Skill requirements, work patterns and employment motivation: Basis for the future of work framework

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Abstract

This study explores the interplay between skill requirements, work patterns, and employment motivation, aiming to establish a framework adaptable to the evolving dynamics of the future workplace. Drawing on data from employees across five diverse enterprises in Wuhan, the study identifies essential skills, assesses work trends, and evaluates motivational factors that drive career growth and organizational productivity. Using descriptive-correlational methodologies, it analyzes relationships between key variables, including technical proficiency, flexible work arrangements, and intrinsic employee motivations. Key findings highlight the moderate but significant demand for skills such as problem-solving, technical expertise, and learning agility in response to technological advancements and shifting organizational needs. Work patterns are characterized by increasing flexibility, as evidenced by trends in remote work, adaptable schedules, and manageable workloads, which align with employee preferences for balance and autonomy. Employment motivation emerges as critically tied to opportunities for growth, clear career paths, and comprehensive training systems. The proposed framework offers practical insights for organizations to optimize talent management strategies while enabling employees to enhance competitiveness in a rapidly transforming work environment. This study contributes to the theoretical and practical discourse on sustainable workforce development amidst technological and economic shifts, emphasizing the symbiotic evolution of organizational policies and individual career trajectories.

Keywords: skill requirements, work patterns, employment motivation, career development, flexible work, future work framework

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1. Introduction

In today's fast-paced technological age, artificial intelligence (AI) and automation are revolutionizing the global job market. This change has not only altered the nature and quantity of work but also affected the demand for skills and the organization of work patterns. To help businesses and job seekers better adapt to the changes in the future work environment, it has become important to research employment motivation, skill requirements, and work patterns (Nguyen, et al.2020). This study aims to provide theoretical support for businesses in developing recruitment and talent development strategies, while also offering guidance for job seekers to plan their career paths and improve their competitiveness.

By systematically assessing employment motivation, skill requirements, and work patterns, this study aims to uncover the interrelationships between these factors and propose a framework for adapting to the future of work. The framework will help companies make more informed decisions about recruiting and talent development, while also providing valuable guidance for job seekers to better plan their career paths and improve their competitiveness. This study hopes to provide important theoretical support and practical guidance for the construction of the future work framework by deeply analyzing the perceptions of company employees and interns on employment motivation, skill requirements, and work patterns. Not only does this help businesses maintain a competitive edge in a dynamically changing market, but it also helps job seekers better navigate challenges and seize opportunities in their careers.

Objectives of the Study - This study aimed to determine skill requirements, work patterns and employment motivation, as basis for the future of work framework. Specifically, to identify the skill requirements in terms of required skills, skill level & depth, and learning agility & adaptability; to assess the work patterns in terms of work schedule, work location and workload & pace; to determine employment motivation in terms of growth & development, compensation & benefits, and work environment & culture; to test the significant relationships between employment opportunities and skill requirements, skill requirements and work patterns; work patterns and employment opportunities; to propose a framework for the future of work.

2. Methods

Research Design - This study used a descriptive correlation method. Descriptive research is a simple and widely used research method, descriptive research by collecting data, discovering situations, providing information, summarizing and interpreting data from messy phenomena, in order to understand the basic characteristics and patterns of a data set, so as to analyze the key characteristics of a batch of data. By using descriptive methods, researchers can better understand the main features of the data, thus providing a basis for further statistical analysis and decision-making.

Participants of the Study - The study was conducted by employees of five companies based in Wuhan. Participants come from different companies, departments, and positions to ensure diversity and representation of the data. The sample size was 420 people. Wuhan is a city dominated by state-owned enterprises, especially central enterprises, making it the third-largest hub for central enterprises in China, following Beijing and Shanghai. Additionally, Wuhan is primarily a manufacturing city. Therefore, the following five companies were selected for the survey.

