

Herzberg's Two-Factor Theory and its application in hybrid work model - Evidence from India

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Abstract - The topic of remote work and its effect on productivity or employee effectiveness continues to be a contentious subject among CEOs, HR specialists, and employees alike. Notable chief executive officers, such as Elon Musk who owns Tesla and Twitter, have engaged in discussions regarding the benefits and drawbacks of different work patterns and how they affect the employee effectiveness. The rise of more recent work patterns, such as hybrid arrangements and digital nomads, has only intensified this discussion. So, the question is: What effect do these work models have on employee effectiveness? This study attempts to explore the determinants of employee effectiveness in the hybrid model by means of an empirical study set in global organizations with offices in India. With deductive research approach and Herzberg's Two-Factor Theory as a theoretical lens, the determinants of employee effectiveness in hybrid work model were studied. The main findings of the empirical study are - The Herzberg's Two-Factor Theory provides a comprehensive explanation of the key aspects that contribute to employee retention in a flexible work culture of a hybrid work model employed in IT and ITES companies. Notably, the hybrid model differs from earlier models in that while the hygiene components are present, the motivators are absent. This implies that there remains a fundamental degree of employee satisfaction, but the motivators to further enhance satisfaction are lacking. Another key take away is that the motivators vary for each employee based on the nature of work and are, to some part, reliant on the hygiene factors. The findings contribute to the studies on emerging trends in work models, trends that have practical implications to achieve organizational and employee goals and for optimizing innovative business operating models.

Key words – Herzberg's Two-Factor Theory; Hybrid workforce; Employee effectiveness; productivity; Business operating models; International business trends

Introduction

COVID-19 has altered most firms' operations in a lasting way. In the initial phase of the pandemic, when there were no effective treatments or vaccines, governments and business enterprises advised employees to work remotely in order to ensure their safety (Salari et al., 2020). The COVID-19 pandemic has necessitated a fast reassessment of the corporate operating model, encompassing aspects such as personnel, procedures, work location, and technology. The imperative to adapt and change in order to overcome disruptions was unprecedented. In order to maintain their competitiveness during the market upheaval caused by the pandemic, firms embarked on business model transformations as a reactive response to the unprecedented circumstances, rather than as a planned strategic decision.

Upon the outbreak of COVID, companies scrambled to evaluate options to continue their business. All businesses examined options to operate remotely using technology solutions. The pandemic crisis has sparked a great need for a 360-degree understanding of the remote and hybrid work model, that includes but not limited to identifying the inherent challenges to measure employee effectiveness, and possible ways to address them. While some studies aim for industry-specific work-from-home solutions, others focus on generic learnings adoptable across the industries. However, there are very few studies that identify factors that could work as enablers and others that deter employee effectiveness when working remotely. To address this research gap, the study uses Herzberg's Two-Factor Theory in the investigation to come out with findings that are of relevance across industries where medium to high skill level and knowledge of processes is expected of employees.

The international IT and ITeS Companies with support offices in India were quick to adopt remote employee model that has evolved to now widely prevalent hybrid work model (with organization-specific variants), to sustain their day-to-day operations. Companies started evaluating contract-based obligations towards their customers. While most employees were enabled for remote service delivery, few business contracts had obligations for support teams to work out of office premises.

This was primarily driven by security requirements of global customers. The key focus of companies has turned to workforce effectiveness. While companies have seen success in the short term, the study examines the much-needed scope of optimizing effectiveness in hybrid work models.

Ensuring active participation of employees throughout the process of transformation was crucial for achieving success, especially considering the vulnerability of individuals and work locations, and the increased prominence of technology in the post COVID-19 period. Furthermore, this has also brought forward substantial opportunities. According to multiple global studies, the impact of COVID-19 has led to the emergence of two significant trends in global operations: the adoption of a hybrid work strategy and increased automation (SSON, 2023). Ensuring that employees' performance is in line with the objectives of the company and establishing a corporate culture that revolves around new ways of operating, such as remote work and customized versions of a hybrid model, have become the company's primary priorities. Employees play a vital role in virtual collaboration and remote contribution due to their evolving business understanding, customer focus, alignment with organizational goals, and ability to adapt to new business challenges in the changing work environment. The significance of changing work regulations has increased among employees and their supervisors who work remotely for a designated period of time, now commonly referred to as hybrid work.

The subject of remote work and its impact on employee effectiveness remains highly contentious among CEOs, HR specialists, and employees alike. The emergence of contemporary work patterns, such as hybrid arrangements and digital nomads, has further heightened this discourse. Therefore, the issue at hand is: What impact do these work models have on employees' effectiveness? This study aims to investigate the factors that influence employee effectiveness in the hybrid model through an empirical study conducted in global corporations with offices in India using a deductive research approach and Herzberg's Two-Factor Theory as the theoretical framework.

