Major Research Project

on

IMPACT OF NATURE OF HYBRID WORK SETUP ON EMPLOYEE WELLBEING, ENGAGEMENT AND PRODUCTIVITY

Submitted By

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CERTIFICATE FROM THE INSTITUTION

This is to certify that Ms. KAMNA GUPTA roll no. 2K22/DMBA/55, have completed the project titled "IMPACT OF NATURE OF HYBRID WORK SETUP ON EMPLOYEE WELLBEING, ENGAGEMENT, PRODUCTIVITY" under the guidance of Mrs. Archana Singh as a part of Business Administration (MBA) curriculum of Delhi School of Management, New Delhi during the academic year 2023-24.

Dr. Archana Singh
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DECLARATION

I hereby declare that the project report entitled "IMPACT OF NATURE OF HYBRID WORK SETUP ON EMPLOYEE WELLBEING, ENGAGEMENT AND PRODUCTIVITY" submitted by me to Delhi School of Management, DTU in partial fulfilment of the requirement for the award of the degree of Master of Business Administration is a record of bona fide project work carried out by me.

Anything which appears to be not my original work, has been duly and appropriately referred/cited/acknowledged. This report has not been submitted to any other university/institution for the award of any other degree, diploma and fellowship.

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I extend my warm gratitude and regards to everyone who helped me during the study.

EXECUTIVE SUMMARY

The Major Research Project on the topic 'IMPACT OF NATURE OF HYBRID WORK SETUP ON EMPLOYEE WELLBEING, ENGAGEMENT AND PRODUCTIVITY' explores the hybrid work set-up and the various factors like ability to adapt to the hybrid-work set-up along with productivity of the employee, employee wellbeing and engagement of the employees working in the hybrid type of work set-up.

The project tries to assess the opinion of individuals working in the private sector currently working in hybrid work set-up. The questionnaire has tried to assess how the respondents feel about the various statements that can be associated with variables like employee's productivity, employee wellbeing and employee engagement in the hybrid type of work set-up.

The report tries to assess whether we can conclude that there are some meaningful relationships between the various variables that have been taken into consideration. The report also helps us to understand to what extent we can explain the relationship between the variables.

As a result of creating this project report, the existence of inter-relatedness between various factors such as adjustment to hybrid work set-up, wellbeing, engagement and productivity. It has been confirmed by the analysis of the data collected that there is a significant relationship between the adjustment to the hybrid work set-up and the ratings the factors productivity, wellbeing and engagement have received by the respondents.

By means of correlation, we have ascertained the level of inter-relatedness of the various factor in discussion. The correlation between the adjustment to hybrid work and productivity has been the highest amongst the three dependent variables and that of engagement is the lowest. Also, amongst the factors in consideration, i.e., productivity, wellbeing and engagement, only productivity and wellbeing have been observed of having a strong correlation amongst themselves.

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CHAPTER 1 - INTRODUCTION

As the work landscape continues to evolve, hybrid work models have become increasingly popular among businesses. These models offer the flexibility of remote work while still maintaining some level of in-person collaboration and communication. The different types of hybrid work models provide businesses ability to be flexible while choosing the working model which can be most suitable to the requirements, the working style as well as the work culture.

The office-centred hybrid working model is ideal for businesses that need the physical presence of their employees in the office for majority of time. This model allows employees to work remotely for one or two days a week while still maintaining a sense of cohesion and collaboration in the workplace.

The fully flexible hybrid working strategy enables the human resource the independence to carry out their individual operations from any location they may choose. However, this model requires a well-designed organizational structure to ensure effective employee cooperation, particularly at the middle administration level.

The split-weekly work style is a popular choice among businesses, where employees can work in remote mode for a few of the days in the entire weekly working duration and the work from the office set-up for the rest of the period of the week. This model enables the human resource to maintain an equilibrium amongst the virtual tasks and the in-person collaboration, making it an ideal choice for businesses that require regular face-to-face meetings.

The week sharing work model allows teams to work together in the office for a week at a time, resulting in faster results and more effective collaboration. This model is particularly useful for projects or work that has a specific deadline.

In conclusion, hybrid work models offer businesses the flexibility to meet the needs of their employees while still maintaining effective collaboration and communication. It is crucial for businesses to judiciously contemplate their needs along with the culture when choosing the right hybrid work model for their organization.

