

**HYBRID WORKING MODE - PRESENT SCENARIO AND
CHALLENGES: A STUDY AMONG IT EMPLOYEES IN INFOPARK,
ERNAKULAM**

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CERTIFICATE

This is to certify that the project titled "Hybrid Working Mode- Present Scenario and Challenges: A Study Among IT Employees in Infopark, Ernakulam" submitted in partial fulfillment of the requirement for the award of the degree of Bachelors of Arts in Economics to St. Teresa's College (Autonomous) (Affiliated to Mahatma Gandhi University, Kottayam) is a Bonafide record of the work done by the project group under my supervision and guidance.


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DECLARATION


We hereby declare that the project "Hybrid Working Mode- Present Scenario and Challenges: A Study Among IT Employees in Infopark, Ernakulam" submitted by us for the Bachelor of Arts Degree in Economics is our original work.



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CONTENTS

CHAPTER NO.	TITLE	PAGE NO.
1	Hybrid Working Mode- Present Scenario and Challenges: A Study Among IT Employees in Infopark, Ernakulam	1-10
2	An Overview on Hybrid Working Model in the IT Sector	11-25
3	Analysis on hybrid working mode- present scenario and challenges	26-58
4	Findings, Recommendations, Conclusion	59-68
	End Note	69-70
	Bibliography	71-72
	Appendix	73-77

LIST OF FIGURES

Serial No.	Figure No.	Title	Page No.
1	Figure 1.1	Hybrid workplace model	4
2	Figure 3.1	Age	27
3	Figure 3.2	Gender	28
4	Figure 3.3	Current working mode	29
5	Figure 3.4	Reasons for choosing a Hybrid working mode	30
6	Figure 3.5	Home vs office productivity	31
7	Figure 3.6	Communication effectiveness in Hybrid working	32
8	Figure 3.7	Meeting deadlines in Hybrid working mode	33
9	Figure 3.8	Steady job roles in Hybrid working mode	34
10	Figure 3.9	Hybrid work & professional relationships	35
11	Figure 3.10	Savings from Hybrid work	36
12	Figure 3.11	Career growth in Hybrid working style	37
13	Figure 3.12	Hybrid work & stress reduction	38
14	Figure 3.13	Location freedom in Hybrid working style	39
15	Figure 3.14	Training needs in Hybrid working mode	40
16	Figure 3.15	Managerial support in Hybrid working mode	41
17	Figure 3.16	Tech efficiency in Hybrid work	42
18	Figure 3.17	Hybrid work & collaboration	43
19	Figure 3.18	Challenges in a hybrid setup	44
20	Figure 3.19	Income impact of Hybrid work	45
21	Figure 3.20	Hybrid work & life balance	46
22	Figure 3.21	Experience in Hybrid work	47
23	Figure 3.22	Future of Hybrid work	48

LIST OF TABLES

Serial No.	Table No.	Title	Page No.
1	3.1	Crosstab of age & preference for continuing hybrid work in the future	49
2	3.2	Crosstab of age & gender	50
3	3.3	Crosstab of gender & impact of hybrid work on team collaboration	51
4	3.4	Crosstab of challenges faced in hybrid work mode & gender	52
5	3.5	Reliability Statistics	53
6	3.6	Mean ranks of challenges faced by different age groups	54
7	3.7	Test statistics of challenges faced by different age groups	55
8	3.8	Mean ranks of challenges faced in different working styles	55
9	3.9	Test statistics of challenges faced in different working styles	56
10	3.10	Mean ranks of the challenges faced by different genders	57
11	3.11	Test statistics of the challenges among different genders	57

CHAPTER 1
INTRODUCTION

1.1 INTRODUCTION

Hybrid work is not novel to the world of employee management. Hybrid work in different forms has been in existence since the 1960s. A hybrid place of work form on-site and off-site workforce to offer flexibility and support to employees. We can trace the history of Hybrid work in the post–World War period. The entire world witnessed employee shortages during this period. Originally hybrid mode of work represented different timings and having branches and offices for reporting. The term hybrid work has evolved during the course of time.

The Covid-19 pandemic has dramatically changed the standard norms of organizations worldwide. Remote work has become a new norm and it is used as a temporary solution in an unaccustomed situation. Full-time remote work has some drawbacks like lack of communication, employee mental health, well-being, and stress. In order to overcome this, organizations are adopting a new concept namely hybrid working model. In this post- Covid scenario, a hybrid working model might be the most efficient method for promoting a better work environment and also creating a work-life balance, which would result in higher productivity. It is just a work style which is a fusion of working from home and the office. After the pandemic period, bringing back the workforce to office is a great challenge for the organizations as well as the employees. Majority of the workforce is more likely to leave their present job when they are forced to return back to the office five days a week as they used to. In order to avoid the high level of employee turnover, flexible hybrid work is highly recommended.

The idea of hybrid work model might cause a revolution in the future, in which the workforce can fuse remote work or telework and office in the work week. On some work days, they might be requested to be physically present, in the remaining days, they can either do remote work or work at the office. It depends on the nature of work, needs and preferences of the workforce.

The hybrid working style gives employees the right to choose the place from where they could work more and also could be more productive. Before COVID 19, all employees had to work from their office itself. They did not have any other option for the employees rather than working from the office cubicle. But the pandemic has changed the scenario. During the lockdown period, the corporate world has adapted to the new concept of ‘Work

from Home' where the employees could do their work from their home without coming to the offices.

Implementing hybrid working style also helps in reducing the operating costs for the employer as this working style would require only less physical office space, cleaning and maintenance. This novel working style will help the organizations to appoint talents across the world irrespective of any geographical barriers.

Working away from office can sometimes cause a challenge in maintaining effective communication among remote and office employees. A change in employee attitude, particularly when online and hybrid modes of work are preferred, is one of the biggest challenges the organizations face during and after the pandemic. Employee indifference characterized by cynicism, lack of motivation and commitment has significant influence on employee well-being and organizational productivity. This study aims to provide valuable insights into understanding and mitigating the critical issues in contemporary work environments.

In a hybrid workplace, employees normally enjoy more independence and better work-life balance – and are more occupied. Employers have more advantage by building more dynamic, vigorous and unwavering workforce. On the other hand, the hybrid workplace is not a plain prescription or an elucidation for all the challenges encountered in an organization. Today's hybrid workplace must be implemented strategically, by taking benefits of modern HR technologies that stimulate affiliation, association, and alliance, strategic implementation of hybrid working mode in today's context. If adopted scientifically, hybrid working model will be beneficial to both employers and employees alike.

The model of hybrid workplace combines off-site workers with on-site workers. It provides flexibility to the human resources to choose the place and time of their work.

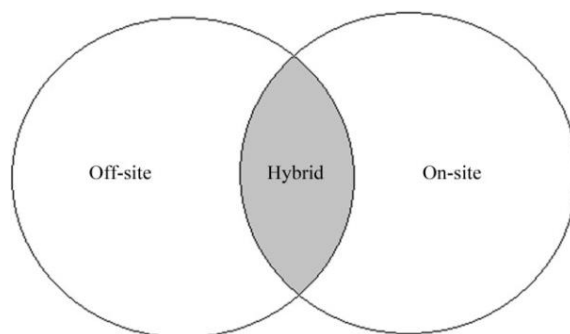


Fig: 1.1 Hybrid workplace model

The hybrid model is not appropriate for every workplace or every industry, it's best suited to employees whose work is computer-based and doesn't need to be performed on site. There is a plethora of modes with respect to hybrid work. Organizations adopt a mix of hybrid models according to the varying requirements of departments and uses rather than a specific model. Hopkins and Bardoel (2023) endorse this statement. This needs-based volatility gives organizations a vision to retain their human resources and keep them satisfied in a better manner.

1.2 Review of Literature

Lenka (2021)¹ explains that remote work has become a new normal. It is used as a temporary solution in an unaccustomed situation. Full-time remote work has some drawbacks like lack of communication, employee mental health, well-being, and stress. In order to overcome this, organizations are adopting a new concept namely hybrid working model.

Majority of the workforce is more likely to leave their present job when they are forced to return back to the office five days a week as they used to. In order to avoid the high level of employee turnover, flexible hybrid work is highly recommended (**Hibob,2021**)².

Opatha, H.H. D.P.J., &Uresha, K.I. (2020)³exhorts that the idea of hybrid work model might cause a revolution in the future, in which the workforce can fuse remote worker telework and office in the work week. On some work days, they might be requested to be physically present, in the remaining days, they can either do remote work or work at the office. It depends on the nature of work, needs and preferences of the workforce. In remote

work, workforce is allowed to work from convenient places other than the office by utilizing advanced technology like internet, video conferencing, e-mail etc.

Employees choose remote work to avoid daily commutes, fulfill family care responsibilities, and reduce work place distractions (**Allen et al., 2015**)⁴. Remote work is better suited for tasks which require deep concentration and silence, whereas an office work environment is better suited for communication, conducting workshops, and brainstorming **Hatfield and Volini (2021)**⁵.

Beno and Hvorecky (2021)⁶ emphasized the significance of the hybrid working model in providing the hope of being able to work in any location. **Nikkilä(2021)**⁷ stated that now the term “remote work” seems outdated and more suitable concepts like ‘hybrid workforce,’ ‘distributed workplace,’ ‘work from anywhere’ and ‘flexible work’ and so on.

According to **Hatfield and Volini (2021)**⁵, although there is fast growth in remote work models, many business executives even now believe that the most efficient one is the hybrid model. **Lenka (2021)**¹ found that many leading organizations like Microsoft, Google, Infosys, Ford Motor Company, and Citigroup have adopted the Unique Hybrid work model and they acknowledged its benefits and also.

Hibob (2021)² revealed that the hybrid work model leads to employee happiness and productivity, and concluded that organizations must create hybrid workplaces to make their employees happy and keep them more engaged in their work.

Bryan Robinson (2022)⁸ reported that the research done by owl Labs found that hybrid work employees were 22 per cent happier than the employees working in the office environment, and also, they stayed longer in their jobs.

Mishra & Bharti (2024)⁹, confirmed the crucial role of social support in achieving work-life balance in a hybrid work environment. It was also shown that employees who receive higher levels of social support are also more satisfied with their lives. It should be noted that social support could come from family members, friends and colleagues.

The hybrid mode enables the benefits of offline learning, such as flexibility, but also face-to-face interaction on site, which can also help to strengthen effective commitment

(Jordan, 2009)¹⁰. Oppong Peprah (2024)¹¹ decided to investigate the prevalence of hybrid form of work and employees' attitude towards it. The study revealed several positive aspects of virtual/hybrid working for employees.

Naqshbandi et al. (2024)¹² studied the effects of teleworking on the work performance of college employees in Nigeria and also found that flexible working arrangements allow for greater time autonomy and promote work performance. Some employees perform better in the morning, while others prefer later working hours.

Oppong Peprah (2024)¹¹ also identified several disadvantages of virtual/hybrid work for employees like: Decision-making is slower, Insufficient monitoring and feedback, Unreliable internet connection, Lack of spatial and ergonomic working conditions, Creation of two corporate cultures – one in the office and one among employees working remotely, Loss of a sense of shared identity and community, Mixing of professional and private life, Tasks that are sent at all hours and require attention, Lack of social interaction with others, Social isolation and loneliness, especially for single people; and Distraction from spouse, children and/or pets.

In a hybrid workplace and in digital training programs, trainees may feel disengaged due to a lack of active interaction. **(Saini & Baba, 2024)¹³. Alkoud & Qatamin (2023)¹⁴** identified that hybrid working model encounters many challenges like communication, collaboration and management.

Another potentially detrimental consequence of remote workers being physically absent from the workplace is that their effort, in terms of working hours and work behavior, is less transparent to their supervisors and colleagues than in traditional work. Due to limited opportunities for supervisors and colleagues to observe and control remote workers, stereotypes have increased regarding remote workers' dedication and engagement. These stereotypes depict remote workers as engaging in non-work activities, such as leisure, childcare, or household duties, instead of fulfilling their work responsibilities. These stereotypes around lack of dedication and engagement have intensified. **(Downes et al., 2023¹⁵; Felstead et al., 2003¹⁶; Groen et al., 2018¹⁷).**

Darlington (2024)¹⁸ state that hybrid work is still popular in IT companies. The advantages include improved focus at home personalized work setups and accommodation

for health treatments, at the same time concern arise about isolation and inadequate infrastructure support.