Dongfeng Motor Corporation: A centrally administered, large-scale automotive enterprise headquartered in Wuhan, Hubei Province. In 2008, the company ranked 20th among the top 500 Chinese enterprises and 5th

among the top 500 Chinese manufacturing enterprises. The "Dongfeng" brand was listed 50th in the "Top 500 Chinese Brands" by the China Brand Value Research Institute in 2015. In 2023, Dongfeng Motor topped the list of Hubei's Top 100 Enterprises with an operating income of 460.2 billion yuan, marking its 13th consecutive win.

Zall Holdings Co., Ltd.: A comprehensive enterprise group that integrates advanced manufacturing and modern services, with main businesses spanning commercial logistics and intelligent manufacturing. It owns four publicly listed companies: Zall Smart Commerce, Global E-Shop (LightInTheBox), Wuhan Hanshang Group, and Huazhong CNC. The company ranked 213th in the "2021 China Top 500 Enterprises" list and became the largest private enterprise in Hubei in 2022.

Jointown Pharmaceutical Group Co., Ltd.: Founded in 1985 during the early stages of China's reform and opening up, this joint-stock company focuses on the wholesale, logistics distribution, retail chain, and e-commerce of Western medicine, traditional Chinese medicine, and medical devices. In 2020, Jointown ranked 58th among China's top 500 private enterprises and 5th on Hubei's Top 100 Enterprises list in 2023.

FiberHome Telecommunication Technologies Co., Ltd.: A key member of the original central enterprise directly under the State-owned Assets Supervision and Administration Commission (SASAC), the Wuhan Research Institute of Posts and Telecommunications (FiberHome Technologies Group). In 2018, FiberHome Technologies Group and China Academy of Telecommunications Technology (Datang Telecom Technology & Industry Group), both originally under SASAC, merged to form China Information and Communication Technologies Group Corporation. In 2020, FiberHome Telecommunication Technologies Co., Ltd. ranked 370th on the Fortune China 500 list.

Yangtze Memory Technologies Co., Ltd. (YMTC): Established on July 26, 2016, and headquartered in Wuhan, China, YMTC is an IDM (Integrated Device Manufacturer) focused on the integrated design and manufacturing of 3D NAND flash memory. The company also provides complete memory solutions, supplying 3D NAND flash wafers and chips, embedded memory chips, and consumer and enterprise-level solid-state drives to global partners. In April 2020, YMTC was listed among the top 200 Chinese import enterprises for 2019. In 2021, it ranked 7th in the "Top 100 Chinese Semiconductor Companies."

Instruments of the Study

Table A
Test of Reliability Results

Variables	No. of Items	α value	Interpretation
Employment Motivation			
Growth and Development	5	0.961	Excellent
Compensation and Benefits	5	0.962	Excellent
Work environment and Culture	5	0.968	Excellent
Overall	15	0.983	Excellent
Skill Requirements			
Required skills	5	0.961	Excellent
Skill level & depth	5	0.962	Excellent
Learning Agility & Adaptability	5	0.961	Excellent
Overall	15	0.985	Excellent
Work Patterns			
Work Schedule	5	0.963	Excellent
Work location	5	0.967	Excellent
Workload and pace	5	0.949	Excellent
Overall	15	0.980	Excellent

Legend: > 0.9 =Excellent; >0.8=Good:>0.7=Acceptable;>0.6=Questionable;>0.5=Poor;<0.5=Unacceptable

This study made use of a self-made questionnaire. The questionnaire is divided into the following three parts: Part I: the skill requirements in terms of required skills, skill level & depth, and learning agility & adaptability. This part used a 4-point likert scale of level of requirements. Part II: Work patterns: Multiple metrics including

work schedules, work locations, workload and cadence, and more. This part used a 4-point likert scale of frequency of the work schemes. Part III: Employment motivation such as growth & development, compensation & benefits, and work environment & culture. This part used a 4-point likert scale of important factor in motivation. This questionnaire was subjected to content validation by the expert in the field and also for reliability of each item to determine its coherence and validity. Reliability results showed that the Cronbach's alpha for employment motivation (0.983), skill requirements (0.985) and work patterns (0.980) suggest that the items have an excellent level of internal consistency.