1.1 Background

In addition to the advantages mentioned above, the hybrid work model also provides benefits for businesses in terms of talent attraction and retention. By means of giving the option of flexible work options, employers can manage top talent who prioritize a holistic and balanced approach to work. This can result in a more diverse and inclusive workforce, that is more engaged and motivated.

Moreover, the hybrid work model has the potential to reduce the environmental impact of traditional office-based work. By reducing the need for employees to commute to an office every day, hybrid work is more environment friendly.

At the same time, there are also potential shortcomings and negative aspects to the hybrid work model. One major challenge is maintaining effective communication and collaboration among

team members who may be working remotely. This requires a strong technology infrastructure, effective communication tools, and clear guidelines for communication and collaboration.

Another challenge is ensuring that the human resource has to try to create an equilibrium in the personal as well as the professional lives and avoid burnout. The flexibility of the hybrid work model can sometimes reduce the boundaries between work and personal life, causing overwork as well as stress. Companies need to provide support and resources to help the talent manage the vigorous balance between the personal and professional life while being engaged in the virtual plus in office work model.

In conclusion, the hybrid work model offers several advantages for both employees and businesses, including increased flexibility, reduced costs, and improved productivity. However, it also presents tasks that need to be addressed in order to ensure its success. By carefully considering the potential benefits and drawbacks of the hybrid work model, companies can implement effective strategies to create a constructive and industrious work atmosphere for the human resource.

Summarising the hybrid models

In summary, the hybrid work model brings numerous benefits for both employees and businesses, including increased flexibility, reduced costs, and improved productivity. However, it also poses certain challenges that need to be addressed to ensure its success. Companies need to provide a strong technology infrastructure, effective communication tools, and clear guidelines for communication and collaboration to maintain effective communication and collaboration among team members working remotely. Additionally, it is crucial for companies to make sure that talent has the ability to be engaged in a healthy equilibrium in between the work and the personal life to prevent a burnout and manage a positive work environment. By carefully considering the potential advantages and drawbacks of the hybrid work model and implementing appropriate strategies, businesses can create a productive and supportive working environment for their talent resources.

Disadvantages

Long periods of working remotely can cause employees to lose connect with their colleagues, hindering the development of organizational culture where face-to-face interaction is essential for values to be internalized. However, the hybrid work model also presents challenges in managing people and supervising business operations, such as ensuring equal distribution of working hours and avoiding the perception of "continuous work" that can negatively impact employee welfare and work-life stability.

To effectively implement a hybrid work model, organizations must establish clear standards and details regarding working schedules, conversion processes, and auditing styles. It is also crucial to give comprehensive development and guidelines to employees to make sure there is a smooth transition and avoid confusion.

The widespread use of video technology in work interactions can limit nonverbal communication, making collaboration less efficient and increasing the risk of "zoom fatigue" - physical as well as psychological exhaustion, headaches, and caused by excessive screen experience and passive listening.

1.2 Problem Statement

Some points identified as gaps are:

1) Inter-relationships between employee productivity, engagement, wellbeing, the ability to adjust to the virtual set-up can be assessed.
2) Employee productivity, employee engagement and employee wellbeing can wary with the level of type of virtual mode being followed such as

   I.   Office centered hybrid work model,
  II.   Fully flexible hybrid work model,
 III.   Split weekly work model and
 IV.   Week sharing hybrid work model

3) these differences in the level of productivity, engagement and wellbeing can be identified to figure out an optimum hybrid set-up.

1.3 Objectives

1) To assess the level of productivity amongst employees presently working in hybrid work set-ups
2) To assess the level of engagement amongst employees presently working in hybrid work set-ups
3) To assess the level of wellbeing amongst employees presently working in hybrid work set-ups
4) To assess the ability of employees to adapt and adjust to the hybrid presently working set-up
5) To assess how nature of work set-up impacts the employee productivity, engagement and well-being differently
6) To establish various inter-relationships between ability to adjust to hybrid work environment, employee productivity and employee engagement and employee wellbeing.

1.4 Scope of Study

By means of literature review, various indexes can be identified that can help us in understanding the various aspects and parameters. By using the parameters, we can establish relationships between various variables associated with the parameters and the extent of their relationships can also be assessed.

CHAPTER 2 - LITERATURE REVIEW

According to research, relying only on online communication for employee contact might result in fewer productive meetings and limited collaboration, which costs time and efficiency and lowers productivity levels. Working from home and interacting through technology can also restrict the range of communications at the professional set-up and result in lost chances to engage with others as well as create societal links. This is particularly evident in hybrid work organizations where the lack of visibility can affect the formation of informal connections and the availability of information to specific groups of employees, ultimately impacting their promotion and career development opportunities (McRae and Kropp, 2022).

