time-sensitive logistics environment.

II. LITERATURE REVIEW

Hybrid Work Models

Social Exchange Theory (SET) (Cropanzano and Mitchell, 2005) interprets hybrid work through reciprocal "give-and-take" relationships. As physical interaction declines, organizational commitment is driven by visible interactions, underlying psychological exchanges such as loyalty, and complex relationships that integrate professional and personal connections. These factors are critical for sustaining employee engagement during the transition to flexible work models.

Organizational Adaptation

Adaptive Leadership Theory (Heifetz and Linsky, 2002) defines organizational adaptation as a collaborative, two-way social process rather than a top-down command. It relies on continuous feedback and role flexibility between leaders and followers to navigate unexpected environments. The contemporary research emphasizes that leader openness is critical for remote work success, as it fosters employee psychological safety, prevents isolation, and encourages proactive communication (Simon et al., 2023).

Employee Happiness

The PERMA Model by Seligman (2011) explains well-being using five key parts: Positive Emotion, Engagement, Relationships, Meaning, and Accomplishment. This approach goes further than just avoiding stress, saying that people are happiest and do their best work when they feel interested in their jobs, connect with others, and feel their work matters.

Organizational Commitment

The Three-Component Model (TCM), developed by Meyer and Allen (1997), conceptualizes organizational commitment as comprising three concurrent mindsets: affective, normative, and continuance. Affective commitment refers to an employee's emotional attachment to the organization, whereas normative commitment arises from a perceived moral obligation to remain. In contrast, continuance commitment is based on the perceived economic or social costs associated with leaving the organization. Collectively, these components influence employee loyalty, job performance, and discretionary effort beyond formal role requirements.

III. RESEARCH FRAMEWORK

The conceptual framework draws on previous research, theoretical concepts, and relevant literature to examine how variables such as Interaction, Psychological Transitions, Multiplex Relationships, Organizational Adaptation, and Flexible Working Hours influence Employee Organizational Commitment and Happiness. The study also explores the relationship between Employee Happiness and Employee Organizational Commitment.

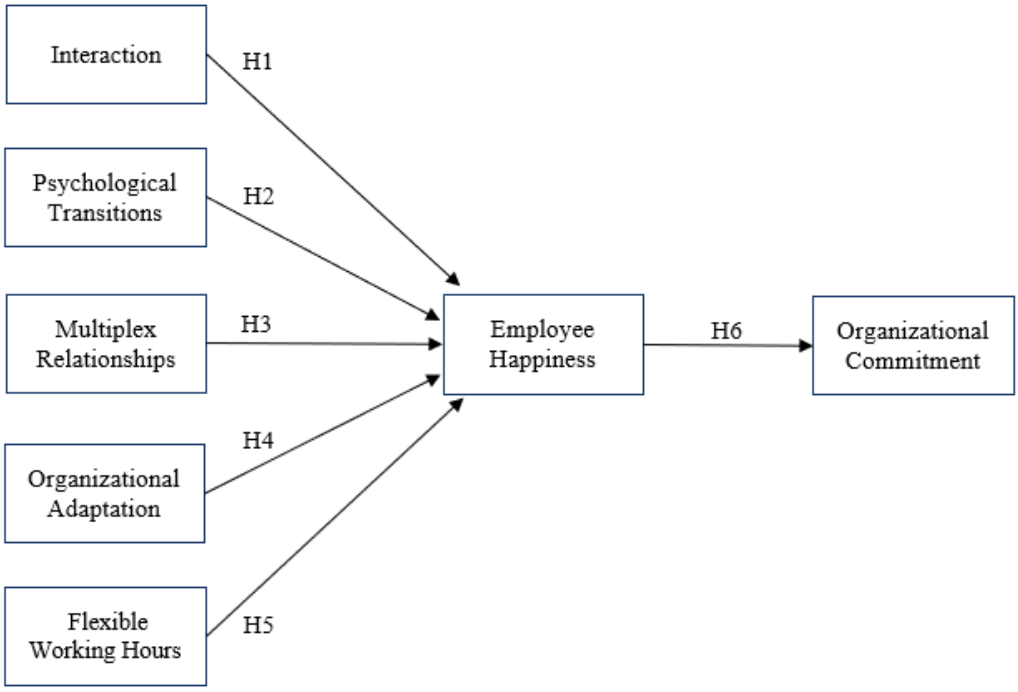


Figure 1- The Research Conceptual Framework

IV. RESEARCH HYPOTHESES

This study is guided by a conceptual framework that led to six hypotheses. It examines the impact of hybrid work models on employee organizational commitment and happiness in freight forwarding companies in Thailand.

