

# Hybrid Work: Redefining the Future

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**Abstract**— In the Post – Pandemic world multiple organizations have shifted their working style. Several challenges have been faced by the organizations such as cyber security, Artificial Intelligence, technological changes, Workforce challenges. To manage the human capital i.e important resource of the organization it has been decided to shift the working in Hybrid Working. Hybrid working is the way to get benefits of both work arrangements. i.e. Work from the office as well as the Work from home. Covid time gave a boost to the Hybrid working concept. Hybrid working allows employees to work from anywhere in the world. Hybrid working has allowed work autonomy and opportunity for employees to manage their Work Life Balance. Due to earlier lifestyle, nuclear families, both are the earner and work patterns like long working hours, location of the workspace, long traveling time have become impossible for the employee to manage the work life balance. This work pattern provides flexibility & autonomy to individuals to manage work and personal space as per his/ her own convenience.

**Keywords**— Hybrid Work, Work Life Balance, Human Capital, Work Pattern, Flexibility.

## I. INTRODUCTION

Few years back in any type of organization it was the reality that employees used to work for 5 days or 6 days physically at an allotted workplace per week. But after the pandemic situation got changed and the birth of Hybrid Working pattern was suddenly became so popular. Pandemic Era taught so many lessons to mankind from became independent to drastic change in business policies. It has changed the nature of the business in 360 degrees. Some traditional business got affected by the pandemic and more technology based business took birth. The change has been witnessed by the mankind as well from psychology to physical capacity. Pandemic taught everyone to adopt the change.

The biggest change has been witnessed in the Business World and obviously by the employee. Acceptance to the fact and to overcome the situation has become the necessity of the individual. It does not matter about managing the work and his individual space? It has become the need to manage your own space and complete the allotted work within the home. This fact has been learned by human beings. Employees want autonomy and flexibility at the Workplace. It is the change that has been observed that employees want to work with their own conveniences. Everyone wants to work but at his pace and conveniences. Hybrid working was initially adopted by the various IT companies and it has become a necessity for every organization during pandemic. This has changed the character of the job, reporting patterns, communication between employees, typical workplace concept, execution of the work, but most significantly the psycho- emotional perception about doing the job. This has brought the change in socialization patterns and means of socialization and new tools have been utilized to be connected with the other employees.

### Hybrid Working Concept

In this new era, wherein remote working culture is emerging, in-person meetings can be a thing from the past. A flexible working model wherein when needed remote working is allowed and if required an employee should be able to work

from the office. Hybrid work pattern comprises work from home and work on premises. Here flexible working arrangements encourage safe return of employees in the workplace. This can ensure intelligent workplaces; office sizes can be reduced with such work arrangements. Work flexibility allows employees to focus on work and personal and community life.

### Significance of the Study

Hybrid working pattern allows to work for a diverse workforce talent pool. Employees are able to work past the actual limitations of their job with this strategy. Hybrid working models have been adopted by diverse organizations to accomplish numerous objectives. 77% of corporations whether they are SMEs or Start-ups or any other type of organization. Hybrid working models have been implemented to various organizations and various industries right from manufacturing to Information technology to FMCG. Concept of Hybrid working is quite flexible and it has been used by the companies as per their convenience. This concept has been utilized by the dispersed company who is having the offices at different locations throughout the world. Flexible working patterns have been offered by the companies. Flexible work options consist of different combinations of working such as remote working in emergencies in a needy situation, 3 or more working days in a week at an office place physically, equal combination of days at both physical as well as remote working, 3 or more days of remote working in a week. Companies are offering different patterns as per their business and working needs. Co-workspace sharing pattern also prefers to have Hybrid Working pattern working model.

## II. LITERATURE REVIEW

Employee needs differ in terms of working time and place of employment. It is challenging to comprehend the preferences of employees. but it is clear that organizational resiliency will be the solution to survive in a competitive world. Employees expect work flexibility from organization and they don't prefer full time work from home facility. Hybrid working model

satisfies both work and home related benefits to the employees. This model offers flexibility and a needed change in work pattern and change of place as well. It has been also observed that personal interaction with colleagues is required for good communication and for cooperation. To maximize the employee efficiency hybrid model can be useful which will ensure the employer and employee preferences.