In a study about the future trend of hybrid working model, **(Vini & Chanakya, 2023)**¹⁹ states that, since COVID lockdown, a wide variety of hybrid arrangements have developed which gives flexibility to the workers and emphasis that the workers find flexibility in their schedules and place of work.

Switching to a hybrid model poses risks such as information security, insufficient employee preparation for self-organization and time management, communication and work effectiveness, cramped home conditions, and distractions. Potential risks of hybrid work include socialization problems, increased emotional burnout, a gap between hybrid team members working remotely or in-office, and an increased gender gap. **Konovalova et. al (2022)**²⁰.

Deloitte Insights. (July 3, 2024)²¹ discusses the challenges of hybrid work models, based on a 2022 survey that highlighted the need for employers to refresh their technology and systems to support remote workers. The article suggests that employers need to find a balance between flexibility and productivity through a mix of policies, cultural activities, and collaboration tools to support both remote and in-office work.

The workplace factors, especially in a hybrid mode, play a significant role in shaping the indifference attitude of employees **(Merlin et. al, 2023)**²². Organizations such as Amazon and Meta are following the hybrid work model where employees are expected to work from the office a couple of days a week (Gautam, 2023). Kagerl and Starzetz (2023) noted that as per their sample, work from home has given employees better flexibility and improved their productivity. In a survey conducted by McKinsey, 41 per cent of respondents said that they are more productive working from home (Boland et al., 2020).

To cope up with the post pandemic situation every organization is trying to enhance their employees to cope up with this new trend by indulging digital infrastructure which enable employees to exhibit their duties from anywhere **Ajinu & Aparna (2023)**²³.

1.3 Problem Identification

Hybrid work, a flexible work model that combines on-site and remote work, has become the “new normal.” Despite the many well-known advantages of hybrid work, employees who work remotely face various challenges due to their physical separation from colleagues and supervisors.

Work pressure and concomitant proving behavior might have detrimental effects on remote workers’ well-being and performance.

Therefore, this study aims to shed light on the present scenario as well as the challenges encountered by the IT employees with respect to hybrid mode of work.

1.4 Objective of the Study

- To study about hybrid working model and its advantages in the IT sector.
- To know about the present conditions of work from home status in the IT sector.
- To explore the challenges of work from home culture in the IT sector.

1.5 Methodology

Research Methodology refers to the techniques used for identifying and analyzing information for a research topic. A research study's structure or methodology, known as the research design, directs the gathering, processing, and interpretation of data. The comprehensive approach, techniques, and protocols employed to investigate a research issue or query are explained in order to ensure a methodical, requiring and trustworthy study. The descriptive research design aims to understand the current conditions and challenges of hybrid working style among IT employees in Infopark, Ernakulam.

1.5.1 SOURCES OF DATA

For conducting this study, both primary and secondary data are used.

Primary Data: A survey questionnaire is used to collect primary data from the IT employees.

Secondary Data: Academic papers, internet databases and relevant websites are used for gathering secondary data.

1.5.2 POPULATION

The population of this study comprises of the IT employees in Infopark, Ernakulam

1.5.3 SAMPLE DESIGN

Sample design is a systematic process that involves choosing a subset of people or objects from a broader population. Ensuring that the sample accurately represents the population of interest and yields dependable results requires careful consideration of its size, makeup, and selection process.

1.5.3.1 SAMPLE SIZE

A sample size of 50 is chosen for study.

1.5.3.2 SAMPLING METHOD

The study utilized a non-probability convenience sampling technique where respondents were selected based on their availability and willingness to participate.

1.5.4 METHOD OF DATA COLLECTION

Data collection method refers to the technique used to acquire the data is essential to reliable study findings. Depending on the type of study, it may involve surveys, interviews, observations, or experiments. Every approach has advantages and disadvantages that affect the accuracy and consistency of the information gathered. Survey method was used as an approach for gathering data for this study.

1.5.5 DRAFTING A QUESTIONNAIRE

In this study, structured questionnaire was used to gather information.

1.5.6 DATA ANALYSIS TECHNIQUE

Evaluating the collected data with the help of statistical tools is called analysis. In order to analyze the data, this study mainly adopted percentage analysis. Kruskal-Wallis test as well as Mann-Whitney test were also implemented in this research.

1.6 Limitations of the Study

- Time available for the study was very limited.
- The study mainly confined to IT employees in Infopark, Ernakulam only.
- The sample size was restricted to 50.
- Bias of the respondents.

CHAPTER 2
AN OVERVIEW ON HYBRID WORKING
MODEL IN THE IT SECTOR

2.1 Introduction

The pandemic brought the world to an abrupt standstill in 2020. Workplaces were not spared by the pandemic, forcing companies around the world to adapt to the remote work or work from home model. As the pandemic ranged on and started to dissipate in 2022, the remote work model gave way to a new method of working known as the hybrid work model. Unlike traditional in-person work, or even remote work, hybrid work models offered workers and employees the flexibility of working completely full-time, remote, with required yet infrequent in-person presence including at meetings, in organization events, and to oversee machinery and other equipment.

Global studies and surveys prove that instead of breaking departments and making them drift further apart, that hybrid work actually brought teams together. Teams that once worked in isolation now had the opportunity to connect with and meet their colleagues across the organization over Zoom or other video meetings. According to Forbes, 90 per cent of employees report the same, or higher, productivity levels working from home compared to the office, demonstrating the efficacy of hybrid work models.

Overall, the hybrid model aims to enhance productivity, job satisfaction, and organizational agility by offering a more adaptable work structure.

2.2 Hybrid Working Mode in IT sector

Hybrid working mode, especially in IT companies, refers to a flexible work arrangement where employees split their time between working remotely and working from the office. This model aims to balance the benefits of remote work—such as flexibility and reduced commuting time—with the advantages of in-office work, like collaboration and team cohesion.

Hybrid work varies in flexibility and supports a variety of different work schedules. Organizations that 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.

A hybrid model works by allotting tasks and slots to different sections of the company's workforce. It allows employees to choose when and where they work, depending on the

needs of their job and their personal preferences. Employees take turns to work in-person, while their coworkers work remotely. Technology has aided in bringing hybrid work models to the forefront. Tools like collaboration technology help departments across the organization work collaboratively on projects from anywhere and at any time.

Microsoft is a true example of a hybrid work model that caters to the needs of the individual. Employees are able to arrange their workday around their life, as work hour flexibility is standard. There are hybrid and remote options available, with different criteria for each setup.

2.3 Features of Hybrid Working Mode

In IT companies, hybrid working can involve:

2.3.1. Flexibility: Employees have the option to work from home or the office, depending on their tasks and team needs.

2.3.2. Technology Integration: Advanced tools and platforms are used to facilitate communication, collaboration, and project management across remote and on-site teams.

2.3.3. Office Space Optimization: Workspaces are often redesigned to support hot-desking or collaborative areas rather than fixed desks.

2.3.4. Employee Well-being: Companies may focus on maintaining work-life balance and mental health support, recognizing the varied work environments.

2.4 Types of Hybrid Working Mode

2.4.1 OFFICE-FIRST HYBRID WORKING MODEL

Out of all hybrid working models, an office first approach is most reminiscent of pre-pandemic work. This model requires employees to work most of their hours from the office.

Advantages:

- Higher levels of interdepartmental collaboration and teamwork.
- More efficient communication.
- Increased innovation and inspiration from in-person meetings.
- Improved employee socialization.
- Physical connection to workplace community and culture.

Disadvantages:

- Increased sick days and paid time off.
- Not necessary for low-collaboration and self-managed roles.
- Higher commute costs and longer commute times.
- Employee dissatisfaction when employees want workplace flexibility and don't receive it.

2.4.2 FLEXIBLE HYBRID WORKING MODEL

This type of hybrid working is the opposite of office-first model. Instead, employees decide which days to work remotely and onsite.

Advantages:

- Improved employee trust and autonomy.
- Increased employee well-being and morale.
- Improved recruitment and job-seeker interest.
- Reduced commuting costs (money and time).
- Higher levels of employee engagement.

Disadvantages:

- Decreased performance or missed goals.
- Underutilization of office spaces.
- Increase in team silos.

2.4.3 TEAM-DESIGNATED HYBRID WORKING MODEL

When organizations have certain teams that need to be in-person and others that prefer to work offsite, a team-designated hybrid work model might be the answer. In this model leadership determines the workplace flexibility expectations for everyone on a team-by-team basis.

Advantages:

- Improved efficiency and productivity communication.
- Reduced commuting and labour costs.
- Self-management opportunities for employees and managers.
- Increased acceptance of different working methods.

Disadvantages:

- Disconnect between in-person and remote employees.
- Wide range of required employee benefits and management styles.
- Increased rifts between teams.
- Requires more intentional communication from senior leaders.

2.4.4 REMOTE-FIRST HYBRID WORKING MODEL

Remote-first hybrid working model means all employees work remotely most of the time. Under this model, organizations often have an in-person location available for the occasional team meeting, client event, or day in the office.

Advantages:

- Reduced overhead costs.
- Increased employee and employer trust.
- Boosted well-being and work-life flexibility.
- Streamlined employee benefits and expectations.
- Increased talent pool from a wider range of locations.
- Improved employee recruitment and job-seeker interest.

Disadvantages:

- Reduced communication, both across and within teams.
- Increased miscommunication and silos.
- Harder to maintain remote employee engagement.
- Higher levels of employee work burnout and quite-quitting.

2.4.5 SPLIT-WEEK HYBRID WORK MODEL

After getting employee feedback about workplace opinions and preferences, managers and leaders assign on-site and remote work days for each team. This model works best when everyone is on the same page and feels heard.

Advantages:

- Allows space for experimentation and open communication.
- Avoids overcrowding and empty offices.
- Improved communication and feedback opportunities.
- Higher levels of flexibility during time of uncertainty.

Disadvantages:

- Certain teams may never be in the office at the same time.
- Increased operational and overhead costs.
- Requires consistency across teams.
- Higher commuting costs (time and money).

2.4.6 WEEK-BY-WEEK HYBRID WORKING MODEL

Choosing a hybrid working model is about finding what works best for employees and organization. In this model, leaders decide which weeks employees need to be in-person and which weeks employees can work remotely. This option ensures that people are always in the office, even if it's only a handful of teams at a time.

2.4.7 SCHEDULED HYBRID WORKING MODEL

Teams or departments have specific days when they work from the office and days when they work remotely. For instance, all team members might work in the office on Mondays and Thursdays, and remotely on the other days.

2.4.8 PROJECT-BASED HYBRID WORKING MODEL

Employees work remotely or in the office depending on the phase of a project. For instance, during the planning and brainstorming phases, they might work together in the office, while the execution phase could be handled remotely.

These types can be customized to fit the needs of the company and its employees, aiming to maximize productivity while accommodating diverse work preferences.

2.5 Implementation of Hybrid working model

Implementing a hybrid working mode in IT companies involves several key steps to ensure a smooth transition and effective operation. The following are the ways to implement hybrid working model:

2.5.1 ASSESS NEEDS AND GOALS

- Evaluate Work Requirements: Identify which roles or tasks are best suited for remote work and which require office presence.
- Gather Employee Feedback: Understand employees' preferences and needs to ensure the hybrid model supports their work-life balance.

2.5.2 DESIGN THE HYBRID MODEL

- Choose a Hybrid Type: Decide whether to use a remote-first, office-first, flexible, scheduled, role-based, or project-based hybrid model.
- Define Policies: Establish clear guidelines for remote and in-office work, including expectations, availability, and communication protocols.

2.5.3 UPGRADE TECHNOLOGY AND INFRASTRUCTURE

- Invest in Tools: Implement robust collaboration tools (e.g., Slack, Microsoft Teams), project management software (e.g., Asana, Jira), and secure access solutions (e.g., VPNs, MFA).
- Support Remote Access: Ensure employees have reliable and secure access to necessary systems and data from remote locations.

2.5.4 RECONFIGURE OFFICE SPACE

- Redesign Workspaces: Adapt office layouts to support hot-desking, collaborative areas, and flexible meeting spaces.
- Implement Safety Measures: If in-person work is required, follow health guidelines and provide sanitization stations.