However, working from home can also improve work-life balance through greater work flexibility and job plasticity, which allows employees to better manage their work-life interactions (Troup and Rose, 2012).

But, the impact of working from home on workers is not conclusive, as the overlap of work and family concerns and the blurring of boundaries between work and personal life can lead to conflicts between work and life activities (Bouziri et al., 2020; Dorenkamp and Suess, 2017). Eurofound studies on ICT-mobile workers and teleworkers (2015, 2020b) suggest that working longer hours due to the blurred boundaries between work and personal life can affect work-life balance, and long hours do not necessarily lead to higher productivity due to poor communication and technology issues (The Economist, 2021).

Adding up high stress levels, burnout symptoms, and zoom fatigue, increase in number of hours can lead to decreased efficiency.

To test these ideas, we designed several survey questions to understand the attitudes of employees regarding remote work, focusing on "workplace relationships" (the kind of atmosphere, the nature of relationship with supervisor, the level of camaraderie, and the trust present amongst the people), "physical and mental health", and "work-life balance."

2.1 Adjustment to virtual work

Earlier published literature on virtual work, such as S. Raghuram in the research paper the 'Journal of Management', sheds light on how well employees can adjust to working virtually.

1. "All in all, person is satisfied with their virtual work mode."

2. "Virtual work allows the person to perform their job better than they ever could when they worked in the office, i.e., the conventional way."

3. "If the person was now given the opportunity to return to conventional office set-up, they would be very unlikely to do so."

4. "Since the time they started working virtually, they have been able to balance their professional and personal life."

5. "Since the time they started working virtually, their productivity (KPIs) clearly improved."

2.2 Employee Productivity

Virtual Work Set-Up as stated in the research paper 'Advices to Reduce Risks and Boost Productivity' by researcher Lisa Agostoni - published in the year 2020

Remote working can help in boosting the productivity and work-life balance if it is carried out in the correct manner; in case the work is executed in the wrong manner, it can cause inefficiency and negatively impact the employees' motivation. As a lot is at stake, handling this issue is very important.

Some strategies have been provided in order to ensure that productivity can be maintained, if these things are in place, it is likely that the individual is productive. These pointers can be used for self-assessment of productivity.

 1. **Ability and success in 'marking the working day':** If the person can create and follow a timetable, it can be highly effective in maintaining productivity as the chances of procrastination or missing out on targets and deadlines is far reduced. Marking the day helps in maintaining a balanced approach.

2. **Give oneself a deadline:** having a timeline for completing a chain of tasks helps in ensuring that work is completed on time and there is no delay. Productivity on a timely basis is necessary.

3. No distractions: Working in hybrid mode means not being present in a formal environment hence a lot of distractions are possible, therefore, managing the distractions are necessary for productivity.

4. Following a professional style: working the way one works in a professional environment is necessary irrespective of the set-up to get the right results.

5. Setting up goals: productivity can be managed only when individual is focused on achieving the objectives.

6. Communicate with the people one lives with: having a healthy work environment is necessary to work at home, one should have the ability to communicate whenever necessary with others.

7. Staying connected to the co-workers in most conducive strategy conceivable: Being productive is only possible if one can stay connected with the people from within as well as outside the organization virtually when working remotely.

Some previous research work has already established some survey questions that can be used to assess the employee productivity, employee engagement and employee wellbeing.

2.3 Employee Engagement

These inquiries enable us to determine whether task reallocation and/or staff involvement are important structures. Survey questions can be taken out of the research paper such as **Golden et al. (2008b):**

"The person feels left out on activities and meetings that could enhance my career,"
"The person misses out on opportunities to be mentored,"

"The person feels out of the loop,"

"The person misses face-to-face contact with co-workers,"

"The person feels isolated,"

"The person misses the emotional support of co-workers,"

"The person misses informal interactions with others."

2.4 Employee Well-being

Employee Well-Being and Digital Work during the COVID-19 Pandemic (Marta Juchnowicz and Hanna Kinowska)

Employee Well-Being

If we take a comprehensive view of it, it includes elements like environmental conditions, life expectancy, and poverty rates.