Hybrid work is a practice that tailors the work environment to suit the needs of the worker, regardless of their location. It enables individuals to operate both on-site and off-site (remotely), as well as between different places. The hybrid workforce model holds significant potential, since firms have shown sustained and, in some circumstances, enhanced employee productivity with remote working. Recent research has shown that hybrid work fosters inclusivity, engagement, and well-being among employees.

Organizations were caught off guard by the sudden and significant changes brought about by the COVID-19 outbreak, leaving them without the time or preparedness to develop well-defined remote-work policies or provide enough staff training beforehand. The present study seeks to examine the correlation between an employee's location (either remote or in the workplace) and their productivity within the setting of the workplace or remote work.

Literature Review

1) Motivational theories

The correlation between employees' motivation and their production has been well-established. The argument has been supported by several management theories, starting with Frederick Taylor's work on 'The Principle of Scientific Management' in 1911 and Henry Gantt's work on 'Works, Wages and Profits' in 1913. The management strategies for motivating modern employees have undergone changes throughout time; the contemporary strategies for managing employee motivation are focused on the people themselves and have proven to be more efficient (Gardner and Lambert 1972).

In his 1943 study, Maslow posited that individuals engage in work primarily to meet their basic survival needs and secure financial compensation (Navy, 2020). Additionally, work serves as a means to establish social connections, attain job security, experience a feeling of accomplishment, and gain recognition in society. Furthermore, work contributes to the development of personal identity and, crucially, fosters satisfaction with one's job (Hirschi and Koen, 2021). Job satisfaction is a common trait among high-performing employees in their particular workplaces.

Edwin Locke introduced the goal-setting theory in 1968. This theory posits that the individual objectives set by an employer have a significant impact on inspiring the employees to achieve exceptional levels of productivity. According to this theory, employee productivity is a significant multifaceted concept that focuses on achieving personal goals and is closely connected to the intended objectives of a business (Locke and Latham, 2019). Further, the best way to meet employees' goals is to create an appealing, relaxed, fulfilling, and inspiring work environment that will make them feel proud of and motivated to execute their jobs. The design of the working environment has a significant impact on individuals' emotions, job productivity, loyalty to their employer, and the new knowledge creation within the business.

Victor Vroom is credited with providing the most widely accepted explanations of motivation. The hypothesis he proposed is well recognized as the expectation theory. The idea centers around three key relationships: the connection between efforts and performance, the relationship between performance and rewards, and the link between rewards and personal goals (Vroom et al., 2015). Expectancy theory suggests that an employees will work better if they believe that improved productivity will lead to good productivity appraisal leading to the realization of personal goals in the form of future rewards.

McGregor's motivation theory is based on behavioral theories. According to him, motivating individuals requires assumptions about human nature. Theory X and Y are two sets of human nature assumptions. Theory X people may find rewards the most motivating way to attain organizational goals. Managing Theory Y workers requires creating a creative workplace culture (Galani and Galanakis, 2022)

Herzberg's 'two factor theory' often referred to as the 'Motivator-Hygiene Theory' or 'the Dual Structure Theory' states that certain workplace variables lead to job satisfaction, but if absent, they do not lead to dissatisfaction either (Thant and Chang 2021). He contrasted motivators (a challenging work, recognition, responsibility) that provide positive fulfillment, from hygiene elements (status, job stability, money, and fringe perks) that do not motivate if present but if absent, may result in demotivation and demoralization. Herzberg found that humans seek 'hygiene' needs because they are dissatisfied without them, yet satisfaction is fleeting. Poorly managed firms still fail to grasp that 'hygiene' needs do not motivate individuals. Herzberg's actual motivators—achievement, advancement, development, etc.—provide a deeper sense of meaning and fulfillment and motivate people only when they can attain them.

2. Flexible work arrangements

Businesses depend on human capital to achieve goals and gain a competitive edge. (Coff et al., 2020). The role of non-pecuniary incentives in flexible work arrangements is growing in motivating workers (Vij et al., 2024). Remote work programs, which allow employees to work outside the office, have become popular among companies (Smite et al., 2023). The increasing adoption of technology, geographical problems posed by talent location, staff requests for flexibility in association i.e., agreed work contracts, productivity, and so on have made this remote work model or operating approach important.

