

Hybrid Work Model: An Approach for Employee Wellbeing and Job Satisfaction in It Sector

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Abstract

The emergence of the hybrid work environment, characterized by a blend of remote and in-office work, has revolutionized the traditional concept of work. While this shift offers flexibility and convenience, it has also brought to light a range of effects on employees' well-being and job satisfaction. "Indian tech companies have already started adopting new work models, which vary from completely remote (work model) to a combination of remote and on-site, to a completely on-site model. The present research investigates the effect of the hybrid working model on employee wellbeing and job satisfaction among IT employees. The factors considered for hybrid work model are work environment, flexible work hours, communication and technology. The Gall-up study scale has been taken for employee wellbeing and Minnesota scale for measuring job satisfaction. The research results proved that there is significant relation between Hybrid work model setup and employee wellbeing & job satisfaction. By gaining an understanding of the factors that influence job satisfaction and employee wellbeing in a hybrid work environment, organizations can develop effective strategies to boost employee well-being and maximize organizational productivity.

Keywords: *Hybrid Work, Employee well-being, Job Satisfaction*

Introduction

Hybrid work is a flexible approach that combines working in an office environment and working from home. Hybrid work varies in flexibility and supports a variety of different work schedules. It allows employees to choose how and where they work, and offers autonomy to employees to design their working week in a way that works both for them and with company policies. Organizations who use a hybrid work model can offer a better work-life balance to their employees. This in turn drives productivity and employee engagement at work, and helps businesses operate more efficiently as a result.

A hybrid work model is a plan that incorporates a mixture of in-office and remote work in an employee's schedule. Employees occasionally have the ability to pick and choose when they work from home and when they come into the office. People refer to the hybrid model a lot, but there isn't exactly one clearly defined example. Ultimately, it involves some combination of working remotely and from an office. So far, the hybrid model looks different for every organization, but there are a few clear themes. Whatever the specifics, however, companies that choose to incorporate a hybrid model will all face some challenges.

IT companies and hybrid work

"Indian tech companies have already started adopting new work models, which vary from completely remote (work model) to a combination of remote and on-site, to a completely on-site model. While traditional companies are focused on accurate execution, technology organisations are fluid and modular,". More than 80 per cent of the IT companies are most likely to adopt a hybrid work model as compared to the rest of the industry segments. Also, the scale and nature of the business have evolved as key drivers, defining the structure of a future hybrid organisation. Organisations are also shifting focus to Tier-II and Tier-III towns, changing their geographical footprint in a bid to attract and retain skilled talent, which is spread across geographies, apart from looking at remote work models. "Companies are adopting newer models of work, which includes a higher adoption of pay on-demand models (gig workers/ freelancers), to increasing traction on tapping and retaining diverse talent pools," with the transition to a new work model, the organisational structure is expected to undergo some changes, to make the work more collaborative and engaging for employees.

Types of Hybrid Work Models

Remote-First Hybrid Work Model: Many leaders are choosing to go remote-first, meaning that their operations will closely mirror those of a fully remote company, with a few exceptions. Notably, most will keep their offices as space for

employees to work from. Some also won't allow the same flexibility to every employee, meaning that they may require some employees to continue coming to the office if their job requires their physical presence.

Office-Occasional Hybrid Work Model: The idea here is that employees come into the office a few times a week. This model uses the office to blend in-person collaboration and solo work. Depending on the company's needs, this can be quite a loose policy (e.g., employees are instructed to come into the office two days a week of their choice), or there could be more firm guidelines. The core of this model is that the company isn't going fully remote-. Instead, they choose to keep an office and require employees to spend some time in it. Some employees may even want to spend more than the required amount of time there.

Office-First, Remote Allowed Hybrid Work Model: In this model, the company offers a remote work policy and might have some employees scattered, but those who work in-office and those who don't are differentiated by the connections and opportunities in-office folks get by working so closely with the leadership team.