From a micro-perspective, wellbeing is comprised of an individual's subjective or psychological assessments of their way of living and livelihood, that can be influenced by three key factors: the physically relevant factors, the socially relevant factors as well as the psychologically relevant factors.

Wellbeing is connected with and pertains to all the varied areas of our lives, It can be termed as the state where the individual experiences happiness and balance. The way the individual works and the nature of the work have a major impact on this aspect of life.

Therefore, the concept of well-being is on the basis of the person's growth and self's sense of achievement on multiple aspects, along with the six dimensions:

- One possesses a positive attitude towards own self,
- One is having a sense of purpose in life,
- One is getting the right opportunities in order to attain one's true potential,
- One has the freedom from the deviant daily norms; trusting interpersonal relationships,
- And one gets the chance to influence and contribute to the respective surroundings;

The aspects come from theories of self-actualization and self-determination, as well as ideas of mastery and optimal performance.

The literature has also produced a separate study on workplace comfort, which is the totality of the individual's experiences as well as performance in both physical and psychological dimensions.

Health of the individual, overall happiness and the quality of the relationships-maintained form an important part of the well-being dimensions.

Analytical tools that target the talent can consist of various aspects such as:

I.   severe fatigue,

II.   standard of living,

III.   finding some meaning in the tasks we perform,

IV.   chances of feeling burnt-out,

V.   managing personal and professional tasks,

VI.   having the zeal to live life to the fullest, etc.

The Gallup and Sharecare Well-being Index scale consists of five items:

The person has a positive outlook for the everyday tasks and has the zeal to accomplish the tasks,

The person has developed and maintained conducive relationships with everyone around them
The person is 'financially secure',
The person feels protected and full of pride to be a part of the group or organisation
The person has the right level of liveliness to carry out the regular jobs and tasks.

All the items and questions formulated by various researchers can be used for further research and can help in quantifying the various aspects of the variables under study.

CHAPTER 3 - RESEARCH METHODOLOGY

3.1 Sample Details

Sample comprises of individuals who are working professionals belonging to various industries, age groups and educational backgrounds. The sample size consists of 104 respondents. People who were working in the hybrid work set-up were targeted. Random sampling methodology has been used.

3.2 Data Collection Tool

The dissertation used primary data, which has been gathered via a questionnaire made using a Google Form, distributed online, and the replies were tabulated. The questionnaire consisted of more than twenty questions that assessed the various aspects of the variables involved.

3.3 Validation of the Hypothesis

After relevant data collection process was completed, quantitative analysis of the same was undertaken to infer useful information from the results.

3.4 Quantitative Analysis

The data was carefully and precisely classified using the poll findings and certain widely-used technologies, like Microsoft Excel.

Excel formulas, charts, and graphs were employed appropriately to get additional insights into our theory. This allowed us to further deduce and examine the validity of the prevailing theory.

The scaling technique has been involved in measuring the qualitative responses, like the ones pertaining to the respondent's emotional state, observations, preferences, and interest fields. An interval scale, also referred to as a Likert scale, was used for the questionnaire for this particular

study. In response, a series of statements were presented to the respondents, asking them to express their level of agreement or disagreement. There were seven response options for each scale item, ranging from "Very Dissatisfied"

CHAPTER 4 - DATA ANALYSIS AND INTERPRETATION

On the following pages, several graphical depictions and debates based on the survey results are shown.

4.1 Age Classification

Figure 1: Age Classification
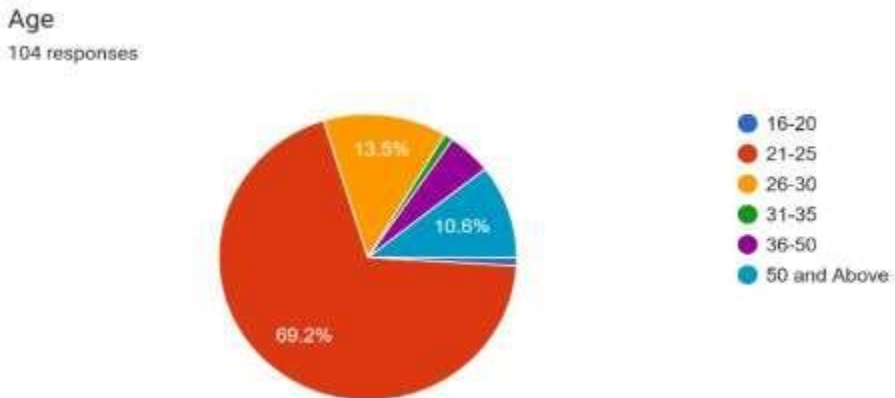
People from multiple age groups have participated in this survey, majority of the people, however, belong to the bracket of 21-25 years, followed by respondents in the age category of 26-30 years.