Prior to the onset of COVID-19, many firms had already adopted telecommuting methods to adapt to the rapidly changing external environment and workforce demands. This approach allows employees to have greater flexibility in balancing their professional and personal lives. Recent study consistently demonstrates that telecommuting yields favourable results for individuals, including enhanced work-life balance, increased autonomy in work, and decreased work-family conflict (Perry et al., 2020). Conventionally, telecommuting is not seen as creating a stressful work situation, and various factors (e.g., incentives or work tasks) are known to contribute to positive work productivity at home.

A survey conducted by the Organization for Economic Cooperation and Development (OECD) found that industries that rely heavily on knowledge, such as technology, are more likely to embrace telecommuting. In contrast, industries that require employees to be physically present to perform their tasks are less inclined to adopt telecommuting practices (Espinoza & Reznikova, 2020).

A hybrid workplace approach offers flexibility and support through in-office and remote work. In most organizations today, hybrid work models are fast evolving. Hybrid work could enhance work-life balance, flexibility, and employee experience. Hybrid arrangements combine the benefits of on-site collaboration, innovation, and culture-building with the calm and lack of commuting of working from home. Companies recommend working few days a week at home on individual job duties or small meetings and rest of the week days at the office for larger meetings, training, and social activities (McKinsey 2023)

With the exception of studies taken up to assess the effect of WFH on productivity, no other studies have estimated and documented, a causal comparison of employee productivity, engagement, and satisfaction in hybrid work environment. The current study extends the scope of remote employee productivity studies in a step wise progression to include hybrid work effect on employee engagement and satisfaction in international organizations. Our findings of the empirical study demonstrate that hybrid work benefits are derived by a robust hybrid work policy anchored on the hybrid work operating model which is a framework with its six components – measurable productivity, collaboration/ team engagement, employee - manager connect, employee learning, employee engagement and finally, work life balance

Theoretical framework and Conceptual Model

According to Frederick Herzberg's Two-Factor Theory, employee satisfaction is contingent upon two factors: motivators and hygiene. While motivators, such as recognition and stimulating work, have been shown to enhance job satisfaction, hygiene elements, such as job stability, competitive compensation, and employee perks, may not necessarily lead to job satisfaction. Nevertheless, the lack of hygiene factors will result in discontentment with one's job. With deductive research approach and Herzberg's two-factor theory as a theoretical lens, the determinants of employee effectiveness in hybrid work model were investigated by an empirical study of motivator and hygiene factors that were renamed to suit the objectives of the study. The study was set in the Indian offices of international IT and ITeS organizations based in Chennai.

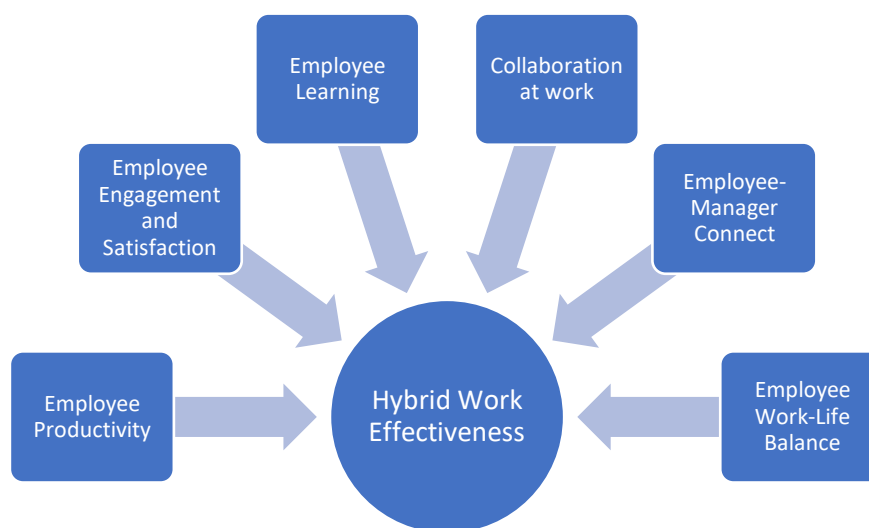


Fig 1–The conceptual framework of Hybrid Work Model

Figure 1 above is the conceptual framework showing the Hybrid Work Model with its variables identified from literature—employee productivity, employee - manager connect, collaboration and team engagement, employee learning, employee engagement and satisfaction, and employee work-life balance that impact hybrid work effectiveness of IT and ITeS employees.

Research question and objectives

The main research question that leads the study was,

‘What are the key factors impacting IT and ITeS employee effectiveness working in the hybrid models?’