Data Gathering Procedure - The data collection process is broken down into the following steps: Questionnaire design: Design the questionnaire according to the research purpose and relevant literature to ensure the validity and reliability of the questionnaire. Pre-survey: A pre-survey was conducted on a small group of participants to test the feasibility and understanding of the questionnaire, and adjustments were made according to the feedback. Formal survey: Conduct a formal survey of the target participants in the form of online questionnaires or paper questionnaires. The data collection time is one month. Data collation: The collected questionnaire data is collated and coded to ensure the integrity and accuracy of the data.

Data Analysis - Descriptive statistics: Descriptive statistical analysis of the basic situation of the sample, including mean and standard deviation, etc. Correlation Analysis: Examines the correlation between employment motivation, skill requirements, and work patterns, and explores the relationship between these factors. Regression analysis: further analyze the influence relationship between various factors and put forward the basis for the construction of the future work framework.

Ethical Consideration - In conducting this study, strict ethical practices are adhered to ensure the privacy and data security of participants. Specific measures include: Informed consent: Before the start of the investigation, explain the purpose and process of the study to all participants and obtain their informed consent. Anonymity: All collected data is anonymized and does not involve any personally identifiable information. Data confidentiality: All data are only used for this study, and the access rights of data are strictly controlled to ensure the confidentiality of data. Voluntary participation: Participants voluntarily participate in the study and can opt out at any stage without any adverse effects. Through the above methods, this study aims to systematically assess employment motivation, skill requirements, and work patterns, and provide a scientific basis for building a framework for the future of work.

3. Results and discussion

Table 1
Summary Table on Skill Requirements

Key Result Areas	Composite Mean	VI	Rank
Required Skills	3.18	Moderately Required	1
Skill Level & Depth	3.11	Moderately Required	2
Learning Agility & Adaptability	3.08	Moderately Required	3
Grand Composite Mean	3.12	Moderately Required	

Legend:3.50–4.00=Highly Required;2.50–3.49=Moderately Required;1.50–2.49=Less Required;1.00–1.49=Not Required

The table summarizes the skill requirements across various key result areas, ranked according to their composite means. All areas show weighted averages between 3.08 and 3.18, falling within the "moderately required" category, with an overall grand composite mean of 3.12. The respondents view possessing essential basic skills as the most important, followed by the need for higher level specialized skills, and finally the necessity for good learning agility and adaptability. While none of these areas reached the "highly required" standard, their importance in the modern workplace is evident. Employees' career development depends not only on mastering fundamental skills but also on continuous learning and professional enhancement to maintain competitiveness.

Required Skills (Composite Mean = 3.18) category ranks first, indicating that respondents believe

possessing essential skills is of utmost importance in the workplace. These skills include technical abilities, communication skills, problem solving capabilities, and others that form the basic competencies employees must have to perform daily tasks. The findings demonstrate that the demand for basic skills remains high in modern workplaces, especially in technology driven roles where technical expertise is particularly vital. Ranking second is skill level and depth (Composite Mean = 3.11). This category highlights the demand for advanced, specialized skills. Although it falls short of the "highly required" standard, the result suggests that employees not only need to possess basic skills but also need to have higher levels of expertise in certain key areas. This finding aligns with the requirements in many industries for specialization and in-depth knowledge, particularly in highly specialized fields such as technology and finance. Lowest in the ranks was Learning Agility and Adaptability (Composite Mean = 3.08). This category, although slightly lower than the first two, still falls within the "moderately required" range. The results suggest that employees need a certain level of flexibility and adaptability in fast-changing work environments, particularly when it comes to handling new technologies and processes. Respondents indicated that the ability to quickly adapt and adjust in response to evolving workplace conditions is essential.