4.2 Gender

Figure 2: Gender
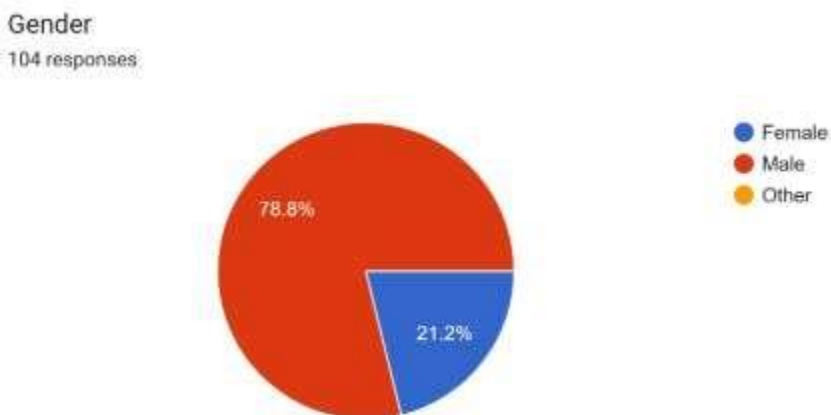
A little more than three-fourth of the respondents are male while female respondents are 21.2%. Respondents have identified themselves in only two categories.

4.3 Highest Educational Qualification

Figure 3: Highest Education

Highest Educational Qualification
104 responses

- High School
- Senior Secondary
- Diploma
- Graduate
- Post Graduate
- Phd
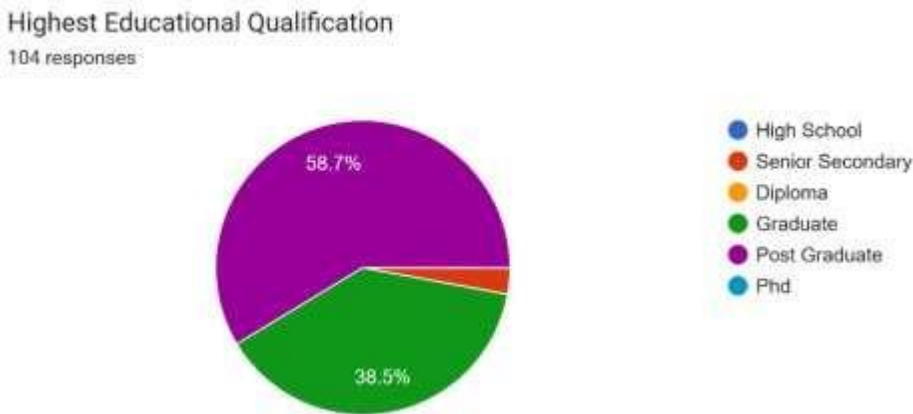
Majority of respondents have a post graduate educational qualification (58.7%) followed by 38.5% are graduates. A very small percentage of respondents also belong to the Senior Secondary category. We do not have responses from the PhD category.

4.4 Size of the Company

Figure 4: Size of the company

Size of company
104 responses

- i) 1-50
- ii) 50-240
- iii) 250-500
- iv) Over 500
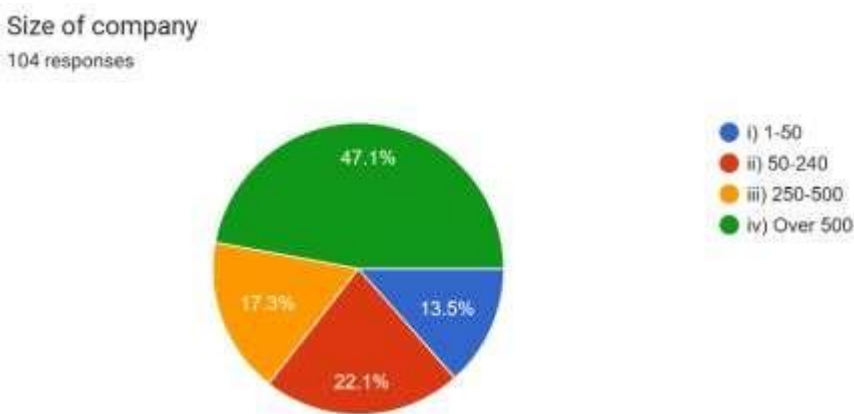
This indicates the number of people working with the respondent's organisation. Almost half of the respondents stated that their organisation size is above 500 individuals. Nearly a fourth of the respondents belong to the 50-240 people category.