H1a: Interaction does significantly impact Employee happiness.
H2a: Psychological Transitions do significantly impact Employee happiness
H3a: Multiplex Relationships do significantly impact Employee happiness
H4a: Organizational Adaptation does significantly impact Employee happiness
H5a: Flexible working hours do significantly impact Employee happiness
H6a: Employee happiness does significantly impact Employee Organizational Commitment

V. RESEARCH METHODOLOGY

This study used a quantitative approach, administering an online questionnaire to employees in Bangkok and the EEC. The researcher employed the Google Form platform to launch a questionnaire for analysis of the 6 variables: Interaction, Psychological Transitions, Multiplex Relationships, Organizational Adaptation, and Flexible working hours that impact the happiness of employees. Moreover, the researcher aims to verify the impact of employees' happiness on employee organizational commitment. The researchers used the Likert scale to collect data and used an interval scale to measure opinions. The scale range consists of 5 scales: 1 = strongly disagree, 2=disagree, 3= neutral, 4=agree, and 5=strongly agree. Reliability was checked with Cronbach's Alpha, and all variables scored above 0.8. Data analysis was performed using multiple linear regression in SPSS.

Table 1: Reliability Test (Cronbach's Alpha) N=34

Variables	*Cronbach's Alpha*	*Number of Items*	*Level of Reliability*
Interaction	0.904	5	Excellent
Psychological Transitions	0.840	5	Good
Multiplex Relationships	0.846	5	Good
Organizational Adaptation	0.894	5	Good
Flexible Working Hours	0.965	5	Excellent
Employee Happiness	0.886	5	Good
Organizational Commitment	0.917	5	Excellent

As per Table 1, the reliability test results from 34 people showed that the questionnaire works well. Interaction, Flexible Working Hours, and Organizational Commitment were rated as having excellent reliability, while all other topics were rated as good. These results show the questionnaire is ready to be given to the full group of 385 participants.

VI. DATA ANALYSIS AND RESULTS

According to the descriptive analysis of the demographic data, the participant base comprises 394 individuals, primarily employed by freight forwarding companies in Bangkok and the Eastern Economic Corridor (EEC). Gender and age statistics show that females comprise 64% (n=252) of respondents, while males represent 33.2% (n=131). The workforce is predominantly young to mid-career, with the largest age group being 25-35 years (50.5%), followed by the 36-45 years cohort (35.8%). Notably, over 86% of respondents are between 25 and 45 years old, suggesting that the workforce is in its most productive age range.

Regarding job functions, which contain export/import and air/sea freight, most respondents are employed in customer service or documentation roles (37.1%) and operations (26.1%). The sample exhibits significant organizational stability, with 70.5% of participants having been with their current company for more than 4 years (38.8% for 4-6 years and 31.7% for over 6 years).

Regarding work locations and arrangements, the geographic distribution is concentrated in two primary hubs: the Eastern Economic Corridor (EEC) and Laem Chabang (47.7%) and Bangkok (43.4%). Additionally, 60.9% of respondents reported working in a fully office-based environment, while 38.8% utilized a hybrid work arrangement. Only 0.3% of participants reported working fully remotely.

Table 2: Summary results of Mean and Standard deviation of all variables

Variables	*Mean*	*Std. Deviation*	*Interpretation*
Interaction	4.1208	.69635	Agree
Psychological Transitions	4.0944	.71210	Agree
Multiplex Relationships	4.0548	.70566	Agree
Organizational Adaptation	4.0985	.79582	Agree
Flexible Working Hours	4.4670	.65365	Strongly Agree
Employee Happiness	4.2239	.73039	Strongly Agree

Organizational Commitment	4.0391	.80860	Agree

As per Table 2, the research data indicates a generally high level of agreement across all variables, with mean scores ranging from 4.0391 to 4.4670. Flexible Working Hours and Employee Happiness received "Strongly Agree" responses, with Flexible Working Hours showing the highest mean and the lowest standard deviation. All other factors, including Organizational Commitment, were interpreted as "Agree," reflecting a consistent positive sentiment among respondents.

Table 3: Model Summary from Multiple Regression Analysis

Model	*R*	*R Square*	*Adjusted R Square*	*Std. Error of the Estimate*
1	.763[a]	.581	.576	.47555
a. Predictors: (Constant), Flexible Working Hours, Organizational Adaptation, Psychological Transitions, Interaction, Multiplex Relationships				

The multiple regression analysis indicates a strong positive correlation (R = .763) between the predictors and employee happiness. The model explains 58.1% of the variance (R^2 = .581), with an adjusted R^2 of .576. Significant predictors include flexible working hours, organizational adaptation, psychological transitions, interaction, and multiplex relationships, all contributing to a reliable estimation with a low standard error of .47555.