Table 2

Summary Table on Work Patterns

Key Result Areas	Composite Mean	VI	Rank
Work Schedule	3.06	Often	1
Work Location	3.05	Often	2.5
Workload & Pace	3.05	Often	2.5
Grand Composite Mean	3.05	Often	

Legend:3.50=4.00=Always;2.503.49=Often;1.502.49=Sometimes;1.001.49=Never

This table summarizes the key areas of work patterns, ranked according to their composite means. All areas are rated as "often," with an overall composite mean of 3.05. The respondents generally believe that the company offers a high degree of flexibility and support across different work pattern areas, particularly in work scheduling. Optimizing the flexibility of work schedules, expanding support for remote work, and providing more resources to manage workloads and control work pace. These improvements can help employees better navigate the challenges of the modern work environment and improve overall work efficiency and wellbeing. Work Schedule (Composite Mean = 3.06) indicator ranks the highest, indicating that employees perceive the company to offer relatively high flexibility and transparency in terms of work scheduling. Flexible work schedules help employees better balance work and life, which is particularly important as remote work becomes more prevalent. Such arrangements are seen as a key factor in enhancing job satisfaction. Tied in second rank were work location and workload and pace (Composite Mean = 3.05) Employees believe that the company performs well in managing work location flexibility and workload, particularly in supporting remote work and multi time zone operations, as well as providing additional assistance during peak periods. These aspects are crucial for improving employee efficiency and satisfaction.

Table 3

Summary Table on Employment Motivation

Key Result Areas	Composite Mean	VI	Rank
Growth & Development	3.03	Important	2
Compensation & Benefits	3.04	Important	1
Work Environment & Culture	2.98	Important	3
Grand Composite Mean	3.02	Important	

Legend:3.504.00=Highly Important;2.503.49=Important;1.502.49=Less Important;1.001.49=Not Important

This table summarizes the impact of key areas on employee motivation, ranked by their composite means. All areas fall within the "important" category, with an overall composite mean of 3.02. It indicates that compensation and benefits dominate employees' motivation, followed by opportunities for career growth and development. Although the work environment and culture rank third, they are still critical in enhancing employee satisfaction and fostering a positive work atmosphere.

Urbanaviciute, et al. (2019) also studied the impact of career stability on employees' life expectations, finding that both career stability and development significantly influence employees' quality of life and career aspirations. Wang (2023) focused on analyzing the relationship between the job satisfaction of post-90s employees and factors such as work environment and compensation and benefits, based on the two-factor theory. The study shows that post-90s employees have high expectations for a positive work environment, reasonable compensation and benefits, and career development opportunities, all of which directly influence their job satisfaction and employment motivation. The research further points out that although the importance of work environment and benefits has not reached an extremely high level, they play a crucial role in employees' career choices. Similarly, Wu (2022) indicated that university teachers' job satisfaction is significantly influenced by work environment, benefits, and career development opportunities. The study suggests that although job satisfaction among university teachers remains at a moderate level, improving work conditions and providing more career development opportunities would significantly enhance satisfaction and reduce turnover intention.

Ranking highest is compensation & Benefits (Composite Mean = 3.04). This indicates that compensation and benefits play the most significant role in employee motivation. Competitive salaries and comprehensive benefits plans can effectively boost job satisfaction and loyalty, further enhancing employees' sense of belonging to the company. High salaries and extensive benefits improve employees' loyalty and connection to the organization. Growth & Development (Composite Mean = 3.03) rank second, this highlights employees' expectations for career development opportunities, training, and continuing education. This demonstrates that employees seek not only financial rewards but also opportunities for career advancement and personal skill enhancement. Employees with better career prospects showed lower turnover intentions, supporting the importance of growth and development opportunities for employee retention. Lowest was the work environment and culture (Composite Mean = 2.98). Although this area ranks slightly lower, it remains an important factor influencing employee motivation. Employees expect to work in a positive, inclusive, and safe environment, particularly in modern workplaces where corporate culture plays a key role in attracting and retaining talent.