2.5.5 DEVELOP COMMUNICATION STRATEGIES

- Foster Collaboration: Use digital tools to maintain clear communication channels and regular check-ins.
- Ensure Inclusivity: Create strategies to include remote employees in meetings, brainstorming sessions, and company culture activities.

2.5.6 PROVIDE TRAINING AND SUPPORT

- Offer Training: Educate employees and managers on hybrid work best practices, technology use, and effective communication.
- Provide Technical Support: Ensure support teams are available to address any issues related to remote work technology.

2.5.7 MONITOR AND EVALUATE

- Track Performance: Monitor productivity, employee satisfaction, and collaboration effectiveness to gauge the hybrid model's success.
- Gather Feedback: Regularly collect feedback from employees to identify areas for improvement and adjust policies as needed.

2.5.8 ADAPT AND ITERATE

- Be Flexible: Continuously adapt the hybrid model based on feedback and changing business needs.
- Innovate: Stay updated with new technologies and practices that can enhance the hybrid working experience.

By addressing these areas, IT companies can successfully implement a hybrid working model that balances flexibility with operational efficiency.

2.6 Hybrid Working Model: Global Perspective

A hybrid working model is being pointed to as an effective trade-off and way to avoid issues such as digital burnout. All hybrid models should be driven by strategic business objectives and personnel concerns that extend to employee mental health and well-being. Employers and employees alike are querying what we do at work and how we do it, with creativity and empathy being central to increasing company-wide resilience and gain.

A hybrid model is being pointed to as an effective trade-off and way to avoid issues such as digital burnout that currently weighs on the mental health and productivity of much of the remote workforce. The story of Zoom's CEO acknowledging his own Zoom fatigue and planning a hybrid model for his company is telling. It is clear that a hybrid or productivity anywhere model should be the new standard for digital-first businesses to adopt. As virtual-forward teams become more common and global in scope, the factors that have powered productivity anywhere lifestyle — which includes informed yet versatile guidelines and an emphasis on collaboration — can be utilized by firms to build a thriving and resilient hybrid culture.

Productivity has been widely discussed in the news since the onset of the pandemic. While many early studies showed a strong correlation between remote work and increased worker productivity, more recent ones have produced varied results alongside novel factors like “panic productivity” and the inability to log off. This form of productivity is not sustainable or even desirable in the longer term. It may also exacerbate the global tech

talent shortage currently holding back the development of a more robust and diverse digital economy.

Telecommunications services and governments must continue to invest in reliable internet infrastructure and digital skilling if we're to enjoy the widespread economic productivity that can result from the tech investment and trends taking shape worldwide. Further, high-performing digital businesses must focus on supporting change throughout their supply chains and bolstering SMBs so that smaller companies may grow at a similar rate and share in digital gains.

When adequate infrastructure and public-private collaboration are in place, hybrid work can undoubtedly foster a much more productive, diverse and inclusive workforce as demographics previously excluded from office-based work can apply their talents to the digital economy.

The most proactive and productive organizations have taken time to listen, react and provide resources that support long-term employee wellness, such as mental health assistance programs and financial security courses. Further, organizations that have articulated a clearly defined vision for the future of work have seen employee well-being and productivity rise. This last point confirms what many of us have long intuited —and which David Michels and Kevin Murphy's recent Harvard Business Review paper revealed — that the most profitable companies tend to be the most adaptable to change.

2.7 Hybrid Working Model: Indian Perspective

As companies undertake a rear-view examination of the roller coaster that the pandemic has led businesses on. “We will all be facing a new normal when the crisis is over. Ways of working are expected to evolve, as the long lockdown periods have dispelled many of the notions associated with effectiveness issues while working from home”, says Nestle India Chairman and Managing Director Suresh Narayanan. The Covid-19 employee sentiment survey 2020 conducted by BCG showed that 70 per cent of managers amongst those surveyed are more open to flexible remote working models than they were before the pandemic.

More than a dozen large corporates across sectors have institutionalized hybrid working and made it permanent, despite the return of the work from-office normal, industry executives and search firms said. Apple has made 3 days a week in office permanent, with one month of work-from-anywhere in a year. Hindustan Unilever (HUL), ITC, Maruti, Nestle, PepsiCo, Tech Mahindra, McCain, Mondelez, Airtel, Mercedes Benz, and Swiggy are among the others following a hybrid working mode for all or some employees.

“The hybrid model will help in hiring the best talent locally and across the globe, there will be lower overheads due to reduction in spends on rent and electricity in addition to employees spending less time and money on commuting. Millennials and Gen Z want flexibility growth opportunities and job satisfaction in their everyday work and the nature of hybrid model provides that. Therefore, a modern workplace that promotes all of the above will attract and nurture the newest cohort of talent and create a culture of employee-centric benefits”, says DR SM Gupta, Global Chief People Officer, Startek.

With companies institutionalizing the system, job openings for hybrid roles were up 40 per cent to 42,000 in August from May, according to a monitoring report by Xpheno. While hybrid jobs are gaining popularity, that’s not true of remote jobs, according to Xpheno. “Hybrid job openings represent 15-18 per cent of total active job openings, up from 1 per cent in May 2021”, said Kamal Karanth co-founder of Xpheno, a specialist staffing firm.

A study by India today has concluded that employees working remotely work more times a day and spend less time idling away. There is a 47 per cent increase in productivity while following the work from home model. It might appear that work from home, despite being a concept foreign to many of us, has forced us to adapt to this new working model with great aplomb. For some, working from home has been a boon in disguise. While some feel that their social life plummeted due to the remote working model. A survey conducted by Times of India revealed that 82 per cent of employees prefer working from home.

Most employees have reported that working from home has significantly improved their mental health and wellbeing. The needless long hours spent on the daily commute and having to shift to other cities have declined due to the work from home model. The majority of employees have shifted to their hometowns owing to the remote working model. Some have even opted for taking up their laptops to vacation spots like hill stations or beaches. 44 per cent of respondents of the YouGov-Mint-CPR Millennial Survey believe that work from home has improved mental health. They've reported longer

sleeping hours, better relationships with family members, and time to spend on fitness activities. On the downside, though, working from home has worsened bonds with office colleagues.

While a large number of people are seen to prefer working from home, the case of women might be a bit different. More often than not, women have the extra burden of taking care of the family, child-rearing, and household chores. Even though things are surely changing, the majority of the home-making responsibilities still lie with women. Indian statistics show that 63 per cent of women are willing to shift jobs if the work-from-home option is available. This model has enabled a lot of women to surpass family constraints while trying to advance their careers. On the other hand, a group of women did respond, stating that the work from home model is only feasible with the support of the family. Without a robust support system at home, many women find it better to work in an office away from domestic stress.

Studies have it that the working from home model has significantly reduced the stress on the environment. There is a reduction in littering, carbon footprint, and emission of greenhouse gasses.

According to a survey by Sun Microsystems, employee commute accounts for approximately 98 per cent of carbon footprint. Even though the work from home model started as a survival tactic for most businesses due to the pandemic, it looks like most companies are turning it into a permanent model. More than 95 per cent of all Indian businesses will continue to implement the work from home model. The future trends suggest that there will be a steady increase in remote jobs till about 2025. Many top Indian companies like Nestle, Tata, Infosys, and more are switching to a more flexible hybrid working model.

2.8 Hybrid Working Model: Kerala Perspective

Hybrid working has become the accepted model. By becoming the norm, it will be the working model for IT companies everywhere. However, some companies are insisting that employees work out of their offices. But that is only a small percentage. The majority of the IT companies are following the hybrid model and that will sustain a healthy relationship between employers and employees. Earlier in the year, GTech -a consortium of

technology companies in Kerala- conducted a survey of the working culture of IT companies in the post-pandemic scenario. It shows that about 42 per cent of the firm has fully resumed office operations, while 38 percent have adopted a hybrid model and only 20 per cent continue to work and daily from home. A total of 165 companies and employees at Technopark, Infopark, Cyberpark, and associated satellite parks participated in the survey. At present 40 per cent of the employees prefer the hybrid model at Technopark, while 30 per cent each prefer to work from office and from home. At Infopark, 70 per cent of the employees prefer hybrid work while remaining 30 per cent desire to work from home.

“We are following the hybrid model, and we are told to work three days a week or 12 days a month from the office. If we work 12 consecutive days in a month in the office, we can opt to work from home for the rest of the month. The arrangement is ideal for us, as it is for employers,” said Anirudh S, a TCS employee. Representatives of Prathidhwani, an NGO for the welfare of IT employees in the state, also advocate a hybrid work culture as it ensures work-life balance for employees.

Nearly 50 per cent of the 486 companies at Thiruvananthapuram’s Technopark have employees working out of their offices. The rest are still holding on to hybrid arrangements and ‘work-from-home’ policies. At Infopark, in Kochi, around 60 per cent of its 580 firms have returned to the status quo ante of office-based work. This figure is as high as 90 per cent at Cyberpark, sources revealed. 84 companies are functioning out of the Kozhikode based park. About 80 per cent of companies are returning employees to their offices. The shift is being driven by mid-sized companies with less than 250 employees. However, leading firms, including Infosys and UST, are yet to give up on hybrid arrangements. Their employees are in the office for at least three days a week. But they will also be forced to change course. With new IT space being readied, some companies will make the alteration to coincide with the shift to new offices.

“Hybrid work arrangements are here to stay, and will not totally disappear. As many employees relocated to their hometowns during the pandemic, getting them back to offices is impractical. In Kerala Conditions, power and connectivity conditions are stable even in remote locations and hence a hybrid mode is feasible. Depending on the nature of work, companies would have appropriate work-from-home or hybrid working policies,” said V Sreekumar, secretary of GTech and center head of Tata Elxsi.

2.9 Benefits of Hybrid Working Mode

2.9.1 FLEXIBILITY

Hybrid work offers a clear advantage: flexibility. It empowers employees to work from home or any remote location for a portion of their week while allowing them to come into the office on designated days. This arrangement fosters collaboration with colleagues, facilitates meetings, and provides access to office resources that may not be readily available at home.

2.9.2 BETTER WORK LIFE BALANCE

With the added flexibility of hybrid work, employees can better manage their personal lives, allowing them to attend to familial responsibilities or personal interests while still fulfilling their professional commitments. This work arrangement empowers employees to have more control over their schedules, optimizing their work-life balance and making time for activities that bring them joy and fulfillment outside of work. This increased autonomy and balance can ultimately lead to greater job satisfaction and employee well-being.

2.9.3 INCREASED PRODUCTIVITY

Hybrid work allows employees to focus on the most important tasks without distractions and disruptions from office chatter or lengthy commutes. It also allows employees access to resources they might not otherwise have at home, such as specialized equipment or software programs. As a result, employees can work more efficiently and effectively, increasing employee productivity.

2.9.4 POTENTIAL SAVINGS ON REAL-ESTATE EXPENSES

Organizations can save money on real estate expenses by offering hybrid work arrangements, as fewer workers will occupy the same space at any time. A hybrid office can help reduce overhead costs for businesses and make them more efficient overall.

2.10 Drawbacks of Hybrid Working Mode

2.10.1 HARDER TO COLLABORATE

One potential drawback of implementing a hybrid work model is the challenge of fostering collaboration and coordination when employees are not physically present in the same location. Building relationships and cultivating a sense of teamwork between remote workers and those based in the office becomes more difficult without face-to-face interaction.

2.10.2 TALENT POOL STILL LIMITED BY LOCATION

Another potential drawback is that the talent pool for a business is still limited by its physical location. Hybrid work models do expand the size of your location-based talent pool.

2.10.3 INCREASE RISK OF BURNOUT

Hybrid work can also lead to an increased risk of burnout. A 2020 survey by Hive showed that 63 per cent of respondents had trouble unplugging from work. Employees who balance remote and in-office work may be stretched too thin or overwhelmed.

2.11 Conclusion

In conclusion, the hybrid working model has emerged as a transformative force in the IT sector, blending the advantages of remote and in-office work to create a more flexible and productive work environment. This approach not only addresses the diverse needs and preferences of employees but also enhances organizational efficiency by leveraging technology and innovative management practices. While challenges such as communication barriers and maintaining company culture persist, the hybrid model offers a promising solution for adapting to the evolving nature of work. As companies continue to refine their hybrid strategies, the IT sector stands poised to benefit from increased employee satisfaction, operational agility, and sustained growth in a rapidly changing landscape.