Table 4: Model Summary from Multiple Regression Results

Model		*Unstandardized Coefficients*		*Standardized Coefficients*			*Collinearity Statistics*	
		B	*Std. Error*	*Beta*	*t*	*Sig.*	*Tolerance*	*VIF*
1	(Constant)	.675	.179		3.777	.000		
	Interaction	.211	.053	.201	3.976	.000	.422	2.368
	Psychological Transitions	.089	.047	.086	1.878	.016	.509	1.965
	Multiplex Relationships	.114	.059	.110	1.924	.050	.330	3.033
	Organizational Adaptation	.434	.043	.473	10.137	.000	.496	2.017
	Flexible Working Hours	.180	.052	.161	3.447	.001	.496	2.017
a. Dependent Variable: Employee Happiness								

Multiple linear regression provides a reliable means of predicting employee happiness in the Thai freight forwarding company in Bangkok and EEC. With an R-value of .763, the model shows a strong positive link, explaining 58.1% of the differences in happiness. All five factors tested had P-values of 0.05 or less, showing that each one matters on its own.

Organizational Adaptation is the most important factor, meaning that a company's ability to change its rules in response to employee feedback is key. Interaction is also very important, showing that good professional communication matters even when people work remotely. Flexible Working Hours also support well-being, as having control over work schedules reduces stress.

Multiplex Relationships and Psychological Transitions have smaller effects, but their P-values of .050 and .016 show they are still needed in the model. Finally, low VIF scores (all below 3.1) indicate that these results are not affected by factor overlap.

Table 5: Model Summary from Multiple Regression Analysis (Mediator analysis)

Model	*R*	*R Square*	*Adjusted R Square*	*Std. Error of the Estimate*
1	.826[a]	.682	.681	.45660
a. Predictors: (Constant), Employee Happiness				

Based on Table 5. This analysis indicates a strong association between employee happiness and organizational commitment.

The model yields a high correlation coefficient (R = .826), indicating a strong positive association. Additionally, the R^2 value of .682 demonstrates that 68.2% of the variance in organizational commitment is explained by employee happiness. These results further confirm the substantial relationship between employee happiness and organizational commitment, with 68.2% of the variance in organizational commitment attributable to employee happiness. These findings demonstrate the model's reliability and accuracy, confirming that employee happiness is a significant factor influencing organizational commitment and emotional attachment to the organization

Table 6: Model Summary from Multiple Regression results (Mediator analysis)

Model		*Unstandardized Coefficients*		*Standardized Coefficients*			*Collinearity Statistics*	
		B	***Std. Error***	***Beta***	***t***	***Sig.***	***Tolerance***	***VIF***
1	(Constant)	.178	.135		1.313	.190		
	Employee Happiness	.914	.032	.826	28.991	.000	1.000	1.000
a. Dependent Variable: Organizational Commitment								

As Table 6 shows, the regression analysis of the mediator variable demonstrates that Employee Happiness is a strong predictor of Organizational Commitment. The model yields a high standardized beta coefficient Beta of .826, indicating that each one-unit increase in happiness corresponds to a .826-unit increase in commitment. This relationship is statistically significant, as indicated by a t-value of 28.991 and a P-value (Sig) of .000.

Furthermore, the Collinearity Statistics indicate a Variance Inflation Factor (VIF) of 1.000, confirming that multicollinearity does not bend the results. This direct and robust effect suggests that promoting workplace happiness is critical to achieving sustained employee loyalty and commitment.

According to the study's results, the regression can be defined as the equation below.

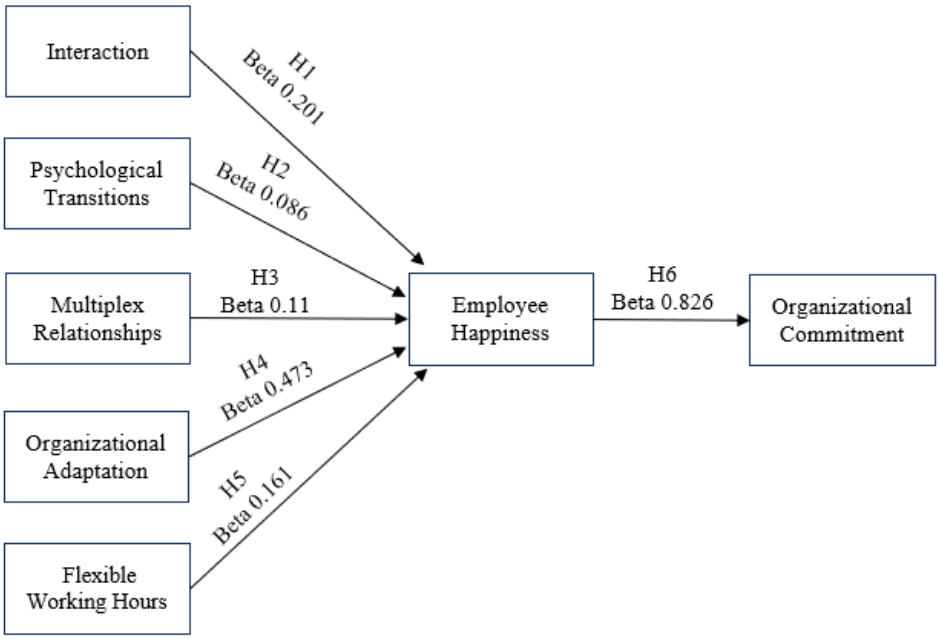


Figure 2: The Impact of Hybrid Work Models on Employee Organizational Commitment and Happiness in Freight Forwarding Companies in Thailand Model