The Benefits of Hybrid Work Model to the Companies

- Reduced absenteeism and attrition rates
- Increased employee happiness
- Reduced operational costs
- Improved collaboration
- Better productivity and efficiency
- Improved relationships
- Genuine innovation

Companies using Unique Hybrid work model

Microsoft: From October 2020, Microsoft has declared regarding following the Unique Hybrid work model which consists of more 50% remote work and less time in office where permission from management is not required. If few employees want to work 50% remote and 50% in office then permission from management is necessary. Those employees who permanently wants to work remotely they have to take permission from the management. These employees won't have dedicated place to sit when they would come to office when there would be a requirement but some place would be definitely given to them.

Google: Google has decided that most of the employees will be working remotely and when there is a requirement employee can come to the office. In order to work seamlessly certain changes in the workspace has been made by google. The changes are as follows: Cloud-based storage, Collaboration tools, Endpoint security, Management controls, Video conferencing.

Infosys: Flexibility of work has also improved the productivity of the people as well. It is clear that many well-known organizations have started practicing and adopting the Unique Hybrid work model which is equally successful in every sector. Unique Hybrid work model should be adopted by other organizations as well so that it will be beneficial for everyone.

Review of Literature

A hybrid work model is a timetable that divides an employee's time between in-office and remote work (B.Vidhyaa and Dr.M.Ravichandran, 2022). It is occasionally possible for workers to choose when to work from home and when to report to the office. Autonomy, Flexibility, High Performance, Collaboration, Positive Work Relationships, and Effective Work Habits are all encouraged in an effective hybrid work environment.

N.Chellam and Dr.Divya D (2022)they found that in order to adapt to the changing needs of both their consumers and employees, organizations are adapting hybrid model. Employers are paying more attention to employees' work-life balance and performance as a result of the functional shift from a traditional to a technological mode of working. Pandemic has dramatically altered the way the organization was operating and had an impact on all of its operations. This covers work habits, modes of communication, hours of operation, productivity, and interpersonal interactions.

Prasad K.D.V et al. (2023) conducted an empirical investigation into the relationship between remote work and occupational stress, as well as the effects of these variables on job satisfaction, motivation, and performance. Employees from IT enabled industries in the Hyderabad metropolitan area participated in their study. Three subscales were used to evaluate remote work: self-efficacy, technology, and collaboration. Findings indicated that remote work contributed to

employee anxiety and tension, primarily due to lack of peer interaction, lack of routine pauses, and work-family conflicts. The authors proposed the creation of thorough human resource policies and performance management systems to address these issues.

Fiona Niebuhr et al. (2022) investigated the effects of work from home (WFH) on German employees, concentrating specifically on job satisfaction, work capability and stress. Their analysis made use of data from a panel survey of German workers from a variety of industries. The findings highlighted the positive impact of technical equipment on employee health and job satisfaction. The study highlighted the importance of legal regulations for WFH and offered insight into intervention strategies.

Research Methodology

Objectives of the study

1. To study the employee's opinion towards Hybrid work model.
2. To assess the impact of Hybrid work model on employee wellbeing.
3. To analyse the influence of hybrid work model on employee job satisfaction.
4. To suggest strategies for employee wellbeing and job satisfaction with effective type of Hybrid work model.

Hypotheses of the study:

H₀₁:Hybrid work model does not influence employee well-being in organization.

H₁:Hybrid work model influence employee well-being in organization.

H_{01a}:Work environment in Hybrid work model doesn't influence well-being in organization.

H_{01b}:Flexible work hours in Hybrid work model doesn't influence well-being in organization.

H_{01c}:Communication in Hybrid work model doesn't influence well-being in organization.

H_{01d}:Technology in Hybrid work model doesn't influence well-being in organization.

H₀₂:Hybrid work model doesn't influence job satisfaction of employees.

H₂: Hybrid work model influence job satisfaction of employees.

H_{02a}:Work environment in Hybrid work model doesn't influence job satisfaction of employees.

H_{02b}:Flexible Workhours in Hybrid work model doesn't influence job satisfaction of employees.

H_{02c}:Communication in Hybrid work model doesn't influence job satisfaction of employees.

H_{02d}:Technology in Hybrid work model influence doesn't influence job satisfaction of employees.