CHAPTER - 3
ANALYSIS ON HYBRID WORKING MODE
- PRESENT SCENARIO AND
CHALLENGES

3.1 Introduction

This chapter presents a detailed analysis of the hybrid working model, focusing on the current situation and the challenges that employees encounter. The study assesses numerous demographic parameters, such as age and gender distribution, to better understand their impact on hybrid working style. It also looks into employees' preferences for workplace location, productivity, communication effectiveness, and managerial support. Meeting deadlines, maintaining professional relationships, career advancement opportunities, and financial impacts were also taken into account while considering the overall efficiency of hybrid employment. Statistical analyses, such as the Kruskal-Wallis and Mann-Whitney tests, adopted in this study, shed light on the disparities in problems that employees confront based on their age, gender, and work mode. This chapter tries to emphasize the benefits and drawbacks of hybrid work in today's professional environment by offering empirical data analysis and its interpretation.

3.2 Age of the respondents

50 responses

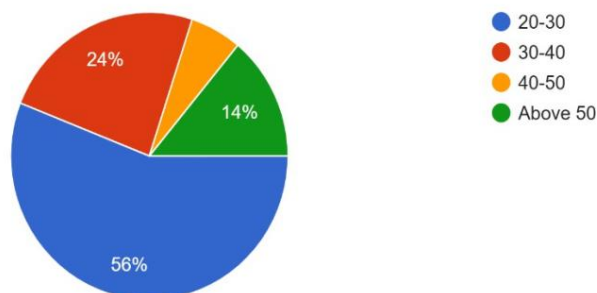


Figure 3.1 Age

Source: primary data

Figure 3.1 shows the respondents' ages. 56 per cent of the participants are between the ages of 20 and 30, indicating that the majority of people in the sector who use hybrid work are younger, possibly due to more adaptability to technology and more flexible work

arrangements. 24 per cent of respondents are between the ages of 30 and 40, demonstrating that a significant proportion of professionals in their mid-career also use hybrid working arrangements. 6 per cent are aged 40 to 50, which could reflect a preference for less flexible job responsibilities or more conventional working arrangements. 14 per cent are above the age of 50 indicating that while some older professionals engage in hybrid work, it is less common than among younger age groups.

3.3 Gender of the respondents

50 responses

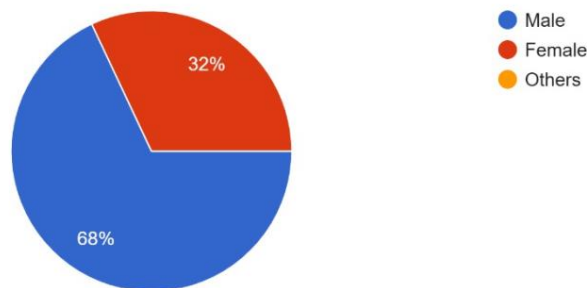


Figure 3.2 Gender

Source: primary data

Figure 3.2 shows the gender of the respondents. This data reveals that majority in this work arrangement are men (68%), whereas only a smaller proportion of women (32%) are adopting hybrid working model in the IT sector. In this study, more male employees prefer hybrid working model than females. The disparity may reflect broader trends in gender representation in the IT sector, as well as gender-specific preferences for work arrangements. One possible explanation for this discrepancy could be that there are more men working in the IT industry, which leads to more men in hybrid roles. Company rules may be more suitable for male personnel, reducing support for women. Women's capacity to participate fully in hybrid work may be impacted by their family responsibilities. Women's access to hybrid employment options may be restricted by under-representation and bias in tech roles.

3.4 Current working style

50 responses

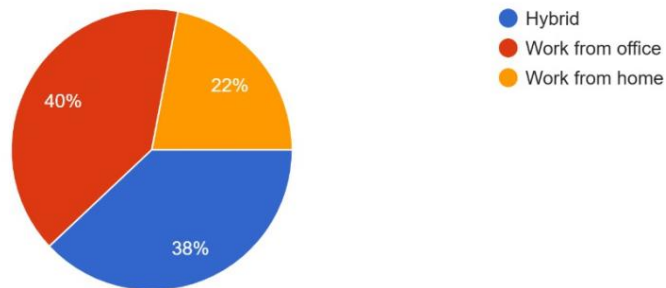


Figure 3.3 Current working mode

Source: primary data

Figure 3.3 portrays the working style adopted by the respondents currently. 40 per cent of people have chosen work from office working mode because the office setups allow for smoother and quicker communication without the delays of virtual tools. 22 per cent of people have chosen work from home mode because employees can better manage their time, balancing personal and professional responsibilities. 38 per cent of people have chosen hybrid working mode because it allows employees to work remotely when they need to focus or handle personal responsibilities.

3.5 Primary reasons for preferring hybrid working style

50 responses

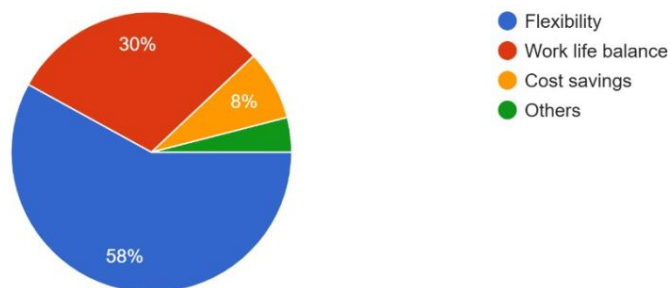


Figure 3.4 Reasons for choosing a Hybrid working mode

Source: primary data

Figure 3.4 shows why people opt for a hybrid working style. 58 per cent of employees choose hybrid working mode because it provides flexibility in their working. It enables them to manage their work hours to fit personal responsibilities, such as child care, education or healthcare. 30 per cent of people prioritizing work-life balance reflect a shift towards valuing personal well-being alongside career success. 8 per cent of people prioritizing cost savings suggest that financial considerations play a role in their choice of work mode. 4 per cent of people have chosen 'others' indicating that they have reasons outside the discussed factors for their preference in work modes.

3.6 Impact of working from home on productivity compared to office

50 responses

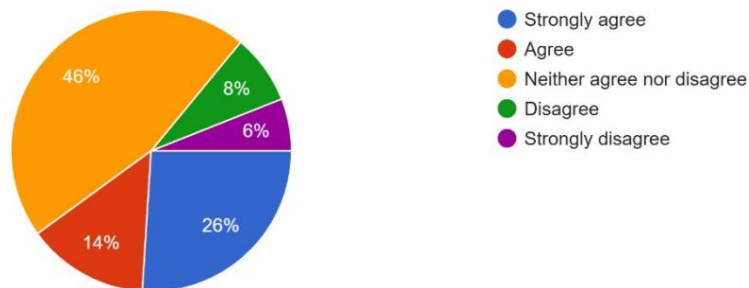


Figure 3.5 Home vs office productivity

Source: primary data

Figure 3.5 reflects on how employees' productivity level has been affected in a hybrid working model. 26 per cent of the respondents strongly believe that productivity level has increased while working from home than from office. 14 per cent of the respondents agrees that productivity level has increased while working from home than from office. In total, 40 per cent of people view that the hybrid model of working provides better productivity. The reason behind this argument is that the hybrid working environment results in fewer interruptions, such as unplanned meetings or frequent chatter, which helps them to focus on their assignments. On the other hand, 8 per cent of the respondents disagrees that productivity level has increased while working from home than from office. 6 per cent of the respondents strongly disagrees that productivity level has increased while working from home than from office. In total, 14 per cent of the respondents feel that because of family responsibilities, household chores, or a noisy environment, which can disrupt their concentration, productivity level may decrease in a hybrid working model.

3.7 Effectiveness of Communication in Hybrid Working Style

50 responses

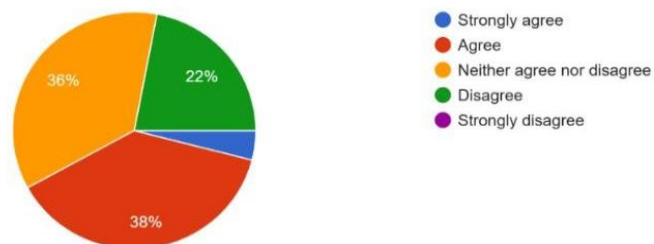


Figure 3.6 Communication effectiveness in Hybrid working

Source: primary data

Figure 3.6 shows whether communication was effective in hybrid working mode. 4 per cent of the respondents strongly agree that communication in a hybrid working style is effective. 38 per cent of the respondents agree that communication in a hybrid working style is effective. In total, 42 per cent of people have agreed to this because they use reliable tools for virtual meeting and document sharing. 22 per cent of people have disagreed with this referring to the challenges stemming from technology, coordination and inclusivity. However, 36 per cent are neutral, which could reflect uncertainty or mixed experiences with hybrid communication.

3.8 Meeting Deadlines in a Hybrid Working Style

50 responses

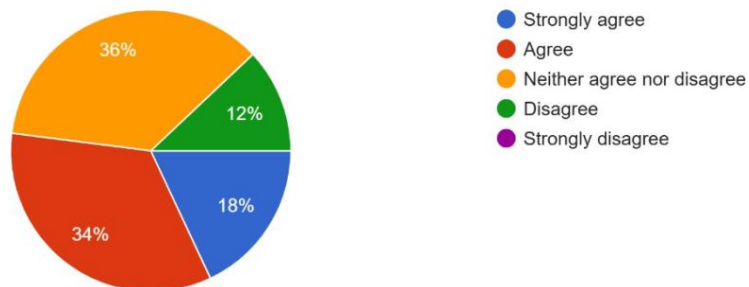


Figure 3.7 Meeting deadlines in Hybrid working mode

Source: primary data

Figure 3.7 portrays how respondents felt about the efficiency in meeting deadlines in hybrid working style. 18 per cent of the respondents strongly believes that deadlines are met on time in hybrid working style. 34 per cent of the respondents agrees that deadlines are met on time in hybrid working style. It is evident that the majority (52%) of respondents believe that deadlines are typically met on time in a hybrid working style, suggesting that most people find it effective for meeting timelines. However, a smaller group (12%) feels that deadlines are not always met in hybrid work settings, indicating some challenges in maintaining productivity or communication in this model.

3.9 Consistency of Job Responsibilities in a Hybrid Work Style

50 responses

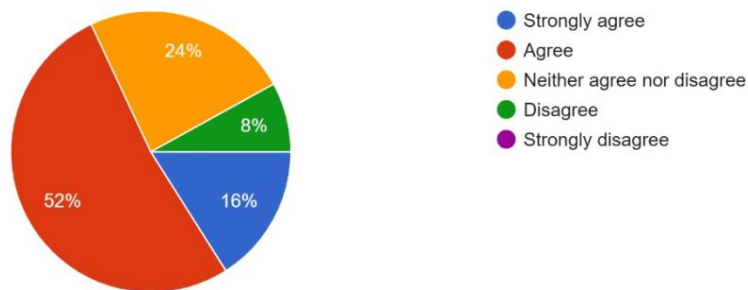


Figure 3.8 Steady job roles in Hybrid working mode

Source: primary data

Figure 3.8 represents whether the job responsibilities of the respondents were steady or not. 16 per cent of the respondents strongly agree that their job responsibilities may not deviate from the original role in a hybrid working style. 52 per cent of the respondents agree that their job responsibilities may not deviate from the original role in a hybrid working style. In total, 68 per cent of people agree with this, emphasizing that they are able to maintain a productive working mode through structured workflows, clear communication, and outcome-based performance management. However, 8 per cent of people have not agreed to this suggesting that a significant portion of individuals may be open to flexibility and a change in their job roles while working in a hybrid environment.