Covid 19 Pandemic changed the concept of physical workplace. Hybrid work pattern is a combination of both physical workspace and remote work arrangement. Both work patterns have their own advantages and disadvantages. Physical workplace i.e. traditional work environment helps to maintain the formal & informal interaction, better teamwork, cooperation and professional work atmosphere, office facilities. Greater flexibility is provided by remote work environments, which support work-life balance. Hybrid work arrangements help to achieve both wherever it is needed by an employee or employer. It offers benefits to both parties.

A study has been carried out for middle level employees. Time management, personnel management, health, mental wellbeing, teamwork and productivity of an employee these factors were selected for the study. Employees prefer hybrid work models to get more flexibility and comfort and it also does not affect the workflow. Hybrid models will be helpful to improve team building and relationships amongst employees. This is important to guarantee the mental well-being of the workforce as well. Organizations need to give training to employees and work allocation and timely completion of the tasks for successful implementation of hybrid working models.

Hybrid work model has improved employee satisfaction and reduced stress related to commute from home to office and given freedom to work as per defined targets. But on the other hand it has created challenges towards team dynamics and performance. Self actualization, self-esteem, social, knowledge, health, safety and aesthetic criteria are the factors for Quality of work life which affect employees wellbeing and employees satisfaction. These factors can be improved by organization by drafting policies which will improve job satisfaction of IT employees.

Many organizations have adopted the hybrid model for various reasons such as it has reduced cost, Infrastructure Requirement, daily office challenges, Increased profit, less investment in HR activities, increased efficiency & productivity of the employees. Hybrid model allows a combination of both remote working and office working which is beneficial for both employer and employee. Microsoft, City-group, Infosys, Google, Ford Motor such organizations have adopted hybrid models with advanced technology ensuring data security. It is a need of time to have a unique hybrid model for each organization.

With a hybrid work style, employees may combine their personal and professional lives and have greater freedom. Combination of remote work & physical works allows employees to prioritize work and helps to achieve both personal and work goals. Office-first hybrid work model, flexible hybrid work model, office - occasional work model, partly remote hybrid work model, Fixed hybrid work model & Remote first hybrid work model are different types of hybrid working

models. Employees and employers are still facing challenges in the hybrid work model, few are related with technology, safety and security of data, employee attitude, working guidelines in hybrid work mode. Employees are juggling and managing both work and personal priorities.

Hybrid work can be at will or it can be Hybrid at Split week these practices followed at a few organizations. In some organization manager schedules the hybrid pattern for employees or in a mix of all hybrid options are followed at a few organizations. Each hybrid pattern has its own benefits and drawbacks. Better work-life balance, increased productivity, access to world talent, energy and cost saving on traveling, reduced expenses are benefits of the hybrid work model. Organizations face challenges of hybrid work patterns such as security of data, collaboration with employees who are working remotely, employee marginalization or employees feeling problems like isolation, careful planning and monitoring of work and most importantly hybrid work patterns are not suitable for all employees.

Employees are more comfortable with hybrid work models. Technology has allowed employees to have more flexibility through virtual work patterns, employees can save time and energy on traveling and this is more beneficial for employees. This model allows employees to complete their work within defined time but as per employees convenience about time and location of work. Through this research it is also observed that few employees prefer to work within the office only due to office work environment and professional decorum.

Working women have to take care of their children and parallel have to take job responsibility. Hybrid working pattern is considered the most beneficial option for working mothers. Hybrid work patterns allow employees to prioritize their personal and professional life. Hybrid working boosts productivity of employees, works as a retention strategy, boosts the company culture and certainly improves the job satisfaction of employees. Women employees can divide time for professional commitment and execute child responsibilities. Companies should develop a good work life balance policy for employees.

Study has been conducted between hybrid and non-hybrid work models to study team collaboration and team engagement. It has been observed through this study that team collaboration and team engagement is more effective in hybrid work models. To avoid daily commutes from home to office employees prefer to have work from home facility. Clear responsibilities and goals that should be achieved by team members enhance team productivity. Freedom given by organization about where to complete the work enhances the ownership amongst the employees.

Hybrid working model has allowed to improve the performance of individual employees. It has been observed that in the teleworking model due to lack of physical interaction and only virtual communication amongst employees has affected the independent relations between employees. Employees' personal concerns are ignored by the organization due to lack of personal interactions. Management of employees at the workplace is management of work and emotions of the

employee. Employee interaction plays an important role in maintaining a positive work culture.

