IMPACT OF HYBRID WORK MODEL ON THE EMPLOYEE PERFORMANCE AND ORGANIZATION DEVELOPMENT

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ABSTRACT

The arrival of COVID-19 pandemic and fast spread of viruses. Due to pandemic there was no social gathering, cancellation of conference and social events etc. Organizations has also adapt to the new policy of maintaining social distancing. Each company develops a hybrid model based on the need of company and every individual employees. This hybrid model is a work style that every employees are enables to blend in working from many different locations. A hybrid work model system encourages employees to preform high, flexibility of work, and positive work relationship.

Keywords: Work From Home And Office, Hybrid Working Model.

I. INTRODUCTION

Hybrid work model means that we can work part our time from a company location and part of our working time from non– company location. Hybrid work is first that people managing the work force that increased productivity and job satisfaction. An hybrid work model provides employees with effective work habit and there were options to work from anywhere else. With hybrid model, the work place is no longer corporate office - it's an place where employees working from home and office , in co working space.

Hybrid model helped team members to travel different location depending on the work they need to be done. To define hybridity in workspace, it is combination of both physical and remote work system arrangement. This arrangements involves some party of people to show up physically on site of the company and some can work remotely on the week days. The hybrid work model can have different forms to depend on the organization and the types of works being done.

Objective:

- To identify the likelihood of working style of employees.
- To study the team building ability among employees.
- To study the personnel management issues.
- To analyze mental health and well – being of employees.
To analyze employee productivity in hybrid working model.

II. REVIEW OF THE LITERATURE

When gathering information for the literature of review, a clear and systematic structure of research was used. The information was retrieved from articles, newspaper websites and as well as from companies. In order to categorize the articles the information of the subject is distributed and added some subtopics based on the key words and research. The articles explores some of the information of hybrid learning and recommending some instructional designs and faculty. A working definition of this article is discussed and learning advantages of hybrid model is identified by improving teamwork and communication. In this review we can know about future work of hybrid model and some key points for successful hybrid model. Lastly, the key points of each articles is summarized and placed where they would be fit in the thesis.

III. METHODOLOGY

Types of hybrid work model:
There are six types of hybrid work model are:
1. Flexible hybrid work model.
2. Fixed hybrid work model.
4. Office – first hybrid work model.
5. Office – occasional hybrid work model.
6. Partly remote hybrid work model.

Flexible hybrid work model:
In this flexible hybrid work model, the employee have the options to choose when they can work from office and from somewhere else. This model can sometimes have certain limitation like as mandatory for closer collaboration of teams in office. Company that use this model, will believe that employees who has flexibilities choose their workplaces, they can be much happier and can be productive.

Fixed hybrid work model:
In this fixed hybrid work model, the organization sets the days and times for employees allowed to work remotely or go into the office.

The most common types of Hybrid Work Models

Remote Focused
Office focused
Flexible Model
Partly Remote

For example, it could be that particular teams go into the office on Monday and thursday and others go on tuesday and Wednesday or some organization could allow everyone to work from home on some pre – determined days.

Remote – first hybrid work model:
In this remote – first hybrid work model, many employees are choosing to go remote first. The remote – first model is the default, employees who work from homes or others non – company spaces. The companies
which relies on the employees who go to the office. In other words, this model actively encourages remote work. The companies which are following this model believe to their employees where they prefer to work. For examples, many businesses shifting to this structure. One of the Quora company announced that they are working on remote-first model. Their CEO, Adam D’Angelo explained that “primary orientation of our company will be remote work the default for all choice’s”.

**Office – first hybrid work model:**
In this office-first hybrid work model, the company expects the employees on site of office for flexibility of work or can provide few days of work on remote work policy. Companies that use this model tends to believe physical distance is the obstacles to successful team collaboration.