3.10 Maintaining Professional Relationships in a Hybrid Working Style

50 responses

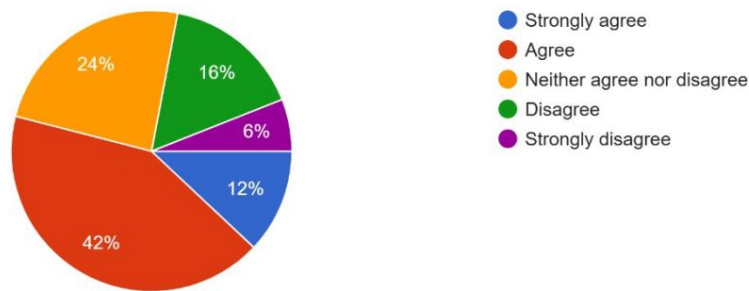


Figure 3.9 Hybrid work & professional relationships

Source: primary data

Figure 3.9 reflects on whether the respondents were able to maintain their professional relationships in the hybrid work scenario. 12 per cent of the respondents strongly agrees with the statement that professional relationships can be effectively maintained in a hybrid working style. 42 per cent of the people have agreed that they are effectively able to maintain professional relationships in hybrid working style. The positive responses highlight that hybrid work setups likely provide adequate communication tools and opportunities for collaboration to foster economic relationships. Whereas 16 per cent of the respondents disagree with this and 6 per cent strongly disagrees mainly because, without face-to-face meetings, team members might find it harder to connect on a personal level, affecting trust and support.

3.11 Savings on Travel and Food Expenses in a Hybrid Working Style

50 responses

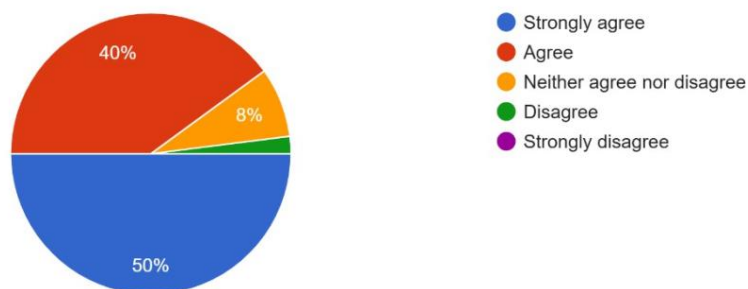


Figure 3.10 Savings from Hybrid work

Source: primary data

Figure 3.10 is about cost savings benefitted by the respondents as a result of adopting hybrid working style. The above data supports the idea that hybrid working helps save on travel and food expenses, with 50 per cent of respondents strongly agreeing and 40 per cent agreeing, indicating that financial benefits of reduced commuting and fewer in-office meals are widely recognized. A small group remains neutral (8%) suggesting that they may not have experienced significant savings in travel and food expenses or they may not have enough experience with hybrid working to form a clear opinion etc. Only 2 per cent disagree, suggesting that a minimal number of people feel hybrid working doesn't contribute to saving on travel and food costs.

3.12 Growth and Development Opportunities in a Hybrid Working Style

50 responses

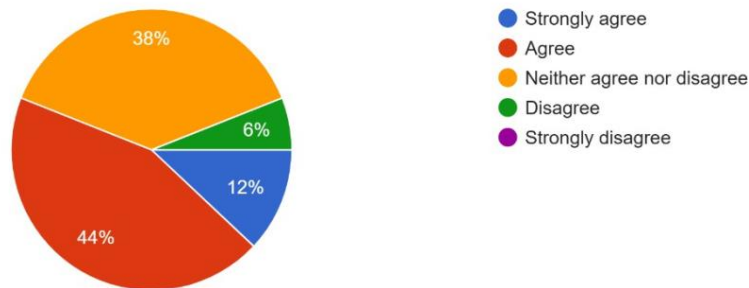


Figure 3.11 Career growth in Hybrid working style

Source: primary data

Figure 3.11 reflects on how hybrid working mode has been helpful to the respondents in providing growth and development opportunities in their career. 12 per cent of the respondents strongly agree that hybrid working style can facilitate growth & development opportunities. 44 per cent of the respondents agree that hybrid working style can facilitate growth & development opportunities. It can be said that the majority of respondents (56%) view hybrid working positively in terms of growth and development opportunities, suggesting that the flexibility of this work model is seen as beneficial for career progression. However, the 38 per cent who are neutral may reflect mixed experiences, with some feeling uncertain about how hybrid work impacts their development. The small number of people who disagree (6%) implies that, although hybrid work might not be ideal for everyone, it is still generally perceived effective model for growth.

3.13 Reducing Stress Levels in a Hybrid Working Style

50 responses

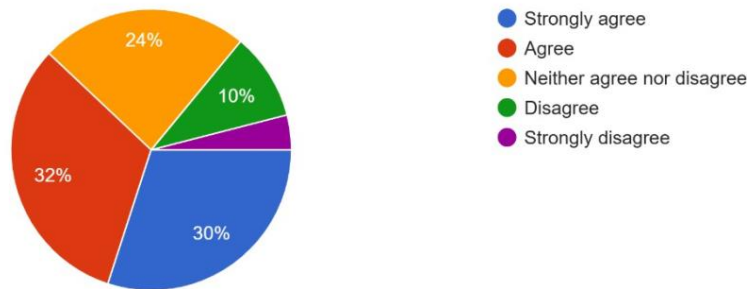


Figure 3.12 Hybrid work & stress reduction

Source: primary data

Figure 3.12 shows the impact of hybrid working style on reduction of stress levels of the respondents. 30 per cent of the respondents strongly agree that stress level can be reduced in hybrid working styles and 32 per cent of respondents agree with this statement suggesting that many people find the flexibility and work-life balance it offers helpful for managing stress. 24 per cent remain neutral, possibly reflecting mixed experiences or personal preferences. 10 per cent of the respondents disagree and 4 per cent strongly disagree, indicating that hybrid mode may not alleviate stress for everyone, and other factors could be at play.

3.14 Work Location Flexibility in a Hybrid Working Style

50 responses

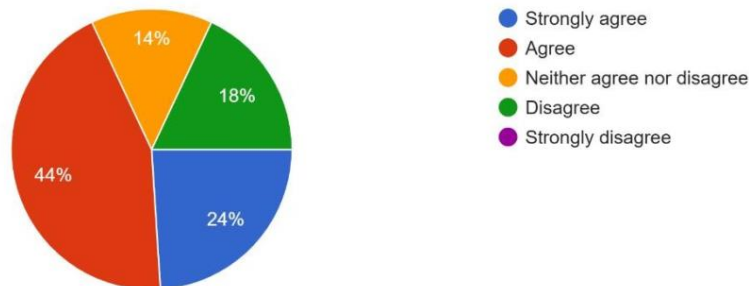


Figure 3.13 Location freedom in Hybrid working style

Source: primary data

Figure 3.13 give insights on the work location flexibility respondents had by opting for hybrid working mode. 24 per cent of the respondents strongly agree that work locations are no more a concern while working in a hybrid mode and 44 per cent of the respondents agree with this statement. The positive response of the majority (68%) highlight that the flexibility of choosing where to work is generally well-received. Technological developments have increased the viability of remote work. With tools for communication, collaboration, and project management, teams can effectively work together regardless of their physical locations. The neutral 14 per cent may reflect individuals who don't feel strongly either way about the issue. 18 per cent still disagree suggesting that for some, the need to balance in-office and remote work or other location-related challenges remain important factors.

3.15 Need for Special Training in a Hybrid Working Style

50 responses

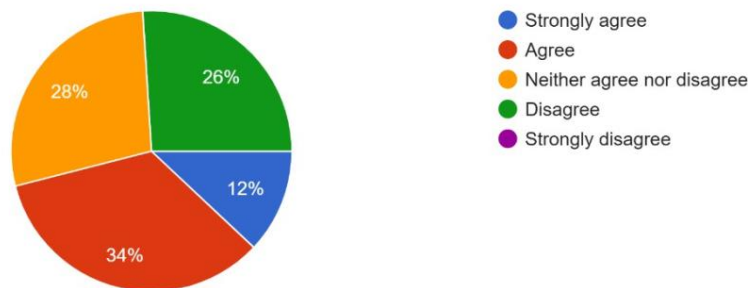


Figure 3.14 Training needs in Hybrid working mode

Source: primary data

Figure 3.14 shows the need for special training in a hybrid working style. Respondents who strongly agreed (12%) and agreed (34%) are likely to believe that specific training can help the employees to develop skills (time management, communication skills, collaboration tools proficiency etc.), ensuring that they are well-prepared to navigate the hybrid work environment. On the other hand, the 26 per cent who disagreed might think that many workers have adapted to remote work during the pandemic and have developed the necessary skills through experience.

3.16 Management Support in a Hybrid Working Style

50 responses

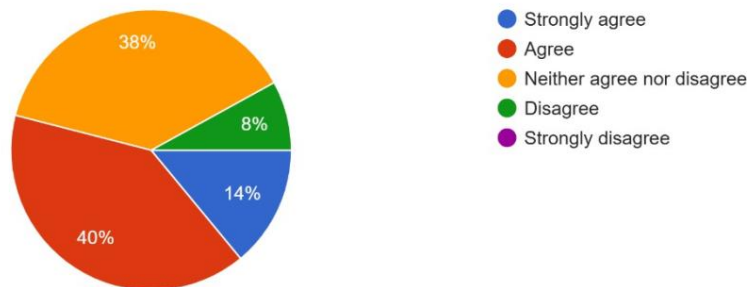


Figure 3.15 Managerial support in Hybrid working mode

Source: primary data

Figure 3.15 is about how well respondents received support from the management in the hybrid working style. 14 per cent has strongly agreed and 40 per cent has agreed that the management supports well in hybrid working style because, management has taken steps to ensure that employees have the resources and support they need to succeed in a hybrid environment. This could include providing flexible work hours, access to technology, and clear communication about expectations. They may see management as proactive in addressing the unique challenges posed by hybrid work. On the other hand, who neither agreed nor disagreed (38%) might be uncertain about management's effectiveness. Those who disagreed (8%) could be indicating concerns such as insufficient resources, lack of clear communication, or inadequate policies to address the challenges of working remotely and in-office.

3.17 Effectiveness of Technology and Tools in Hybrid Working Style

50 responses

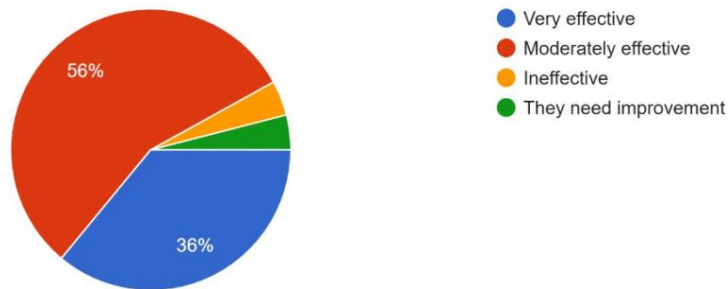


Figure 3.16 Tech efficiency in Hybrid work

Source: primary data

Figure 3.16 portrays respondents' accessibility to efficient technology and tools in hybrid working system. 36 per cent opted 'very effective' because they might have felt that the technology and tools available for hybrid work are well-suited to their needs. This could mean that they find the software and platforms easy to use and helpful in facilitating communication and collaborations, which are crucial for hybrid working style. On the other hand, the 56 per cent who opted for 'moderately effective' might think that while the tools are useful, there could still be some limitations or challenges. 4 per cent found it to be ineffective suggesting that they feel that the tools they are using are not meeting their needs or are failing to support their work effectively. The remaining 4 per cent suggested that the technology tools need improvement, indicating that while they maybe functional, there are areas for enhancement to make them more efficient, user-friendly or supportive of hybrid work environment.

3.18 Impact of Hybrid Work on Team Collaboration

50 responses

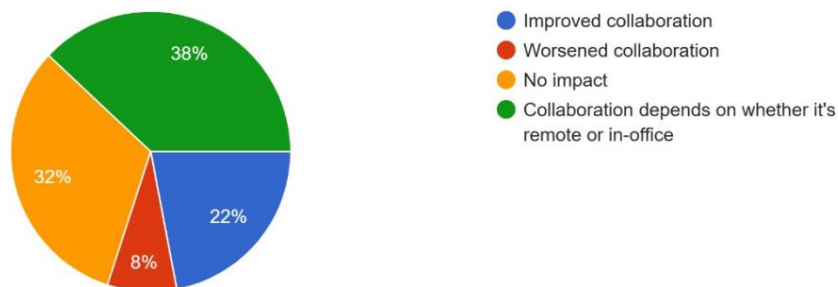


Figure 3.17 Hybrid work & team collaboration

Source: primary data

Figure 3.17 represents the respondents' view point on team collaboration in the hybrid work scenario. 22 per cent of respondents who feel that collaboration has improved, may appreciate the flexibility of hybrid work, allowing them to work when and where they feel most productive. They might also enjoy the use of digital tools that facilitate communication and collaboration across locations, leading to more efficient teamwork. A small percentage who believes collaboration has worsened (8%) may have experienced challenges in communication or teamwork. They might have felt that remote work limits the interactions with that in an office setting, leading to misunderstandings within the team. 32 per cent likely feels that the shift to hybrid work hasn't significantly changed their collaboration experience. Many people (38%) recognize that the effectiveness of collaboration can vary based on the work setting.