Research objectives

To examine

- If employee productivity affects employee effectiveness when working in the hybrid work form
- If employee-manager connect affects employee effectiveness when working in the hybrid work form
- If collaboration and team engagement affect employee effectiveness when working in the hybrid work form
- If employee learning affects employee effectiveness when working in the hybrid work form
- If employee engagement and satisfaction affect employee effectiveness when working in the hybrid work form
- If employee work-life balance affects employee effectiveness when working in the hybrid work form

g. Hypotheses

H-1: Employee productivity improves hybrid work effectiveness

H-2: Employee-manager connect improves hybrid work effectiveness

H-3: Collaboration and team engagement improves hybrid work effectiveness

H-4: Employee learning improves hybrid work effectiveness

H-5: Employee engagement and satisfaction improves hybrid work effectiveness

H-6: Employee work-life balance improves hybrid work effectiveness

Constructs and Variables

An extensive review of literature was carried out to identify the variables to measure constructs based on the hypotheses that were to be tested. The critical aspects of an employee's work-life were examined, and key constructs were identified to evaluate the present and desired state. The list of variables that were measured/assessed by means of a survey and interviews are listed as follows.

1. Hybrid Work Effectiveness
 - a. Quality of work (assessed through peer audit)
 - b. Performance gap (WFH vs WFO output comparison)
 - c. Monitoring feedback (customers, peers)
 - d. Self-reported productivity
2. Employee Productivity (Fig. 3)
 - a. Measure of productivity (organizational metrics)
 - b. Turn-around time for queries (from employees, colleagues)
 - c. Employee availability (working hours)
 - d. Additional program/ops support
 - e. Ecosystem (like home environment, home-office setup, children/spouses/partners parallel studies/work from home)
3. Employee - Manager connect
 - a. Frequency of discussion (Communication)
 - b. Employee feedback on engagement
 - c. Manager feedback on engagement
 - d. Org/business factors impacting their connect (business fluctuations, Org restructuring)
4. Collaboration and Team Engagement
 - a. Employee engagement
 - b. Time for personal bonding
 - c. Easier access to employee and collaborate
 - d. New employee induction
5. Employee Engagement and Satisfaction (Fig. 4)

- a. Employee satisfaction in terms of loyalty, happiness, and drive
 - b. Ability to meet official requirements
 - c. Ability to meet personal requirements
 - d. Connect with team, managers
 - e. Career view and personal growth picture
6. Employee Learning
 - a. Organization's learning platform
 - b. Time spent on trainings
 - c. Other platforms used by employees
 - d. Central drive for learning
 - e. Improvement in Employee Learning Index
 - f. Alignment with company vision and direction
7. Employee Work- Life balance (Fig. 5)
 - a. Better time management and priority setting
 - b. Focus on health and time with family
 - c. Improvement in children's performance and all-round development
 - d. Improvement in support to parents/spouse
 - e. Happiness and general well being

Research Method

We test the conceptual model empirically in India by surveying and interviewing practitioners across industries. In Hyderabad, Bangalore, and Chennai, 115 international IT and ITeS employees were surveyed and interviewed for this study. Only firms who used the hybrid working model to provide 24X7 customer service and worked shifts were studied. The survey had two groups of respondents: one with 105 resource/line manager/project managers and the other with 10 contributors to interviews. 7-point Likert scale (Strongly disagree-Strongly agree) was used to collect survey responses.

Analysis, findings, and discussion

The following section discusses hypotheses, the result, along with the probable explanation for the outcome

1. Hypothesis-1/ H-1: Employee productivity improves hybrid work effectiveness

Companies have shown continuous employee productivity and even increased productivity through remote working, making the hybrid workforce model promising. The current study shows that remote and hybrid workers are more productive. Hybrid work had higher productivity than onsite work. Managers say lengthier working hours, shorter breaks, and a 'always connected' strategy boost productivity. Performance metrics for the organization have improved. This contradicted the idea that COVID-19 would lower workforce productivity when WFH began. Operations and everyday routines evolved as organizations continued with their delivery method. Individual team members reported initial delays in adopting the new norm. With performance management teams consciously analyzing individual production, daily huddles and guidelines improved individual output.

Clear responsibility to individuals has greatly reduced query turnaround time. In a work-from-office atmosphere, group attitudes prevented individual accountability. Interestingly, remote or hybrid working models emphasize individual performance monitoring.

Worktime has changed considerably, allowing staff to log in and handle queries as needed. Respondents also noted that WFH and hybrid models reduce urban commutes, a major productivity inhibitor.