**Office – occasional hybrid work model:**
In this office-occasional hybrid work model, some companies and employees are eager to get back to the office. Some of the businesses set up a hybrid model that can be described as office occasionally. In this model, the companies isn’t going fully remote-first, they can choose to keep an office and require employees to spend there time in it. Although this model is in middle of remote-first and office-first. It can easily been in either in direction of work model without any clear guidleness.

The office-occasional hybrid work model can also be in two categories:

a. **Split – week:**
In this split week model, the teams should attend the work on certain days of the weeks. These days of week are usually chosen either by individual team members or organization.

b. **Manager – scheduling:**
In this manager-scheduling, flexible approach to on site work. While using this model, teams will work in remotely expect on days where management requires physical attendance in the office. This schedule depends entirely on management.

**Partly remote hybrid work model:**
In this partly hybrid work model, some teams are fully remote and others are office-bound. In some companies which follows this model, office employees are more flexibility in remote work. The companies that use this model need to be known that they have the right communication to connect teams of office and remote. For example, the top management with this model is usually office based.

**Benefits of hybrid work model:**

The hybrid workplace model is a location flexible work arrangement that allows for a blend of office work and remote work. This working model helps improve the overall employee experience and offers several benefits for employees. In hybrid work model there is no one-size-fits-all approach to implement, it can have many advantages:
a. Enhanced productivity.
b. Employee well-being.
c. Better collaboration and work relationship.
d. Wider talent pools.
e. Trust improved between employer–employee.
f. More efficient workplace.

Enhanced productivity:
One of the major benefits of hybrid work is that enables employees productivity. Employees who worked from home has experienced productivity boost to entire workdays compared to the workers in office.

Employee well-being:
Hybrid work has potential to improve their employee well-being. It is about optimizing the health of all employees. In terms of employees well-being. Has improved from traditional view point and also providing medical care to employees. Employees at home can get back the time and spend community and enjoying a greater work life balance.

Better collaboration and work relationship:
By hybrid work model allows staff to gain the best of both remote and on site office. Employees can experiences the benefits of collaborative, and in person relationships while also having the chance to work remotely on tasks that requires a deep focus.

Wider talent pools:
By hybrid work model, the organization can choose local talents or sources. In this model, employer can tap on vast talent pool of employees work force.

Trust improved between employer–employee:
A hybrid work model helps employees to gain trust of their employer. The flexibility of this model can also improve staff loyalty by helping employees. The staff members who feel trusted and respected are more likely to stay engaged at work for longer.

More efficient workplace:
A hybrid work plan means that there are less people on site on any given day. Since, office will be less crowded and will have more opportunity to create an efficient space for onsite office.

Challenges of hybrid work model:
The greatest challenges of hybrid work includes: Hybrid work is creating better coordinates between both home and on site.
a. Stress and burn out.
b. Limited interpersonal relationship.
c. Misalignment and poor communication.
d. Cyber security risks.
e. Employee isolation and disconnection.

Stress and burnout:
While talking about challenges in hybrid work, it is exhausting 80% of people reported hybrid environment was stressed for employees. One of the reason that hybrid work is exhausting because overworking leads to poor work and life balance.

Limited Interpersonal relationship:
In a hybrid work place, it is difficult to maintain relationship with your co-workers. The reduced in person interaction may lead to poor interpersonal relationship.

Misalignment and poor communication:
Hybrid working model leads to poor communication and misalignments between on-site office and remotely working employees.
Cyber security risks:
The employees who is working outside of office can have risks from cyber security. It happens when employee use personal computers and unsecured networks for work.

Employee isolation and disconnection:
By hybrid working model, the employees who work in office can motivate daily to work more. But the employees work from home can feel lonely and disconnected which could affect their work performance and overall well being.

Employee performance in a hybrid work:
Most of the organizations and society want some best version of hybrid work experience. Where there’s flexibility to work remotely, but also on site of office space when they needed. HR can increase employee performance in a hybrid work environment by following below core elements:

- Leadership that understands employee performance in context.
- Intentional collaboration between both business and employee.
- Flexibility that empowers employees to choose where, when and how to they work.
- By setting clear goals company can evaluate performance of the employee.