3.19 Challenges of Hybrid Working Mode

50 responses

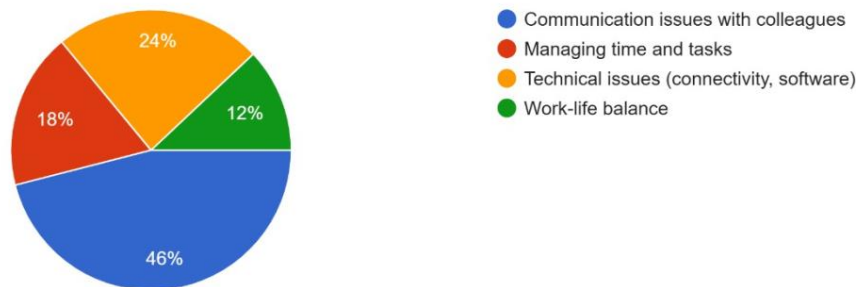


Figure 3.18 Challenges in a hybrid setup

Source: primary data

Figure 3.18 is about the different challenges faced by the respondents in hybrid working style. Communication issues with colleagues (46%) is the most significant challenge, as nearly half of the respondents identified it, highlighting the difficulty of maintaining seamless communication between team members in different work environments (remote and in-office). This may be due to lack of face-to-face interactions, unclear messaging, and challenges with collaboration tools. Technical difficulties rank as the second most common challenge (24%), affecting nearly one-fourth of the respondents. Common problems could include poor internet connectivity, device malfunctions, or issues with remote collaboration tools. The challenge in managing time and tasks (18%) is less significant compared to communication and technical issues but is still relevant for nearly 1 in 5 respondents. It may stem from difficulties in juggling office work, remote work demands, and personal responsibilities. Work-life balance is the least significant challenge, with only 12 per cent selecting it as the primary concern. It suggests that while hybrid mode offers flexibility, many employees may still struggle to draw boundaries between professional and personal life.

3.20 Overall Income Level in a Hybrid Working Mode

50 responses

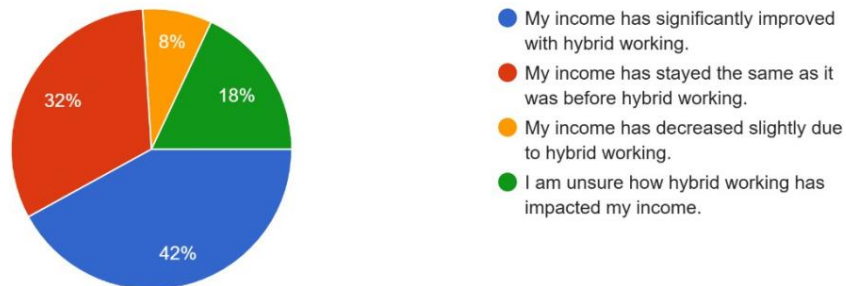


Figure 3.19 Income impact of Hybrid work

Source: primary data

Figure 3.19 shows the income trends in the hybrid work setup. 42 per cent report significant improvement in income, indicating that hybrid work potentially offers opportunities for higher productivity or additional income streams. 32 per cent experience no change, suggesting stability for a substantial group despite the shift in working mode. 8 per cent note a slight income decrease, likely reflecting challenges such as fewer overtime opportunities or additional costs. 18 per cent are unsure, indicating a lack of clear understanding of hybrid work's financial implications for some individuals.

3.21 Work-Life Balance in Hybrid Working Mode

50 responses

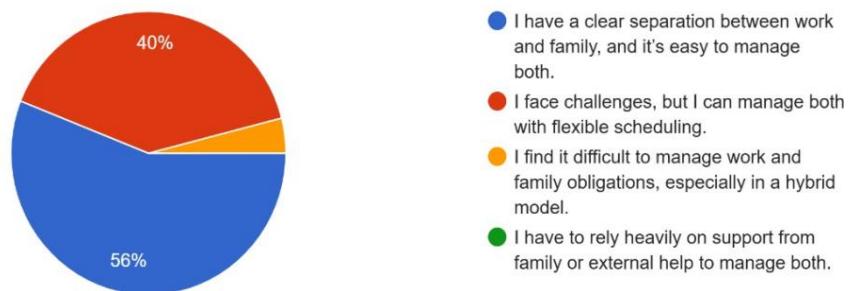


Figure 3.20 Hybrid work & life balance

Source: primary data

Figure 3.20 give insights on how well the respondents were able to manage work and life at the same time. 56 per cent manage work and family with clear separation, reflecting the benefit of hybrid work in creating structure and flexibility. 40 per cent face challenges but find flexible arrangements helpful, highlighting the adaptability hybrid work can offer. 4 per cent struggle significantly, showing that a small group finds hybrid work challenging for balancing responsibilities.

3.22 Years of Experience in Hybrid Working Mode

50 responses

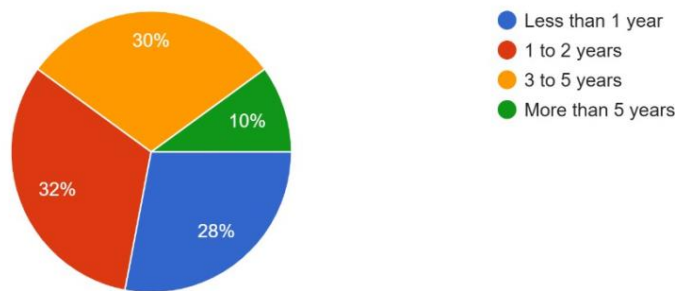


Figure 3.21 Experience in Hybrid work

Source: primary data

Figure 3.21 represents the years of experience of the respondents in hybrid working style. 28 per cent have less than 1 year of experience, implying a no portion of newer adopters in the hybrid model. 32 per cent have 1-2 years of experience, showing growing familiarity among participants. 30 per cent with 3-5 years highlight an established group that has adjusted to hybrid work effectively. 10 per cent have over 5 years of experience, representing a smaller but experienced segment likely accustomed to hybrid dynamics.

3.23 Preference for Continuing Hybrid Working Style in the Future

50 responses

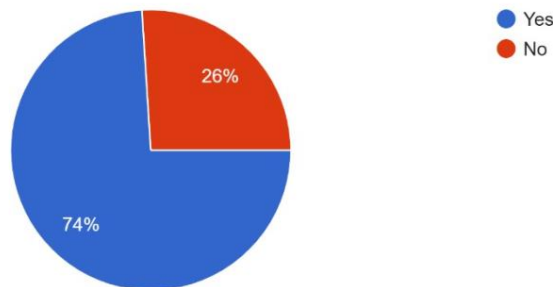


Figure 3.22 Future of Hybrid work

Source: primary data

Figure 3.22 reflects the preference of the respondents in continuing hybrid working mode. 74 per cent of respondents prefer to continue with a hybrid working style, showcasing strong support for flexibility in work arrangements. This suggests that most people value a balance between remote and in-office work. Potential reasons could be- flexibility to manage personal and professional life, reduced commuting time and expenses, access to office resources and collaboration when needed etc. Whereas, 26 per cent of respondents do not prefer hybrid working, implying that a smaller group either prefers fully remote or fully on-site work. This may be due to challenges in maintaining work-life boundaries at home, preference for clear structure and interaction in a fully on-site setting, potential technology and communication issues in remote work etc.

3.24 Cross Tabulation

Contingency table (also known as cross tabulation or crosstab) is a type of table in a matrix format that displays the multivariate frequency distribution of the variables. They are heavily used in survey research, business intelligence, engineering, and scientific research. Crosstab, a statistical tool, provide a basic picture of the interrelation between two variables and can help find interactions between them.

Table 3.1 Crosstab of age & preference for continuing hybrid work in the future

1_AGE * 23_Do you prefer to continue hybrid working style in future?

Crosstabulation

Count

	23_Do you prefer to continue hybrid working style in future?		Total
	YES	NO	
20-30	24	4	28
30.1-40	7	5	12
40.1-50	3	0	3
ABOVE 50.1	3	4	7
Total	37	13	50

It is evident from table 3.1 that out of 50 respondents, 37 respondents (74%) prefer to continue with hybrid working style in future, while 13 respondents (26%) do not prefer to continue with this. If we take a look at the age group analysis, a vast majority of the respondents (24 out of 28; 86%) belonging to the age group of 20-30 years prefer hybrid work, indicating that younger employees are more inclined towards flexibility. When it comes to respondents belonging to 30.1- 40 years, the preference drops, with only 7 out of 12 (58%) favouring hybrid works. In 40.1- 50 years category all 3 respondents (100%) support hybrid work. Whereas those above 50.1 years are the only group where more people reject hybrid work (4 out of 7; 57 per cent say NO).

The data reveals that younger employees (20-30) are the most enthusiastic about hybrid work, while middle-aged professionals (30-40) show a more balanced preference. However older professionals (above 50) are the least supportive, possibly due to traditional work habits or job roles that require in-person presence. Overall, hybrid work is widely accepted, particularly among younger professionals, but older employees may need additional support or alternative work models to better adapt to hybrid settings.

Table 3.2 Crosstab of age & gender

1_AGE * 2_GENDER Crosstabulation

Count

	2_GENDER		Total
	MALE	FEMALE	
20-30	17	11	28
30.1-40	12	0	12
40.1-50	2	1	3
ABOVE 50.1	3	4	7
Total	34	16	50

The majority of the respondents are males (34 out of 50; 68%) whereas females are significantly fewer (16 out of 59; 32%). 20-30 years is the largest group (28 people), with 17 males and 11 females, indicating a relatively balanced gender distribution. All the respondents belonging to 30.1-40 years are male (12 people). There are only 3 respondents belonging to 40.1-50 years of which 2 are males and 1 is a female. 7 respondents above 50.1 years have a more balanced distribution of 3 males and 4 females. The data suggests that while younger age groups have a higher number of female participants, there is a sharp decline in female representation in 30.1-40 age range. This could indicate work place barriers, career breaks, or industry-specific trends affecting female participation in mid-career stages. Addressing gender balance may require targeted policies or support systems.

Table 3.3 Crosstab of gender & impact of hybrid work on team collaboration**18_How has hybrid work impacted team collaboration? * 2_GENDER Cross tabulation**

Count

		2_GENDER		Total
		MALE	FEMALE	
18_How has hybrid work impacted team collaboration?	IMPROVED COLLABRATION	4	0	4
	WORSENERD COLLABRATION	11	5	16
	NO IMPACT	11	8	19
	COLLABRATION DEPENDS ON WHETHER IT'S REMOTE OR IN OFFICE	8	3	11
	Total	34	16	50

The data reveals that hybrid work has a mixed impact on team collaboration, with the most common response being 'No impact' (38%), followed by 'Worsened collaboration' (32%). Only a small portion (8%) believe it has improved teamwork, while 22 per cent feel collaboration depends on whether work is remote or in-office. Gender-based trend show that only males reported improved collaboration, whereas more males (11 vs. 5 females) also felt that hybrid work worsened teamwork. A relatively balanced response in the 'no impact' category (11 males, 8 females) suggests neutrality among many employees, while more males (8 vs. 3 females) believes collaboration effectiveness varies based on work mode. These findings indicate that hybrid work has not significantly enhanced collaboration, with a notable portion of employees either seeing no change or experiencing challenges. Males, in particular, report a greater decline, possibly due to a stronger reliance on in-person interactions. To address these issues, organizations may need to implement better communication tools and strategies to bridge collaboration gaps in hybrid environments.