The performance management and business operations respondents said WFH had a big influence on their performance initially when they implemented it. Teams initially struggled to settle. Team members' processes and accountability had to be linked to improve performance. Organizational intervention solved this. Thus, performance has greatly improved. Interestingly, the organization's average response time has improved and turnaround time has dropped for queries (Fig 3).

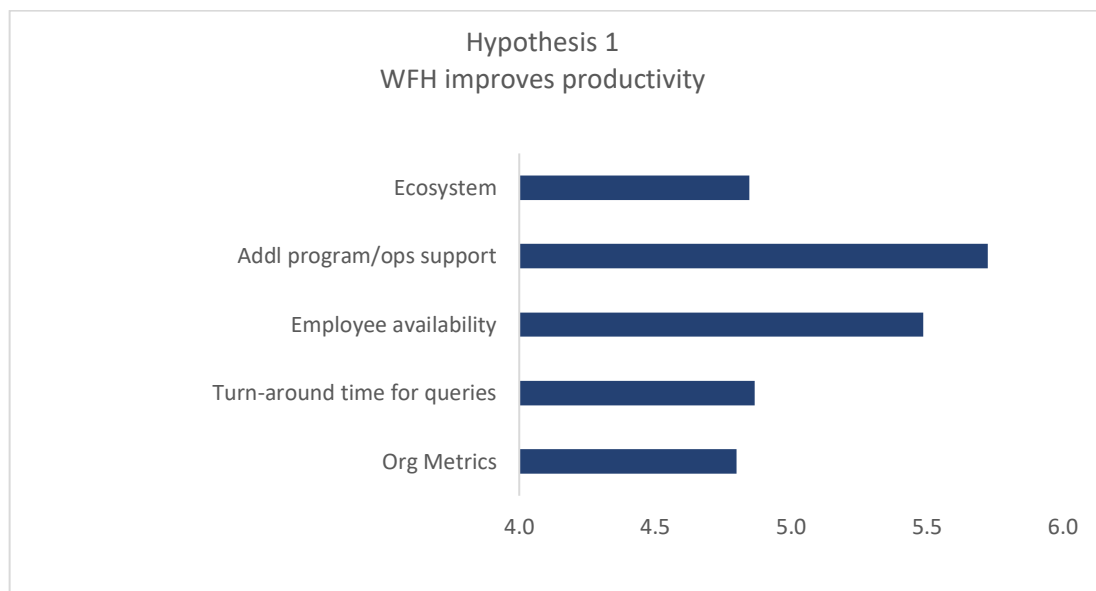


Fig 3. Distribution of responses to test H1

Working from home has helped people commit more time to work. Due to reduced time on commute, meeting time, and office breaks, employees can take on more work. Therefore, the hybrid work structure is most likely to boost employee productivity. The majority of CEOs in the study believed that remote and hybrid working methods increasingly require good workforce planning/management and technology.

2. Hypothesis – 2 / H-2: WFH and hybrid work improves collaboration and team engagement

WFH and hybrid models improve collaboration and team engagement by allowing occasional and planned trips to the workplace for informal chats, handshakes, information exchange, and major team sessions that demand more participation. Team performance in any major company results from orchestrating individual members' output toward a goal and collective intelligence requires team communication and technological collaboration moreso in a digitally evolving firm. Team managers help team members discuss and collaborate informally. Time management and prioritization are essential for individual job completion. WFH days include daily huddles and informal discussions to establish a friendly environment.

The study also found that collaboration or personal bonding with peers, juniors, and colleagues drives organizational commitment. With the right virtual environment, employees' occupational focus and dedication to their business improve, which in turn boosts job performance. Collaboration and team engagement are most likely to improve with the hybrid work approach. New hires in hybrid work organizations need focused onboarding programs. When onboarding happens remotely, employees identify with the company through their interactions and brand, not the workplace.

3. Hypothesis – 3 / H-3: Hybrid work improves employee - manager connect

The employee-line manager (LM) connection is crucial in enterprises. This bilateral contact and how distant working affects operational rhythm were crucial parts of the study. The findings show that managers must now understand employees personally. Daily huddle conversations have increased LM-employee connect by helping establish a mindful approach to reduce errors/issues and customer escalations. Organizational health depends on delegation and closed-loop communication at all levels. Company-wide dipstick survey mechanisms have fostered strong professional bonds and interaction between LM and employee, but sustaining that level of engagement requires reevaluating the hybrid operating

model and taking a conscious approach to bridge the gap. LMs with shorter control spans have more one-to-one interactions. Besides training, development, certifications, and personal growth sessions, this covers operations/project meetings. This has increased organization-wide learning and center-level certification. Employee-LM connection is affected by LMs having 20+ spans of control. Regular employee engagement calibration initiatives address this.