Table 4
Relationship Between Skill Requirements and Work Patterns

Variables	rho	p value	Interpretation
Required Skills			
Work Schedule	0.575	<.001	Highly Significant
Work Location	0.573	<.001	Highly Significant
Workload & Pace	0.569	<.001	Highly Significant
Skill Level & Depth			
Work Schedule	0.602	<.001	Highly Significant
Work Location	0.588	<.001	Highly Significant
Workload & Pace	0.601	<.001	Highly Significant
Learning Agility & Adaptability			
Work Schedule	0.618	<.001	Highly Significant
Work Location	0.622	<.001	Highly Significant
Workload & Pace	0.603	<.001	Highly Significant

Correlation is significant at the 0.01 level

This table demonstrates the correlation between skill requirements and work patterns, as indicated by the rho values (Spearman's correlation coefficient) and p values (statistical significance) for different skill variables and work pattern variables. According to the data in Table 4, all rho values show a positive correlation, indicating a significant relationship between the increase in skill requirements and the complexity of work patterns. Moreover, all p values are less than 0.001, signifying that these correlations are highly significant, ruling out the influence of random chance. The finding suggests that as skill requirements increase, whether in terms of depth or adaptability, there are consistent and significant relationships with more demanding work schedules, specific work locations, and heavier workloads. This indicates that higher skill requirements often come with more structured and demanding work patterns.

Required Skills and Work Schedule (rho = 0.575, p < .001): There is a moderate positive correlation

between required skills and work schedule, suggesting that as skill requirements increase, work schedules become more structured or rigid. This may be due to the fact that higher skill demands often imply more complex tasks and responsibilities, requiring employees to work within a fixed or more controlled time-frame. Required Skills and Work Location (rho = 0.573, p < .001): A similar relationship exists between skill demands and work location flexibility, indicating that higher skill levels often necessitate more fixed work locations. This may reflect that highly skilled positions typically require specific environments or equipment, limiting work location flexibility. Required Skills and Workload & Pace (rho = 0.569, p < .001): Higher skill demands are often associated with increased workload and a faster work pace. As skill requirements grow, the responsibilities and urgency of tasks tend to increase, resulting in a more intense work pace. The rho values range from 0.569 to 0.622, representing moderate to strong correlations. As skill demands increase, various aspects of work patterns (work schedule, work location, workload, and pace) become more rigid and structured. This suggests that higher skill demands not only affect the tasks employees must perform but also require more fixed work arrangements and higher levels of intensity.

Skill Level & Depth and Work Schedule (rho = 0.602, p < .001): Higher skill levels are positively correlated with more structured work schedules, suggesting that employees with deeper skill-sets are more likely to work within rigid time-frames. Increased skill levels often imply more complex tasks and project management, requiring employees to complete high quality work within specific time constraints. Skill Level & Depth and Work Location (rho = 0.588, p < .001): There is also a significant positive correlation between skill depth and work location, indicating that higher skill requirements often necessitate more controlled work locations. Employees with advanced skills typically work in fixed locations, which may be due to the need for specialized equipment or environments. Skill Level & Depth and Workload & Pace (rho = 0.601, p < .001): The greater the skill depth, the more intense the workload and pace. This aligns with previous interpretations, as increased skill demands are usually accompanied by greater work pressure and a more rigorous work pace. All p values are significantly below 0.01, meaning that these relationships are statistically highly significant. This indicates that, within the studied population, the associations between skill requirements and work patterns are not coincidental but are based on objective data.

Learning Agility and Work Schedule (rho = 0.618, p < .001): There is a strong positive correlation between learning agility and work schedule, indicating that the ability to adapt to new skills is associated with more structured work schedules. Employees with high adaptability are often expected to handle diverse tasks within fixed time-frames. Learning Agility and Work Location (rho = 0.622, p < .001): This is the highest correlation coefficient in the table, suggesting that highly adaptable employees are more likely to work in specific locations. This may be because such employees often handle more technical or concentrated tasks, requiring more fixed work locations. Learning Agility and Workload & Pace (rho = 0.603, p < .001): Employees with high learning agility are better equipped to handle increased workloads and faster workplaces. Adaptable employees can quickly take on new tasks and effectively manage high pressure, fast paced environments. Overall, there is a significant positive correlation between skill requirements and work patterns, and all relationships are statistically highly significant. Whether in terms of required skills, skill level and depth, or learning agility and adaptability, these are associated with more structured work schedules, more fixed work locations, and higher workloads and work paces. This indicates that as skill demands increase, work patterns become more rigorous and structured.