Data Collection and Sampling

The data for this study were collected through a self-administered web-based questionnaire survey. Furthermore, the participants were provided with clear instructions on how to complete the questionnaire. The questionnaire survey was divided into three sections. The first section gathered demographic information from the participants, such as Age, Gender, Marital status, Designation, and other relevant characteristics. The second section focused on Employee well-being and job satisfaction. Finally, the third section focuses on Hybrid work model with factors like work environment, flexible work hours, communication and technology. The data collection period spanned the months of October to December 2023. A probability sampling technique, specifically simple random sampling, was employed to select the study participants. The target population consisted of employees working in IT Industry in India. The intended sample size for this research was determined using a simple formula for an unknown population. The target sample size was set at 220 participants from various IT companies in India. However, the target sample size was not achieved due to the availability and willingness of individuals to participate. Hence we received 200 responses from the respondents.

Data Analysis

After the data was collected, descriptive data analysis techniques were applied. The collected data is analysed using the IBM SPSS -27 version. The descriptive statistics summarized and described the key variables, including the frequencies, percentages, and means of each scale. The analysis aimed to provide an overview of the responses and identify patterns or trends within the data. The questionnaire included 5-point Likert-scale questions. A Likert scale is a

commonly used rating scale that allows participants to indicate their level of agreement, satisfaction, or preference. The Likert-scale responses were recorded and converted into numerical values in this case. This conversion involved assigning numerical values to each response option.

Table: 1
I-Demographic Variables

| Age | Option | No. of Respondents | % of Respondents |
|----------------|--------------------------|--------------------|------------------|
| | 22-27 | 60 | 30 |
| | 28-32 | 50 | 25 |
| | 33-37 | 40 | 20 |
| | 38-42 | 20 | 10 |
| | Above 42 | 30 | 15 |
| Gender | Option | No. of Respondents | % of Respondents |
| | Male | 110 | 55 |
| | Female | 90 | 45 |
| Marital Status | Option | No. of Respondents | % of Respondents |
| | Married | 80 | 40 |
| | Unmarried | 120 | 60 |
| Designation | Option | No. of Respondents | % of Respondents |
| | Software Engineer | 60 | 30 |
| | Senior Software Engineer | 60 | 30 |
| | Team leader | 40 | 20 |
| | Senior Team Leader | 40 | 20 |

Table:2
II-Reliability Analysis of Study Variables

Reliability tests are helpful to examine the appropriate internal consistency of all construct scales. The Cronbach alpha is above 0.5 which indicates high internal consistency.

| Dimensions | Cronbach's Alpha | N of Items |
|---------------------|------------------|------------|
| Employee well being | .853 | 21 |
| Job Satisfaction | .687 | 19 |
| Hybrid work Model | .891 | 43 |

III- Descriptive statistics of employee wellbeing, employee job satisfaction, hybrid work model

The information given in table 3 deals with employee wellbeing, employee job satisfaction and hybrid work model in selected IT companies. The dimensions are measured on scale which consists of 5 items with their values ranging from 1 to 5. The mean values of observed items are higher than 3. It indicates that the employees are expressed their strong agreeable level towards Hybrid work model, Employee wellbeing and employee job satisfaction.

Table:3
Descriptive statistics of employee wellbeing, employee job satisfaction, hybrid work model

| | N | Mean | Std. Deviation |
|---------------------|-----|--------|----------------|
| Employee Well being | 200 | 4.08 | .537 |
| Job satisfaction | 200 | 4.0803 | .40114 |
| Hybrid work model | 200 | 4.0587 | .49717 |
| Valid N (listwise) | | 200 | |

Hypotheses Testing Results

H₀₁: Hybrid work model does not influence employee well-being in organization

This hypothesis investigates the impact of hybrid work model on employee wellbeing with the help of correlation and simple regression analysis. The factors considered for hybrid work model are work environment, flexible work hours, communication and technology.

Table:4**Correlation matrix of Hybrid work model and Employee wellbeing**

| | | Employee wellbeing | Hybrid work model |
|--------------------|---------------------|--------------------|-------------------|
| Employee wellbeing | Pearson Correlation | 1 | .936** |
| | Sig. (2-tailed) | | .000 |
| | N | 200 | 200 |
| Hybrid work model | Pearson Correlation | .936** | 1 |
| | Sig. (2-tailed) | .000 | |
| | N | 200 | 200 |

**. Correlation is significant at the 0.01 level (2-tailed).

A positive and significant relationship found to exist among Employee wellbeing and Hybrid work model with the r value of 0.936 in IT sector. The factors considered in Hybrid work model are as follows work environment, flexible work hours, communication, Technology.