By having clear goals and objectives in hybrid working environment, employees work best when they have clear objective of work towards with specific aim to achieve their productivity of work. In hybrid working system as many employees who work on site can often receive information so it is more effective challenge to communicate.

Hybrid work place best practices:
According to Forbes, “The hybrid workspace is about enabling as much productivity as possible without costing our employees too much personal time, sacrifice or ability to control their workday.”

When developing hybrid work model included best practices are:

a. Getting employee buy in early.
b. Investing in the right tools, technology and equipment’s.
c. Focusing on employee experience and maintaining a positive and engaged culture.
d. Offering continuous education opportunities for employees and manager alike.
e. Tracking goals and performance metrics of employee

Getting employee buy in early:
- Clear communicating.
- Allow manager to answer question from their team.

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Investing in the right tools technology and equipment:
- Productivity and communication tools are enabled.
- Providing equipment's for safe and healthy work environment.

By taking full advantages of a hybrid work place, employees can adopt and optimize their hiring practices. In this hybrid work environment clear, concise and commonly accepted ground rules for important successful work.

Focusing on employee experience and maintaining a positive and engaged culture:
- Using video calls, effective communication and for positive outcome comes in employees on work need to be encouraged by team members and managers.

IV. RESULT AND DISCUSSION

Data Analysis of hybrid work model:
Most of the companies in India and in international are adopted this hybrid work environment. One of the U.S company has hybrid work model plans on post pandemic and pre pandemic situations

<table>
<thead>
<tr>
<th>S.No</th>
<th>Number of respondents</th>
<th>Types of hybrid work model</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>10</td>
<td>Never offered hybrid model.</td>
</tr>
<tr>
<td>2</td>
<td>16</td>
<td>Implemented at pandemic time.</td>
</tr>
<tr>
<td>3</td>
<td>27</td>
<td>Implemented and continues hybrid working.</td>
</tr>
<tr>
<td>4</td>
<td>47</td>
<td>Offered hybrid work plan.</td>
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INDIAN COMPANY HYBRID WORK PLAN

During pandemic situation many company employees started to work from home most of the time. Now a days, employees are working from home, work from office and hybrid work model. The statistic graph of the WFO, WFH and Hybrid model is given below.
**Future of hybrid work:**

By implementing a hybrid work policy as pandemic wound down, the IT firm gave employees the option to work from home when they are most productive, while still coming into the office for team meetings and collaboration tasks. A large number of companies have found a hybrid way of working to maximize productivity, efficiency, and output. Some of today’s largest enterprises approaching hybrid working model.

There are three of the best companies to work for, according to glassdoor’s employees choice award, are handling the shift to hybrid work:

**NVIDIA**

NVidia is one of the American multinational technological company. The CEO of nvidia is Jensen Hung. In an interview with venture beat, Mr. Hung stated that he himself supports the adaption of the hybrid work place. He understands the individuals has their own preferences and supports employees work prefer either on site, offsite or in a both combination.
HUBSPOT
The second best company to work in 2022 gives their global teams the agency to choose which arrangement works best for them. Hybrid work or flex, is also an option for Hubspot employees. In this arrangement, employees can attend the office two or fewer days per week. The company also supports employees for their work from home setups.

CAPITAL ONE
Capital One is also one of the best companies to work for due to their commitment and employee well-being. Capital One’s policy on hybrid work is an example of a split-week model.

V. CONCLUSION
Hybrid work is current workplace model which is making forward step in the post-pandemic world. However, there isn’t an operating procedure yet for companies to follow this model. For successful hybrid working culture, we need to establish more organizing hours and locations. More importantly, hybrid working means how we can bring people together. The companies should trust, listen, and treat remote and in-person employees equally. It will be an interesting year ahead for the future of work.

VI. REFERENCES