4. Hypothesis – 4 / H-4: WFH and hybrid work improves learning

Research shows hybrid work promotes learning and the organization's knowledge quotient. Remote service delivery and team management demand new skills, methods, and capabilities, according to survey respondents. Online learning and web-based bootcamps boost technical abilities. Soft skill training is also important as virtual working dominates company.

High-performing employees may perform poorly and lose engagement when working remotely without planning and training. Managers must understand WFH components of hybrid models that may make remote learning difficult and develop solutions to mitigate them. Remote work and learning present challenges such as lack of supervision, restricted information access, social isolation, and home distractions. However, a well-planned approach, addressed in the practical implications and recommendations section, can fix or reduce all of them. As during COVID-19, most organizations undertake remote onboarding, enablement, policy familiarization, and process alignment for new hires. New hires have expressed a significant need to attend the office on a full day to develop a psychological connection with the team and company.

5. Hypothesis – 5 / H-5: WFH and hybrid work improves employee engagement

Engaging employees helps organizations grow. This hypothesis examined how work model modification affects employee engagement and effectiveness.

Since hybrid model deployment, interviewees said HR and LMs engaged and communicated more. Actively participating in work-related talks with their manager, second-line manager, and leadership teams demonstrated high engagement (Fig 4). Highly engaged employees are the most engaging across levels. Level meetings, virtual townhall sessions, and coffee connect sessions allow employees to engage with management, grasp organizational direction, and learn about new projects.

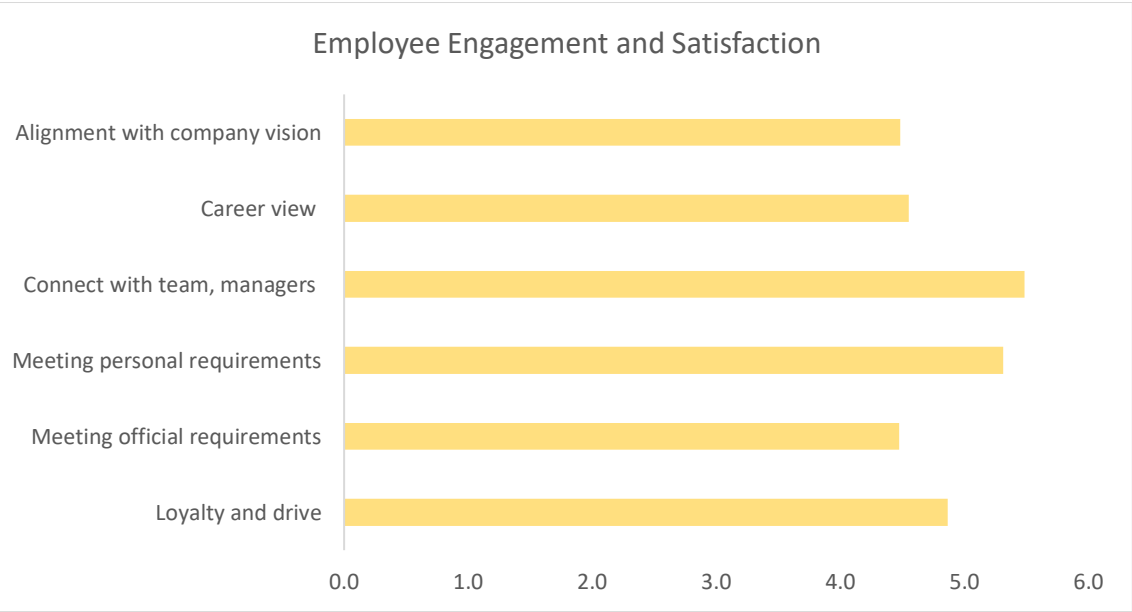


Fig 4. Distribution of responses to test H5

High-engagement employees report better alignment to personal performance requirements, team needs, and organizational growth prospects. Post COVID-19, IT and ITes industries have seen considerable corporate growth, reflecting team and individual growth.

Since corporations focused on employee engagement, performance improved considerably. Prior to COVID-19, organization-level engagement surveys dominated engagement initiatives. The entire engagement process was open loop,

allowing LMs to adjust direction. But during COVID-19, firms acknowledged the need for an engaged workforce from the start and used HR to enhance employee engagement. An engaged workforce creates a performance culture, and hybrid work models support employee engagement.

6. Hypothesis - 6 / H - 6: Hybrid work improves work life balance.

The ability to balance work and personal life is called work-life balance. This study evaluated how WFH and hybrid work affect work-life balance from an organization and employee perspective. Ironically, many reported a lack of work-life balance despite being home.