- The correlation is found to be positive between Employee wellbeing and work environment with r-value of 0.788 at 0.01 significant levels. Thus, rejecting null hypothesis H_{01a} and accepting alternate hypothesis with respect to relation between work environment and Employee wellbeing.
- The correlation is found to be positive between Employee wellbeing and Flexible work hours with r-value of 0.931 at 0.01 significant levels. Thus, rejecting null hypothesis H_{01b} and accepting alternate hypothesis with respect to relation between Flexible work hours and Employee wellbeing
- Results of correlation stated that there is a positive relationship between Employee wellbeing and Communication with r-value of 0.807 at 0.01 significant levels. Thus rejecting null hypothesis H_{01c} and accepting alternate hypothesis with respect to relation between communication and Employee wellbeing.
- The correlation is found to be positive between Employee wellbeing and Technology with r value of 0.738 at 0.01 significant levels Thus rejecting null hypothesis H_{01d} and accepting alternate hypothesis with respect to relation between technology and Employee wellbeing.

Table:5**Correlation Matrix -Employee Wellbeing and Hybrid work model factors**

| | | Employee Well Being | Work Environment | Flexible Work Hours | Communication | Technology |
|---------------------|---------------------|---------------------|------------------|---------------------|---------------|------------|
| Employee Well-Being | Pearson Correlation | 1 | .798** | .931** | .807** | .738** |
| | Sig. (2-tailed) | | .000 | .000 | .000 | .000 |
| | N | 200 | 200 | 200 | 200 | 200 |

**. Correlation is significant at the 0.01 level (2-tailed).

Impact of hybrid work model on employee wellbeing using simple linear regression analysis

The study adopted regression analysis to validate the results of correlation. A detailed analysis is made through Simple linear regression analysis. The results of regression analysis indicate that Hybrid work model variables influence employee wellbeing.

Table:6**Model Summary of Hybrid work model and Employee wellbeing**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .936 ^a | .877 | .876 | .189 |

a.Predictors: (Constant), Hybrid work model

b.Dependent variable: Employee wellbeing

The regression results depicted in table 6 proves that Hybrid work model dimension is able to significantly influence 87.7% Employee wellbeing ($R^2=0.877$) Thus rejecting null hypothesis H_{01} and accepting alternate hypothesis with respect to relation between Hybrid work dimension and Employee wellbeing in selected IT companies.

H₀₂: Hybrid work model doesn't influence job satisfaction of employees.

The hypothesized relationship between Hybrid work model and job satisfaction of employees is measured using correlation coefficient. Employee job satisfaction is dependent variable of the study and Hybrid work model is considered as independent variable. Analysis of data revealed that there is a positive and significant relationship between Hybrid work model and Employee job satisfaction with r value of 0.623 and significant at 0.01 level with p-value of 0.000 at two tailed as shown in table 7.

Table:7
Correlation Matrix of Hybrid work model and Employee job satisfaction

| | | Job Satisfaction | Hybrid work model |
|--------------------------|---------------------|-------------------------|--------------------------|
| Job satisfaction | Pearson Correlation | 1 | .623** |
| | Sig. (2-tailed) | | .000 |
| | N | 200 | 200 |
| Hybrid work model | Pearson Correlation | .623** | 1 |
| | Sig. (2-tailed) | .000 | |
| | N | 200 | 200 |

**. Correlation is significant at the 0.01 level (2-tailed).

A positive and significant relationship found to exist among Employee job satisfaction and Hybrid work model with the r value of 0.623 in IT sector. The factors considered in Hybrid work model are as follows work environment, flexible work hours, communication, technology. The results of correlation between employee job satisfaction and hybrid work model as shown in table 8.