Table 5
Relationship Between Skill Requirements and Employment Motivation

Variables	rho	pvalue	Interpretation
Required Skills			
Growth & Development	0.562	<.001	Highly Significant
Compensation & Benefits	0.602	<.001	Highly Significant
Work Environment & Culture	0.568	<.001	Highly Significant

Skill Level & Depth			
Growth & Development	0.567	<.001	Highly Significant
Compensation & Benefits	0.539	<.001	Highly Significant
Work Environment & Culture	0.605	<.001	Highly Significant
Learning Agility & Adaptability			
Growth & Development	0.575	<.001	Highly Significant
Compensation & Benefits	0.583	<.001	Highly Significant
Work Environment & Culture	0.587	<.001	Highly Significant

Correlation is significant at the 0.01 level

This table illustrates the correlation between skill requirements and employment motivation. By analyzing the rho values (Spearman's correlation coefficient) and p values (statistical significance), the strength of the relationships between various skill related variables and different aspects of employment motivation becomes clear. Below, I will analyze these data in detail and discuss how skill requirements influence employee motivation, particularly in terms of career growth, compensation and benefits, and work environment and culture. All rho values are positively correlated, indicating that as skill requirements increase, employees' motivation in terms of career growth, compensation, and the work environment correspondingly rises. Additionally, all p values are less than 0.001, indicating that these correlations are highly statistically significant, meaning that these relationships are not random but are based on real trends. The result suggests that as skill requirements increase (whether in terms of required skills, depth, or adaptability), employment motivation consistently increases across all factors, including growth and development, compensation and benefits, and work environment and culture. Compensation and benefits are particularly strong motivators for roles requiring higher skills.

Required Skills and Career Growth & Development (rho = 0.562): This shows a moderate positive correlation, indicating that as skill requirements increase, employees' expectations and needs for career growth opportunities also rise. This means that jobs requiring higher skill levels motivate employees to seek more career development opportunities, such as training and promotions. Required Skills and Compensation & Benefits (rho = 0.602): This is the strongest relationship in this section, suggesting that as skill demands increase, compensation and benefits become more important motivational factors for employees. In roles with higher skill requirements, employees expect more competitive salaries and more comprehensive benefits packages. Required Skills and Work Environment & Culture (rho = 0.568): This moderate positive correlation indicates that positions with higher skill demands are strongly associated with the work environment and culture. Employees in these roles are more likely to be motivated by positive work environments and inclusive cultures, which improve job satisfaction. The rho values range from 0.539 to 0.605, reflecting moderate to strong correlations. The increase in skill requirements directly enhances employees' expectations for career growth, compensation, and the work environment. This relationship suggests that the higher the skill level, the more employees prioritize motivational factors related to career development.

Skill Level & Depth and Career Growth & Development (rho = 0.567): The higher the skill level, the greater the demand for career growth and development. This indicates that employees with higher skill levels are more likely to seek continuous learning, improvement, and longterm career advancement opportunities. Skill Level & Depth and Compensation & Benefits (rho = 0.539): While slightly lower than other factors, there is still a significant positive correlation between skill depth and compensation and benefits. Deep skills often entail greater job responsibilities, leading employees to expect corresponding economic rewards. Skill Level & Depth and Work Environment & Culture (rho = 0.605): This is the strongest correlation in this section, indicating that employees with advanced skills have higher expectations for their work environment and culture. They seek to work in positive, supportive environments that enhance their performance and foster a sense of belonging. All p values are significantly below 0.01, confirming that all correlations are highly statistically significant. This gives us confidence that the relationships between skill requirements and employment motivation are supported by actual data and are not coincidental.