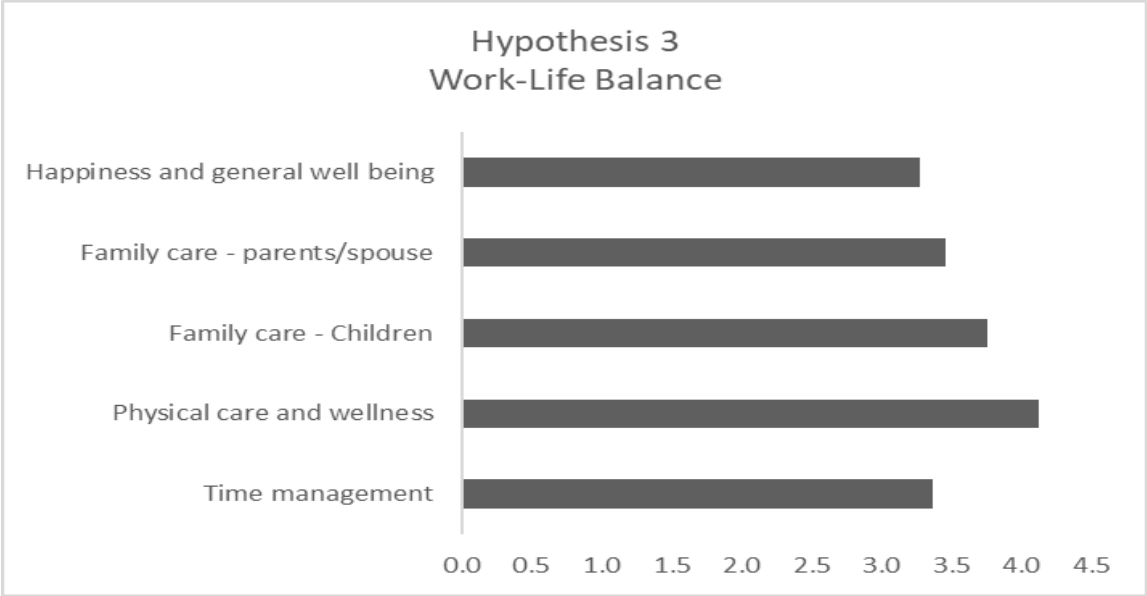


Fig 5. Distribution of responses to test H3

Constant work demands drain employees' mental bandwidth. Employee motivation is also strongly influenced by the home environment. Home environment compatibility for work has varied for individual contributors and managers due to home infrastructure differences like location (noisy avenues vs quiet communities), home office space (space devoted to work vs shared space with family for work or online studies), and privacy (Fig 5).

Another major issue evaluated was WFH's impact on staff fitness. Most employees neglected physical fitness. Health-conscious employees who committed to home-gym training were least affected.

Inferential Statistics

The relationship between the above variables i.e., Hybrid work effectiveness and its determinants have been further analyzed using inferential statistics by means of the statistical package SPSS.

The output of regression test is as follows

Table 1: Model Summary				
Model	R	R ²	Adjusted R ²	SE of the estimate
1	0.967a	0.907	0.9	0.297
Predictors: (constant), Productivity, Work Life balance, Engagement, Team Collaboration, Employee Line Manager Connect, Learning				

From table 1, it can be noted that adjusted $R^2 = 0.9$. This implies that up to 90% of the hybrid work effectiveness variance is explained by six predictor variables - employee productivity, engagement, employee-manager connect, team collaboration, learning and work-life balance.

Table 2: ANOVA						
1	Model	Sum of Squares	df	Mean square	F	Sig
	Regression	25.25	3	8.5	14.169	0
	Residual	12.611	21	0.61		
	Total	37.861	24			

In the reported output, the value of f is statistically significant. There is a high degree of association between the dependent and independent variables.

Table 3: Coefficients						
		Unstandardised coefficients		Standardised coefficients		
		B	SE	Beta	t	Sig
1	Constant	1.71	0.963			
	Productivity	0.85	0.36	0.77	7.44	0
	Work Life Balance	-0.115	4.4	-0.04	-0.45	0.282
	Employee Engagement	0.93	3	-0.233	1.83	0.064
	Team Collaboration	0.91	0.31	0.91	1.76	0.31
	Employee Manager Connect	0.89	0.12	0.82	1.65	0.23

In the above two tables, we see that R^2 , unstandardized and standardized coefficients (beta coefficients), f-value, t-values and the significance value are reported. We have tested the nature of the relationship between hybrid work effectiveness to all the six variables and find that only one variable, Work Life Balance is not empirically correlated with hybrid effectiveness. This conclusion is drawn after analyzing the slope coefficients and the levels of significance relating to the t-values.