Table 3.4 Crosstab of challenges faced in hybrid work mode & gender**19_What is the biggest challenge you've faced while working in a hybrid mode? * 2_GENDER****Crosstabulation**

Count

		2_GENDER		Total
		MALE	FEMALE	
19_What is the biggest challenge you've faced while working in a hybrid mode?	COMMUNICATION ISSUES WITH THE COLLEAGUES	4	2	6
	MANAGING TIME AND TASKS	6	3	9
	TECHNICAL ISSUES CONNECTIVITY	18	5	23
	WORK LIFE BALANCE	6	6	12
Total		34	16	50

According to the data, the biggest challenge in hybrid work is technical issues and connectivity problems (46%) affecting more males (18) than females (5). Work-life balance (24%) is the second most reported challenge, with an equal impact on both genders. Managing time and tasks (18%) is a greater struggle for males, while communication issues with colleagues (12%) are the least common but still notable. Overall, technical difficulties hinder productivity the most, while work-life balance remains a widespread concern. Organizations should focus on improving IT infrastructure and providing better support for time management to enhance hybrid work efficiency.

3.25 Reliability Analysis

Table 3.5 Reliability Statistics

Cronbach's Alpha	N of Items
.789	10

Measurement of a phenomenon offers constant and dependable results can be termed as reliability (Carmines & Zeller 1979). The reliability of a scale can be ratified by obtaining the same results under the same or constant conditions in spite of repeated experiments (Moser & Kalton 2017). Based on the data acquired through the survey, a reliability test was conducted. The reliability analysis was conducted by administering the Cronbach Alpha model. Cronbach Alpha model is a classical model used to analyze reliability.

The standard value of reliability analysis is 0.7. Since the Cronbach alpha value of the instrument is 0.789, which is greater than the standard value of 0.7, it substantiates that the sample is reliable.

3.26 Kruskal-Wallis Test

The Kruskal-Wallis H test (sometimes also called the "one-way ANOVA on ranks") is a rank-based nonparametric test that can be used to determine if there are statistically significant differences between two or more groups of an independent variable on a continuous or ordinal dependent variable. It is considered the nonparametric alternative to the one-way ANOVA, and an extension of the Mann-Whitney U test to allow the comparison of more than two independent groups.

Table 3.6 Mean ranks of challenges faced by different age groups**Ranks**

	1_AGE	N	Mean Rank
Challenges	20-30	28	24.54
	30.1-40	12	21.00
	40.1-50	3	25.43
	ABOVE 50.1	7	28.92
	Total	50	

Table 3.1 suggests that the age group of 30.1- 40 has the lowest mean rank of 21.00 which implies that this group face less challenges compared to other age groups in the hybrid working model. The age group of above 50.1 has the highest mean rank of 28.92 which suggests that this age group face maximum challenges among the mentioned age groups.

Hypothesis – I

H₀: There is no significant difference in the challenges faced by different age groups.

H₁: There is significant difference in the challenges faced by different age groups.

Table 3.7 Test statistics of challenges faced by different age groups**Test Statistics^{a,b}**

	Challenges
Chi-Square	1.077
df	3
Asymp. Sig.	.043

a. Kruskal Wallis Test

b. Grouping Variable: 1_AGE

In the above table, the p value is 0.043. This is less than 0.05. As the p value is less than 0.05, we reject the null hypothesis (H_0) and accept the alternative hypothesis (H_1). This means that there is significant difference in the distribution of challenges faced by different age category in the hybrid working style. Hence, we can conclude that age has a significant impact on the challenges faced by the employees in a hybrid working system.

Table 3.8 Mean ranks of challenges faced in different working styles**Ranks**

3_CURRENT WORKING STYLE	N	Mean Rank
HYBRID	19	28.61
WORK FROM HOME	20	24.75
WORK FROM OFFICE	11	21.50
Total	50	

Based on the table, it can be stated that employees working from the office have the lowest mean rank of 21.50, indicating that they confront less obstacles than the rest. Employees

who chose hybrid working mode had the highest mean rank of 28.10, indicating that they face most challenges among all employees in the sector.

Hypothesis – II

H₀: There is no significant difference in the challenges faced among employees irrespective of their current working style.

H₁: There is a significant difference in the challenges faced among employees based on their current working style.

Table 3.9 Test statistics of challenges faced in different working styles

Test Statistics^{a,b}

	Challenges
Chi-Square	1.758
df	2
Asymp. Sig.	.415

a. Kruskal Wallis Test

b. Grouping Variable:

3_Current working style

In the above table, the p value is 0.415. This is greater than 0.05. As the p value is greater than 0.05, we accept the null hypothesis (H₀) and reject the alternative hypothesis (H₁). This means that there is no significant difference in the challenges faced by employees, regardless of their current working style. Therefore, it can be concluded that employees encounter challenges irrespective of their working mode.

3.27 Mann-Whitney Test

The Mann-Whitney U test is used to compare differences between two independent groups when the dependent variable is either ordinal or continuous, but not normally distributed. The Mann-Whitney U test is often considered the nonparametric alternative to the

independent t-test. Unlike the independent-samples t-test, the Mann-Whitney U test allows you to draw different conclusions about your data depending on the assumptions you make about your data's distribution.

Table 3.10 Mean ranks of the challenges faced by different genders

Ranks			
2_GENDER	N	Mean Rank	Sum of Ranks
MALE	34	23.94	892.00
Challenges FEMALE	16	26.24	383.00
Total	50		

As per the table, male employees had the lowest mean rank of 23.94, indicating that they experience less problems than females in the hybrid working arrangement. Female employees had the highest mean rank of 26.64, indicating that they experience more problems than men.

Hypothesis – III

H₀: There is no significant difference in the challenges faced by employees based on gender.

H₁: There is a significant difference in the challenges faced by employees based on gender.

Table 3.11 Test statistics of the challenges among different genders

Test Statistics ^a	
	Challenges
Mann-Whitney U	247.000
Wilcoxon W	383.000
Z	-.522
Asymp. Sig. (2-tailed)	.042

a. Grouping Variable: 2_GENDER

In the above table, the p value is 0.043. This is less than 0.05. As the p value is less than 0.05, we reject the null hypothesis (H_0) and accept the alternative hypothesis (H_1). This implies that there is a significant variance in the distribution of obstacles experienced by the two genders. Thus, it can be concluded that there is significant difference in the level of challenges faced by men and women employees in the hybrid working format.

3.28 Conclusion

This chapter's findings show substantial developments in hybrid work adoption, demonstrating that the majority of employees favour this model because of its flexibility and work life balance benefits. Yet, issues such as communication obstacles, technology difficulties and productivity disparities exist across age groups and genders. The statistical study reveals that older employees and female professionals have more difficulty transitioning to hybrid work, highlighting the need for improved organizational assistance and specialized incentives. Despite these issues, hybrid work remains a feasible and desired working framework for the future, as long as businesses employ structured communication, strong managerial assistance, and training programs. It can be noted that, while hybrid work has significant benefits, constant modifications and regulatory changes are required to ensure its long-term viability.

CHAPTER - 4
FINDINGS, RECOMMENDATIONS,
CONCLUSION

4.1 Introduction

The evolving work scenario has witnessed a significant shift towards hybrid working models, blending remote and in-office work. This chapter presents key findings derived from the study, analyzing employee experiences, challenges, and perceptions regarding hybrid work. The data highlights trends in demographics, work preferences, productivity, communication effectiveness, career growth, and work-life balance. The study explores disparities based on gender, age, job roles, providing insights on the complexities of hybrid work adoption. This chapter also provides practical recommendations to improve hybrid work models by enhancing communication, resource allocation, collaboration, and inclusivity.

4.2 Findings

- ❖ **Age:** Among the respondents, 56 per cent of the participants belong to 20-30 age groups while 24 per cent of the respondents are 30-40 age bracket, 6 per cent are between 40-50 years and 14 per cent are above 50 years.
- ❖ **Gender:** Majority of the respondents are men (68%), whereas only a smaller proportion is of women (32%).
- ❖ **Present working mode:** 40 per cent of people are currently working from office, while 22 per cent of people are working from home and the remaining 38 per cent of people are working in hybrid mode.
- ❖ **Reasons for choosing a Hybrid working mode:** 58 per cent of employees have chosen hybrid working mode because it provides flexibility. 30 per cent of the working class feels that it provides work-life balance, whereas 8 per cent of the respondents say that it reduces cost and the remaining 4 per cent opted for hybrid working mode due to other non- specific reasons.
- ❖ **Home vs office productivity:** 26 per cent of the respondents strongly feel that productivity will be more in the case of working from home whereas 14 per cent of the respondents agree with the statement. Majority of the respondents (46%) opines

that productivity will be more or less same in the case of home or office. 8 per cent of the respondents disagrees with the statement whereas 6 per cent of the respondents strongly disagrees with the view that productivity will be more in the case of working from home.

- ❖ **Communication effectiveness in hybrid working:** 4 per cent of the respondents strongly perceive that communication in a hybrid working style is effective. On the other hand, 38 per cent of the respondents agree that communication in a hybrid working style is effective. At the same time 36 per cent of the respondents say that working mode is not a matter of communication effectiveness. 22 per cent of people have disagreed with the statement that communication in a hybrid working style is effective.
- ❖ **Meeting deadlines in Hybrid working mode:** 18 per cent of the respondents strongly argue that hybrid working mode enables them to meet the deadlines on time. 34 per cent of the respondents agree with the statement. On the other hand, 36 per cent of employees neither agrees nor disagrees with the statement, whereas 12 per cent of the respondents disagreed with the declaration.
- ❖ **Steady job roles in Hybrid working mode:** 16 per cent of the respondents strongly perceive that hybrid working mode enable them to stick on to their job responsibilities. 52 per cent of the respondents also have a similar view and agreed with the statement, whereas 24 per cent of the respondents neither agrees nor disagrees with this view, while 8 per cent of people have total disagreement with this statement.
- ❖ **Hybrid work and professional relationships:** Approximately 12 per cent strongly believe that professional ties can be efficiently maintained, while 42 per cent agree, indicating that a sizable proportion find hybrid work beneficial to relationship-building. Meanwhile, 24 per cent remain neutral, not agreeing or disagreeing. On the other hand, 16 per cent disagree, with 6 per cent strongly disagreeing, indicating some difficulties in maintaining connections in a hybrid context.

- ❖ **Savings from Hybrid Work:** The majority of respondents (50%) strongly agree that travel and meal expenses can be decreased, with 40 per cent agreeing, highlighting the financial benefits of this work style. Meanwhile, 8 per cent stay neutral, with only 2 per cent disagreeing, indicating little hostility to the proposal.
- ❖ **Career advancement in a hybrid working style:** 12 per cent of respondents strongly agree while 44 per cent agree, indicating that the majority perceive potential benefits. However, 38 per cent stay indifferent, suggesting uncertainty, and 6 per cent disagree, expressing concern about the potential for growth in a hybrid structure.
- ❖ **Hybrid work & stress reduction:** 30per cent of respondents strongly agree and 32per cent agree, indicating that a majority believe hybrid work helps reduce stress. Meanwhile, 24per cent remain neutral, suggesting mixed opinions. On the other hand, 10per cent disagree, and 4per cent strongly disagree, showing that some still find hybrid work ineffective in reducing stress.
- ❖ **Location freedom in Hybrid working style:** 24 per cent of respondents strongly agree and 44 per cent agree, indicating that most find location flexibility a key advantage. However, 14 per cent remain neutral, while 18 per cent disagree, suggesting that some still face challenges related to work locations.
- ❖ **Training needs in Hybrid working mode:** 12 per cent of respondents strongly agree and 34 per cent agree that training is necessary in hybrid working modes, suggesting that many people view training as crucial. In the meantime, 28 per cent express mixed feelings and remain neutral. Nevertheless, 26 per cent disagree, indicating that a significant portion thinks more training is not required.
- ❖ **Managerial support in Hybrid working mode:** Most respondents feel supported when it comes to managerial support in hybrid working mode, as seen by the 40 per cent who agreed and the 14 per cent who strongly agree. Nonetheless, 8 per cent disagree, suggesting that some employees believe support should be enhanced, while 38 per cent remain neutral, demonstrating a range of viewpoints.