Learning Agility and Career Growth & Development (rho = 0.575): There is a moderate positive correlation

between learning agility and career growth, indicating that employees with strong adaptability and rapid learning capabilities are more motivated by opportunities for career development. These employees often seek to challenge themselves and expand their growth potential. Learning Agility and Compensation & Benefits (rho = 0.583): A moderate positive correlation exists between learning agility and compensation and benefits, suggesting that adaptable employees expect their abilities to be rewarded with competitive salaries and benefits. Learning Agility and Work Environment & Culture (rho = 0.587): Adaptable employees highly value a positive work environment and culture. This correlation indicates that supportive work environments enable them to better utilize their learning and adaptability skills, thereby enhancing their job performance. Overall, there is a significant positive correlation between skill requirements and employment motivation, and all relationships are highly statistically significant. Whether it is required skills, skill level and depth, or learning agility and adaptability, these factors are strongly associated with greater demands for career growth, compensation and benefits, and work environment and culture. As skill requirements increase, employee motivation in these areas also strengthens, particularly the appeal of compensation and benefits in highly skilled roles.

Table 6
Relationship Between Work Patterns and Employment Motivation

Variables	rho	pvalue	Interpretation
Work Schedule			
Growth & Development	0.565	<.001	Highly Significant
Compensation & Benefits	0.574	<.001	Highly Significant
Work Environment & Culture	0.575	<.001	Highly Significant
Work Location			
Growth & Development	0.601	<.001	Highly Significant
Compensation & Benefits	0.615	<.001	Highly Significant
Work Environment & Culture	0.607	<.001	Highly Significant
Workload & Pace			
Growth & Development	0.618	<.001	Highly Significant
Compensation & Benefits	0.592	<.001	Highly Significant
Work Environment & Culture	0.606	<.001	Highly Significant

Correlation is significant at the 0.01 level

This table analyzes the relationship between work patterns and employment motivation using rho values (Spearman's correlation coefficient) and p values (statistical significance). It explores how factors such as work schedule, work location, and workload & pace influence employee motivation in terms of career growth, compensation and benefits, and perceptions of work environment and culture. Below, I will provide a detailed analysis based on these data.

Table 6 shows positive correlations between all the variables, indicating that various aspects of work patterns are closely related to employee motivation. Additionally, all p values are less than 0.001, meaning these correlations are highly statistically significant. This suggests that work patterns significantly influence employment motivation. Employees' work schedules, locations, and the workload they handle all have a notable impact on their motivation for growth, compensation, and the workplace environment. Among these, workload and pace show the strongest correlation with growth and development, suggesting that challenging work environments may drive employees' motivation to grow. Additionally, work location is closely tied to how employees view compensation and workplace culture.

Work Schedule and Career Growth (rho = 0.565): There is a moderate positive correlation, indicating that work schedule has a significant impact on employees' motivation for career growth. Flexible or structured work schedules may align with employees' desire to develop and advance within the organization. Employees often seek environments where they can balance work with career development. Work Schedule and Compensation & Benefits (rho = 0.574): There is a moderate positive correlation between work schedules and compensation and benefits. This suggests that when employees' work schedules are more reasonable, they place greater value on compensation and benefits. Especially in cases where work schedules offer flexibility, employees may expect corresponding economic and non-economic rewards. Work Schedule and Work Environment & Culture (rho =

0.575): Work schedules also have a moderate impact on employees' perceptions of work environment and culture. Flexible work schedules can improve employees' perceptions of their work environment, helping them better adapt to and integrate into the organizational culture. The rho values range from 0.565 to 0.618, indicating moderate to strong positive correlations. This suggests that changes in work patterns significantly affect employees' career motivation, such as flexible work schedules and locations enhancing employees' expectations for compensation, career growth, and work environment.