The sign of coefficient is positive for all five dependent variables and negative for work life balance. We can see that standardized coefficient is higher for improved productivity and engagement. This explains proportional increase in the variation in dependent variables. $R^2(0.92)$ which is the coefficient of determination is also high. The first table has summarized the explanatory power of the model. Similarly adjusted $R^2(0.900)$ is the better estimate of coefficient of determination. Since the value of R^2 is more than 0.75, the regression relationship is concluded to be having a strong representation of the relationship between constructs and the variables.

COVID-19 forced enterprises to completely test a new operating model that most IT and ITeS companies today use. The data above shows that organizations with a complete WFH model need to refocus and create a hybrid work policy to help people balance work and life. Home environments affect employee engagement and must be favorable to long-term employment. Employees' IT and infrastructural demands are being met by companies.

Overall, our survey indicates that external stress and work-related demands affect employees' motivation. The work-life balance is affected by working from home as the increased work time and communication requirements have reduced family time.

Originality/value of contribution

India has the most Global Capability Centres, the offshore units of multinational corporations. Offshoring remote work has been strengthened by COVID-19. According to NASSCOM, over 80% of IT businesses and GCCs have implemented or are going to adopt a hybrid work paradigm. The hybrid work model gives the GCCs the best of both worlds, with just a few gaps to fill. Hybrid models combine the benefits of remote work, such as flexibility and cost arbitrage owing to lower operational costs, with the benefits of on-site work, such as employee floor presence enabling constructive in-person interactions.

Conclusion

Over 80% of interviewees say the epidemic has impacted their outlook on corporate transformation, with majority now believing it is critical for survival and competitiveness. COVID-19 has compelled organizations to restructure, with WFH policies being the top priority. Both employees and organizations are transformed by hybrid work models. Hybrid work models are emerging as technology mitigates location-related risks. Hybrid work models require permanent changes in strategy, organizational architecture, governance, processes, IT systems, people, and culture.

The following recommendations are based on the study outcomes that particularly support Herzberg's Two-Factor theory. Herzberg's two-factor motivational theory provides a framework to examine the factors that impact ever-changing dynamics of employee productivity. The study's findings encompass the fundamental concepts that influence contemporary management practices, offering significant perspectives for individuals at all levels of experience as they navigate the complex corporate landscapes of today. In the hybrid model, hygiene elements exist but motivators may not, resulting in a baseline level of satisfaction however without any boost to the basic satisfaction levels. Over the course of time, this could prove to be risky. A level of satisfaction that remains unchanged will bring monotony into the working life, and it will begin to have an effect on the levels of productivity owing to the absence of any motivational surges. It is essential to develop a policy that is unambiguous regarding the expectations of hybrid work. Employees who are currently employed and those who are considering employment will be looking for clear norms and expectations for hybrid work environments. The study showed that there is interdependence of the motivating and hygiene factors. Motivational factors keep teams together in crises. Motivation comes from team members' self-importance when they believe they are vital to the company's survival. This sense of responsibility motivates, especially when hygiene factors are good.

During a crisis, the team may notice that essential hygiene components like timely salary, security, and work conditions are missing. Despite missing hygiene aspects, which cause unhappiness and discontent, motivators fill the void. A senior HR professional said during the course of interviews that giving staff several learning chances and choices motivates them. The HR department encourages employees to participate (motivational element), and those who are interested take advantage of the upskilling opportunity. It is important to emphasize that the elements that motivate employees are, to a certain extent, contingent on the hygiene factors, and that these factors vary from employee to employee. In addition, they are dependent on the nature of an individual's work. An individual who works in the information technology industry will have different requirements and preferences than someone who works in a laboratory. The baseline is the same for all employees, regardless of their status or function in the organization. Before moving on to the motivators, it is necessary to do an assessment of the hygiene elements in order to address job dissatisfaction. Also, taking into consideration the hybrid model of work, the things that motivate people will be given a significantly greater amount of weightage. In order to adopt a hybrid skill set, it is necessary to possess skills such as ownership, accountability, teamwork, resilience, and adaptability. These skills have suddenly become highly crucial. Given the recent shift in HR trends toward being more humanized and empathetic, it is undeniable that motivating elements are something that should be taken into consideration. On the other hand, if the hygiene factors are not revisited, employee dissatisfaction among the workforce will begin to emerge. In order for an employee to flourish and be content, the ideal scenario will be one in which there is a high degree of hygiene and motivation.

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