- ❖ **Tech effectiveness in hybrid work:** 36 per cent of respondents thought the technology and tools offered for hybrid work were extremely effective, while 56 per cent said they were moderately successful. Meanwhile, 4 per cent thought the tools were ineffective, and 4per cent more made suggestions for improvements, pointing out possible areas for development.
- ❖ **Hybrid work & team cohesion:** 22 per cent of respondents feel that team work has improved, while 8per cent believe it has worsened. Meanwhile, 32 per cent think hybrid work hasn't significantly changed their collaboration experience, and 38 per cent say its effectiveness depends on whether the work is remote or in- office.
- ❖ **Challenges in a hybrid setup:** The most common concern cited by 46 per cent of respondents is communication problems with coworker. Technical issues including connectivity and software issues affect 24 per cent of people. Twelve per cent have trouble keeping a healthy work-life balance, and 18 per cent find it difficult to manage their time and tasks.
- ❖ **Impact of hybrid employment on income:** 42 per cent of respondents said their income significantly increased, while 32 per cent said it did not. In the meanwhile, 8 per cent reported a minor drop in income, and 18 per cent were unclear about the impact on their earnings.
- ❖ **Hybrid work and life balance:** 56 per cent of respondents say the keep a healthy between their personal and professional life. Meanwhile, 40 per cent encounter difficulties but find flexible arrangements useful, and 4 per cent find it extremely difficult to properly manage both.
- ❖ **Years of Experience in Hybrid work:** 28per cent of respondents have less than one year of experience, while 32per cent have worked in a hybrid mode for 1-2 years. Additionally, 30per cent have 3-5 years of experience, and 10per cent have been in a hybrid setup for over five years.

- ❖ **Future of Hybrid work:** 74 per cent of respondents prefer to continue with a hybrid working style, while 26 per cent do not favour hybrid work, indicating a strong preference for flexibility among the majority.
- ❖ There is significant difference in the level of challenges faced by men and women employees in the hybrid working format. Women often struggle with work-life balance as they shoulder a greater share of household responsibilities, leading to increased stress and burnout. They also may face “proximity bias”, where remote work limits network opportunities and career growth, while men in-office gain visibility and promotions. Gender biases can affect workplace perceptions- women working remotely may be seen as less committed, whereas men are less scrutinized. This disparity extends to mental health, as women in male-dominated fields may feel isolated, while men may experience pressure to maintain constant availability. Addressing these inequalities requires organizations to implement fair evaluation systems, promote flexible work policies, and ensure remote employees have equal opportunities for career advancements.
- ❖ Employees encounter challenges irrespective of their working mode. Remote workers often struggle with isolation, communication barriers, and difficulties in separating work from personal life, leading to exhaustion. In-office employees may experience long commutes, workplace distractions, and a rigid work schedule that affects work-life balance. Meanwhile, those in hybrid roles must navigate the complexities of switching between environments, maintaining visibility in workplace, and ensuring seamless collaboration with both remote and in-office colleagues. Across all modes, employees face performance pressure, job insecurity, and the challenge of adapting to evolving workplace technologies. Addressing these issues requires organizations to foster inclusive policies, support employee well-being, and provide tools that enhance productivity and collaboration across all work settings.
- ❖ Age has a significant impact on the challenges faced by the employees in a hybrid working system. Younger employees, particularly early-career professionals, often struggle with limited networking opportunities and reduced mentorship when working remotely, making career growth and skill development more difficult.

They may also face distractions at home and lack the proper workspace setup. Mid-career employees, who often juggle both professional responsibilities and family commitments, may find it challenging to balance work and personal life, especially with blurred boundaries in a hybrid model. Meanwhile, older employees may face technological adaptation issues, as they may be less familiar with digital collaboration tools, leading to inefficiencies and frustration. Additionally, they might prefer in-office interactions but struggle with commuting demands. These age-related challenges highlight the need for organizations to provide tailored support, such as mentorship programs, flexible work arrangements, and digital training, to ensure a more inclusive and effective hybrid work environment for all age groups.

4.3 Recommendations

- ❖ Communication is an imperative tool, which enables to bring collective engagement of everyone in an organization. It helps in maintaining a strong association between workforce in a business. If the communication between the superiors and subordinates is enhanced, then more people will prefer the hybrid working method.
- ❖ Resources help the workforce in satisfying all their responsibilities on time. If the employees are equipped with the essential possessions required for the job, they can carry out the tasks on time and thereby, their efficiency can be augmented. This will definitely motivate a greater number of workforces to choose the hybrid working mode.
- ❖ Deadlines will help the employees to spotlight their priorities, time management, and keep an eye on the progress of their tasks. Deadlines will transform the goals more precise, quantifiable, and realizable. It enables to evade procrastination, disturbance, and negligence which will wreck the efforts of the workforce. Hence, deadlines should be clearly communicated and ensure support to workers meet to them. This will also act as a catalyst to the personnel to opt the hybrid working form.

- ❖ Collaborations and team work may enable the employees to overcome the challenges of hybrid working mode. Associations can be enhanced by providing more access to digital workspaces like Microsoft teams enable the workforce to be focused and productive. Along with this, by providing user friendly and familiar tools help faster adoption to technologies and also motivate them to embrace new technologies. By implementing these measures organizations can adopt hybrid working model with minimal challenges.
- ❖ In this study it is observed that employees above the age of 50 are considering hybrid working model as challenging. This opinion may be due to various reasons like affinity for traditional work culture, fear of isolation, job security concerns, health issues, coping up with advanced technology, resistance to change etc. If the organizations address these issues by offering training and support, encouraging a balanced work culture, fostering inclusiveness, providing better support etc. companies can create a hybrid working model that benefits employees of all ages.
- ❖ Another finding of this study is that female employees perceive hybrid working model as more challenging. The following maybe the reasons for their apprehension: more household responsibilities, career growth risk, work- life imbalance, gender bias, exclusion fear etc. If the business entities make an earnest call by adopting policies like equality in career opportunities, establishing clear work-life boundaries, better networking, inclusive decision making etc. companies can empower the women employees and thereby create a congenial environment for hybrid working mode.

4.4 Conclusion

Hybrid working style is advancement from a conventional working method where workers were forced to work from their work place. With the beginning of hybrid working style, labourers can now work from wherever they want. They can either work from their place of work or from their habitat or even from the work-spaces. Hybrid working style will transform the employees to be more dynamic, resolute and occupied. The significance of a hybrid work style is that it satisfies the various requirements of employers and employees alike. It strikes a balance between composition and suppleness. It enables organizations to take benefit of the merits of working distantly. Remote working will augment factors like higher output, lower overhead costs, encourage personal contacts that promote teamwork, inventiveness, and camaraderie. Additionally, hybrid working ropes in work-life balance, improves employee well-being, and attracts best talent by addressing to the altering requirements of modern-day labour force. Implementing a hybrid mode of work help businesses to inflate sustainably, progress buoyancy, and to correct to the changing environment in a vibrant industry milieu. The advantage of a hybrid working approach is that it may contain an assortment of needs by contributing a balance between structure and flexibility. Hybrid work offers better flexibility, satisfaction, lessens commute time, office space, meets the organizational requirements and ensures gratification in job for the employees. Hybrid work gives the employees and employers bondage of conciliation on their requirements.

The study focused on the inclination of hybrid working style among IT workforce, as the hybrid working style is widely prevalent still in this domain. From the study it can be stated that majority of the respondents (74%) prefer to work in the hybrid mode in future also. Only a small portion of the respondents does not prefer (26%) working in this hybrid model. By providing awareness as well as special trainings about the importance of hybrid working style in the future scenario, hopefully we can convince them too. A study by AT&T has identified that the hybrid work model has grown from 42 per cent in 2021 to 81 per cent in 2024. Another study by IWG has shown that 72 per cent of workforce prefers the option of working remotely. Recently, Cognizant has changed 3 lakh jobs entirely to remote mode to hold its women workers. Another survey, conducted by Morning Consult on behalf of Prudential, identified that 87 per cent of American workers who have been working in hybrid mode would prefer to continue in the same style of working. In that survey, 68 per cent say a hybrid workplace model is ideal. Even in that survey, 42 per cent

of current remote workers say if their existing business does not continue to offer hybrid work opportunities, they will look for a job at another organization which offers hybrid mode. Companies like Google, Microsoft etc. are ahead of the crowd in this domain. This implies that, the global scenario is also in tandem with this study and hence it can be concluded that 'The Hybrid Working Model' is not just a trend but it is the inevitable future of work.

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APPENDIX

QUESTIONNAIRE:

HYBRID WORKING MODE - PRESENT SCENARIO AND CHALLENGES: A STUDY AMONG IT EMPLOYEES IN INFOPARK, ERNAKULAM

- 1) Name
- 2) Age:
 - a) 20-30
 - b) 30-40
 - c) 40-50
 - d) Above 50
- 3) Gender:
 - a) Male
 - b) Female
 - c) Others
- 4) What is your current working style?
 - a) Hybrid
 - b) Work from office
 - c) Work from home
- 5) What are the primary reasons for your preference for a hybrid working style?
 - a) Flexibility
 - b) Work life balance
 - c) Cost savings
 - d) Others
- 6) Productivity level increased while working from home than working from office.
 - a) Strongly agree
 - b) Agree
 - c) Neither agree nor disagree
 - d) Disagree
 - e) Strongly disagree
- 7) Communication in a hybrid working style is effective.
 - a) Strongly agree

- b) Agree
 - c) Neither agree nor disagree
 - d) Disagree
 - e) Strongly disagree
- 8) Deadlines are met on time in hybrid working style.
- a) Strongly agree
 - b) Agree
 - c) Neither agree nor disagree
 - d) Disagree
 - e) Strongly disagree
- 9) Job responsibilities may not deviate from the original role in a hybrid work style.
- a) Strongly agree
 - b) Agree
 - c) Neither agree nor disagree
 - d) Disagree
 - e) Strongly disagree
- 10) Professional relationships can be effectively maintained in a hybrid working style.
- a) Strongly agree
 - b) Agree
 - c) Neither agree nor disagree
 - d) Disagree
 - e) Strongly disagree
- 11) Travelling and food expenses can be saved in a hybrid working style.
- a) Strongly agree
 - b) Agree
 - c) Neither agree nor disagree
 - d) Disagree
 - e) Strongly disagree
- 12) Hybrid working style can facilitate growth and development opportunities.
- a) Strongly agree
 - b) Agree
 - c) Neither agree nor disagree
 - d) Disagree
 - e) Strongly disagree

- 13) Stress level can be reduced in hybrid working styles.
- a) Strongly agree
 - b) Agree
 - c) Neither agree nor disagree
 - d) Disagree
 - e) Strongly disagree
- 14) Work locations are no more a concern while working in hybrid style.
- a) Strongly agree
 - b) Agree
 - c) Neither agree nor disagree
 - d) Disagree
 - e) Strongly disagree
- 15) Special trainings are needed for working in hybrid working style.
- a) Strongly agree
 - b) Agree
 - c) Neither agree nor disagree
 - d) Disagree
 - e) Strongly disagree
- 16) Management supports well in hybrid working style.
- a) Strongly agree
 - b) Agree
 - c) Neither agree nor disagree
 - d) Disagree
 - e) Strongly disagree
- 17) How do you find the technology and tools provided for hybrid work?
- a) Very effective
 - b) Moderately effective
 - c) Ineffective
 - d) They need improvement

18) How has hybrid work impacted team collaboration?

- a) Improved collaboration
- b) Worsened collaboration
- c) No impact
- d) Collaboration depends on whether it's remote or in-office

19) What is the biggest challenge you've faced while working in a hybrid mode?

- a) Communication issues with colleagues
- b) Managing time and tasks
- c) Technical issues (connectivity, software)
- d) Work-life balance

20) How would you describe your overall income level while working in a hybrid mode?

- a) My income has significantly improved with hybrid working.
- b) My income has stayed the same as it was before hybrid working.
- c) My income has decreased slightly due to hybrid working.
- d) I am unsure how hybrid working has impacted my income.

21) How do you manage balancing your work responsibilities and family obligations while working in a hybrid mode?

- a) I have a clear separation between work and family, and it's easy to manage both.
- b) I face challenges, but I can manage both with flexible scheduling.
- c) I find it difficult to manage work and family obligations, especially in a hybrid model.
- d) I have to rely heavily on support from family or external help to manage both.

22) How many years of experience do you have working in a hybrid working mode?

- a) Less than 1 year
- b) 1 to 2 years
- c) 3 to 5 years
- d) More than 5 years

23) Do you prefer to continue hybrid working style in future?

- a) Yes
- b) No