Work Location and Career Growth (rho = 0.601): This is one of the stronger correlations in the table, indicating that flexible work locations, such as remote or hybrid work, significantly influence employees' perceptions of career growth opportunities. Flexible work locations allow employees to better balance work and personal development, which in turn enhances their motivation for career growth. Work Location and Compensation & Benefits (rho = 0.615): The correlation between work location and compensation and benefits is very strong, suggesting that the flexibility of work location directly influences employees' expectations for compensation and benefits. Flexible work locations, particularly remote work, may lead employees to place greater emphasis on both economic and noneconomic rewards. Work Location and Work Environment & Culture (rho = 0.607): Work location has a strong impact on employees' perceptions of work environment and culture. This suggests that employees' experiences in different work locations (e.g., remote work or in office work) directly affect their views on organizational culture, especially for employees who value diversity and inclusiveness. All p values are significantly below 0.01, confirming that these relationships are statistically significant. This means the relationship between work patterns and employment motivation is based on real data and is not random.

Workload & Pace and Career Growth (rho = 0.618): This is the strongest correlation in the table, indicating that workload and pace have a significant impact on employees' motivation for career growth. Fast paced work environments and higher workloads may be perceived by employees as challenges, motivating them to pursue career growth opportunities within such settings. Workload & Pace and Compensation & Benefits (rho = 0.592): There is also a significant positive correlation between workload and compensation and benefits, suggesting that high intensity workloads are often associated with employees' expectations for higher pay and more comprehensive benefits. Employees expect to be compensated fairly for the additional effort they invest in high load work environments. Workload & Pace and Work Environment & Culture (rho = 0.606): Workload and pace have a strong impact on employees' perceptions of their work environment. When employees work under high workloads, organizational support can lead them to view their work environment more positively, increasing both motivation and satisfaction. Overall, there are significant positive correlations between work patterns (including work schedule, work location, and workload & pace) and various aspects of employment motivation (career growth, compensation & benefits, and work environment & culture). The most pronounced effect is seen in the relationship between workload & pace and career growth, suggesting that in fast paced, high intensity environments, employees are more strongly motivated to pursue career advancement. Additionally, flexible work locations have a significant impact on employees' expectations for compensation and work environment, with remote or flexible work arrangements boosting both motivation and satisfaction.
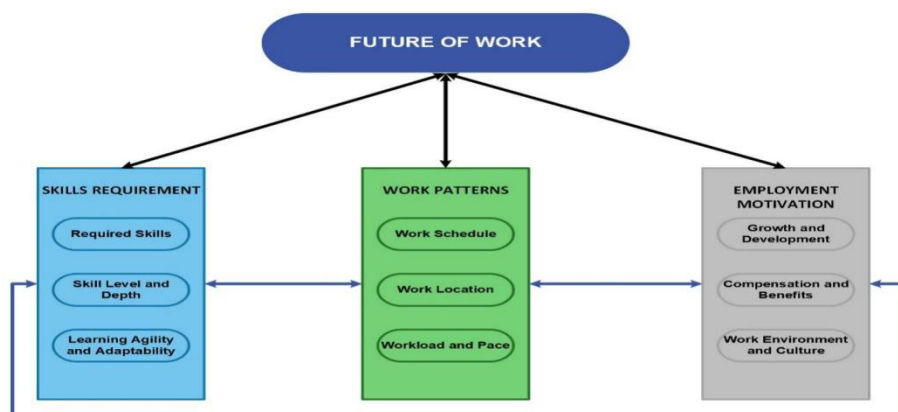
4. Conclusion and recommendations

Based on the findings of the study, the following conclusions were drawn: The respondents affirmed that skills requirements are moderately required for the future of work. Also, work patterns are often observed with work schedules as top consideration. Employment motivation was important in the conduct of their job where compensation and benefits was found to be the top motivator. There were highly significant relationship between skills requirements and work patterns, work patterns and employment motivation, and skills requirements and employment motivation. A framework for future of work was developed. Future research may expand the sample to cover a wider range of industries and regions to verify the broader applicability of the results. Future studies may introduce more control variables, such as organizational culture and psychological characteristics, to explore how these factors moderate the relationships between skill requirements, work patterns, and employment motivation. Longitudinal research methods may also be employed to examine the dynamic changes of these variables over time. The proposed framework may be discussed and considered for implementation.

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