Employee Happiness = (0.675) + .211(interaction) + .089(psychological transitions) + .114(multiplex relationship) + .434(organization adaptation) + .180(flexible working hours) and ***Organizational Commitment*** = (0.178) + .914(Employee Happiness)

VII. DISCUSSION AND IMPLICATION

This study examines the impact of hybrid work on employee happiness and loyalty in Thailand's logistics industry, especially the freight forwarding business, and identifies several key factors that enhance workplace quality. Organizational adaptability emerged as the most significant factor, indicating that employees value companies that maintain flexibility, operate efficiently, and respond promptly to market changes. Such organizational resilience fosters a sense of security and pride among employees.

Moreover, Interpersonal relationships among coworkers are also critical. When colleagues establish connections both within and outside the workplace, it mitigates feelings of isolation and fosters a sense of belonging. These strong social ties serve as a buffer against occupational stress. Additionally, the ability to mentally transition between remote and in-office work is essential for maintaining emotional stability.

Flexible working hours significantly enhance employee well-being, and the findings indicate that flexible scheduling has become essential for maintaining mental health in contemporary EEC workplaces.

This study demonstrates a strong association between employee happiness and organizational loyalty. Employee well-being is a valuable asset; individuals who experience greater happiness are more likely to feel connected to and remain with their organization. The results suggest that by prioritizing adaptability, interpersonal connections, flexibility, effective management change, and the cultivation of social ties, companies can enhance long-term loyalty and reduce employee turnover.

Furthermore, the research results offer significant implications for leadership and strategic planning within Thailand's freight forwarding sector. Given the importance of adaptability, managers are encouraged to avoid rigid, authoritarian management styles and instead implement flexible policies that consider employee perspectives. Emphasizing flexibility and providing employees with appropriate digital tools can foster a sense of security and confidence, ultimately leading to increased job satisfaction.

Lastly, the robust link between employee happiness and loyalty indicates that well-being constitutes a critical business advantage rather than a supplementary benefit. Facilitating social connections, such as fostering strong coworker relationships and meaningful communication, helps mitigate the stress associated with logistics work. Ultimately, the findings suggest that organizations prioritizing a supportive hybrid work environment can substantially enhance long-term loyalty and reduce turnover costs in a highly competitive industry.

VIII. CONCLUSION

The research shows that the Hybrid Work Model is a key framework for improving employee happiness and organizational commitment in the Thai freight forwarding sector. Five factors, Interaction, Psychological Transitions, Multiplex Relationships, Organizational Adaptation, and Flexible Working Hours, influence the emotional and professional well-being of employees.

Organizational Adaptation is the strongest predictor of happiness, indicating that employees experience greater security and pride when their organization demonstrates resilience and responsiveness to market developments. Additionally, elevated mean scores for Flexible Working Hours indicate that the contemporary EEC/Laem Chabang workforce considers work-life balance essential for mental well-being.

The results further accentuate the importance of the human dimension in the workplace. Interaction and Multiplex Relationships, characterized by colleagues engaging in multi-dimensional and caring roles, serve as important buffers against stress and isolation. Although Psychological Transitions show a smaller effect size, they remain a key domain in which organizational support can help sustain emotional stability during periods of change.

The study shows a statistically significant relationship between employee happiness and organizational commitment. Happiness is positioned not only as an emotional outcome but also as a strategic organizational asset. Employees who benefit from adaptive scheduling and a resilient, socially connected culture demonstrate higher levels of psychological attachment and loyalty to their organizations. Consequently, to reduce turnover and encourage long-term commitment, freight forwarding companies should switch from traditional office-centric models to an integrated blended approach that emphasizes adaptability and meaningful social interaction.

These results urge logistics leaders to transcend superficial flexibility. By implementing hybrid work models, companies can foster a resilient culture that equips employees to navigate the fluctuations of global supply chains. The study reveals a strong correlation between employee satisfaction and organizational commitment, positioning happiness as a strategic asset. When employees benefit from flexible schedules and a sense of connection, loyalty and engagement increase. To reduce turnover in a competitive market, freight forwarding firms should transition from rigid office-based models to hybrid approaches that prioritize adaptability and genuine workplace relationships in their people strategy.

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