Improved work life balance, flexibility, reduced commute time from home to office, enhanced autonomy are considered as benefits for employees due to the hybrid work model. Organizations are in process of defining guidelines and precise systems for hybrid work patterns. Employees feel that a hybrid work model ensures job satisfaction and overall well being is ensured. Hybrid models offer a way to guarantee engagement levels while preserving a healthy work-life balance. Atmosphere of trust, equality for all employees and active listening can ensure a positive work culture in an organization.

Post pandemic it has been observed various work patterns are observed such as employees fully working at office place, full remote working and one more pattern is hybrid working and full flex working. Communication, culture, wellbeing, future skills, ICT supports for hybrid work and well defined operations.

Study has been conducted to measure satisfaction and productivity when employees are working with hybrid working patterns. Flexibility offered through hybrid patterns allows employees to utilize time for family responsibilities, community involvement, leisure and health. Organizational support, work flexibility, flow experience and conciliation are the factors which are considered significant which affect productivity & satisfaction of the employees. Work autonomy certainly improves the satisfaction of the employees. Organizations can provide the hybrid work facility to employees so that employee satisfaction can be maintained.

### III. OBJECTIVES

- 1.To study the concept of hybrid working.
- 2.To understand different components of Hybrid working Practices at the workplace which will help to enhance the performance of employees.

### IV. RESEARCH METHODOLOGY

This research paper is written on the secondary data which was drawn from various research papers and articles through Journals and websites.

### V. DISCUSSION AND CONCLUSION

In this era of digitalization, providing a single location to securely collaborate, share documents, unite internal and external teams and access data is possible. Having the digital Headquarter is all that is required. These times are less about 'where you work' and more about 'how you connect'. Here technology plays a major role. Technology ensures that corporate data is easily accessible to the employee, at the same time it carries risk of security as well. So protecting the data through cybersecurity is also one of the facets of this model. Here use of the right tools is important.

This transformation in a way forced both companies and employees to adopt the change and execute the work with the help of various techniques: virtual management of workforce, managing team virtually, workspace sharing, access to work resources etc. In this entire transformational phase technology has executed the key role and helped both the entities to manage

their routine as well as work. Organizations have come up with new innovative policies to manage the work and manage the most important workforce of any organization i.e. manpower. Employees also changed their mind-sets to adopt and accept the change. This situation has triggered the concept of workplace flexibility and workplace autonomy to get ready for new technology boomed in the corporate world.

Hybrid Work model ensures the High performance by the employee, Collaboration, happiness of an individual, Positive work relationships, flexibility, autonomy, effective work habits for an employee. This ultimately boosts the productivity and happiness of the employee. This work arrangement provides an opportunity to have access to the talented workforce across globe, can retain good workforce and most importantly it ensures the work freedom for employees. It's a work without presence of the boss. You work as your boss. Hybrid working involves several costs of the company such as saving the infrastructure cost of the company, other facilities by company, traveling of the employee, canteen facilities, office maintenance costs etc. Most of the organizations have started adopting this work pattern. So, the organization is small or large or startup's everyone started regarding adoption of this work form. This is the future of working organizations.

### VI. SUGGESTIONS

Hybrid work patterns have changed working style, performance of an individual, organizational performance, communication patterns, job performance, interpersonal relationships. Technology transformation has changed the unification between workplace and time flexibility for employees. It has been observed that team performance was affected due to these work arrangements. Lack of motivating words and personal touch has impacted the performance of employees.

Every organization cannot adopt a hybrid working pattern for all the employees and with all sectors. Hybrid work patterns will change the HR policies of the organization; since the employee work cycle is going to face a drastic change in terms of the HR functions. Organizations will come up with innovative strategies to retain the talented employees within the organization because every organization is going to adopt the hybrid work model. This will again introduce a new work pattern. It's going to be an intriguing voyage. Society will observe a gradual change in the pattern of the organizations and new work challenges. This is just the foundation of that change which we are witnessing; to gear for the new change this is the attempt made by the writers to unfold the 360 degree view of this more technology oriented workspace. It is a time for organizations to have new strategies and modified business operations to ensure employee satisfaction and support systems that will facilitate employees in a hybrid work model.

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