- The correlation is found to be positive between Employee job satisfaction and work environment with r-value of 0.849 at 0.01 significant levels. Thus, rejecting null hypothesis H_{02a} and accepting alternate hypothesis with respect to relation between work environment and Employee job satisfaction
- The correlation is found to be positive between Employee job satisfaction . and Flexible work hours with r-value of 0.503 at 0.01 significant levels. Thus, rejecting null hypothesis H_{02b} and accepting alternate hypothesis with respect to relation between Flexible work hours and Employee job satisfaction.
- Results of correlation stated that there is a positive relationship between Employee job satisfaction and Communication with r-value of 0.505 at 0.01 significant levels. Thus, rejecting null hypothesis H_{02c} and accepting alternate hypothesis with respect to relation between communication and Employee job satisfaction
- The correlation is found to be positive between Employee job satisfaction and Technology with r value of 0.413 at 0.01 significant levels Thus rejecting null hypothesis H_{02d} and accepting alternate hypothesis with respect to relation between technology and Employee job satisfaction.

Table:8
Correlation Matrix of Hybrid work model factors and Employee job satisfaction

| | | Job satisfaction | Work Environment | Flexible Work Hours | Communication | Technology |
|-------------------------|---------------------|-------------------------|-------------------------|----------------------------|----------------------|-------------------|
| Job Satisfaction | Pearson Correlation | 1 | .849** | .503** | .505** | .413** |
| | Sig. (2-tailed) | | .000 | .000 | .000 | .000 |
| | N | 200 | 200 | 200 | 200 | 200 |
| | | | | | | |

**. Correlation is significant at the 0.01 level (2-tailed).

Impact of Hybrid Work Model on Employee Job Satisfaction Using Simple Linear Regression Analysis

The study adopted regression analysis to validate the results of correlation. A detailed analysis is made through Simple linear regression analysis. The results of regression analysis indicate that Hybrid work model variables influence employee job satisfaction.

Table:9**Model Summary of Hybrid work model and Employee job satisfaction**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .623 ^a | .388 | .385 | .31470 |

a. Predictors: (Constant), Hybrid work model

The regression results depicted in table 9 proves that Hybrid work model dimension is able to significantly influence 38.8% Employee wellbeing ($R^2=0.388$) Thus rejecting null hypothesis H_02 and accepting alternate hypothesis with respect to relation between Hybrid work dimension and Employee job satisfaction in selected IT companies.

Results Discussion

Hybrid work setup in IT organizations helps to improve employee well-being. The research analysis reveals that employees expressed their agreeable level towards different factors that influence employee well-being in organizations. The facilitators such as health & physical conditions, relations between superior and subordinates, alignment of job with organizations mission, workplace flexibility, safe and respectful working atmosphere, supportive relationships, environment equity & inclusion for psychological safety and team work leads to effective employee well-being with proper work life balance.

The research shows that high internal consistency for employee well-being, job satisfaction & hybrid work setup in organizations through reliability analysis. Going by the results proved that there is significant positive relation between Hybrid work model and employee well-being and job satisfaction. Different factors like work environment, communication & technology in hybrid work setup shows effect on employee well-being & job satisfaction. Employees are comfortable in coming to office on certain days with personal choice of 1-2 days in a week. Majority of the employees prefer hybrid work setup with effective guidelines two-way communication and supportive relationship provided by team leaders. Another important factor in remote work is effective technology infrastructure with higher speed internet enables effective employee performance.

Conclusion

According to the study of Stanford university the hybrid working arrangements balance the benefits of working onsite with the benefits of working remotely. Different factors can affect an employee's work-life-balance and success of this work setup depends heavily on the individual employee and their specific job role.

Achieving success in a hybrid work environment requires careful planning and effective strategies as follows:

- Based on organizations unique requirements the factors such as team dynamics, project timelines, client interactions, nature of tasks taken as foundation for designing hybrid work model.
- Flexible working style consists of team meetings in – office days and allowing flexibility for remote work on remaining days.
- Prioritize employee well-being by building breaks into work week structure.
- Sophisticated technology helps to bridge the gap between in-office and remote work setup.
- Implementation of office days helps to enhance social interactions and bonding Effective employee performance, feedback based on insights & evolving needs.
- Transparent communication of work week structure, expectations and guidelines for remote work.

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