4.5 Sector/Industry

Figure 5: Sector/Industry

Sector/Industry
104 responses

Legend:
- Entertainment
- Finance
- Medical
- Software
- Education
- Textile
- Media and News
- Food Processing
- Hospitality
- Construction
- Defense
- Auto Mobile
- BPO ,BMS,KPO
- IT Services and Consulting
- Banking
- Recruiter
- Acouting
- Health and welfare
- Corporate
- CA firm like EY, PWC, Deliotte & KPMG
- Cybersecurity
- Telecommunication
- Real Estate
- Real estate
- Automobile
- MNC
- Tourism
- Fresher
- Automotive Servicing
- Social Service
- Manufacturing
- Consumer goods
- Motor Service

The respondents belong to a very wide range of industries, this has given a diverse response set in this aspect.

4.6 How often do the respondents work remotely?

Figure 6: how often respondents work remotely

How often do you work remotely?
104 responses

- i) Less than 1 day per week
- ii) 1-2 days per week
- iii) 3-4 days per week
- iv) Fully remote work

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This aspect can help us assess if there is a difference in the satisfaction of the respondents on various parameters depending on the number of days they work remotely. 19.2% of the respondents work remotely fully.

4.7 Average Values of ratings for overall sample

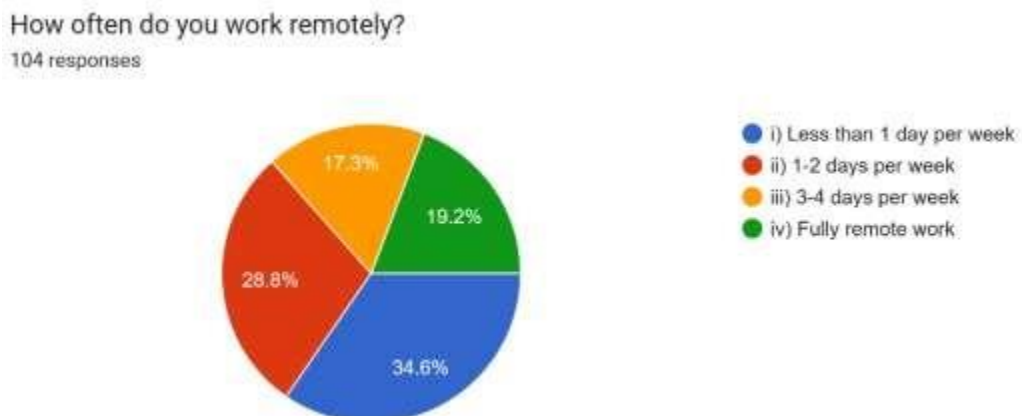For the sake of the research, several statements were provided to the respondents to rate according to the level to which they agreed with them, these statements have been derived from already established indexes for adjustment to virtual work, the ratings on the statements were added up and the average taken out for each respondent separately so as to get ratings on four parameters ability to adjust to hybrid work, productivity, engagement and wellbeing. The ratings can further be classified separately for each of the hybrid working models that have been mentioned in this report and also on the number of remote working days per week.

Assessment of level of productivity of employees working in hybrid set-up

The average rating given to the statements used to assess the individual productivity was 5.18, the median value was 5.29 and the mode value was 5. This indicates that in the hybrid type of working set-up the people are able to maintain the productivity to an extent and in general they are somewhat satisfied with their productivity.

Assessment of level of engagement of employees working in hybrid set-up

The average rating given to the statements used to assess the individual productivity was 3.58, the median number was 3.58 and the mode output was 3. This indicates that in terms of engagement, the respondents are somewhat dissatisfied with the hybrid work-set ups they are working in.

Assessment of level of engagement of employees working in hybrid set-up

The average rating given to the statements used to assess the individual productivity was 5.35,

the median value was 5.6 and the mode value was 7. This indicates that in terms of engagement, the respondents are satisfied with the hybrid work-set ups they are working in to an extent.

Assessment of Adjustment to Virtual Work

The average rating given to the statements used to assess the individual productivity was 5, the median value was 5 and the mode value was 4. This indicates that in terms of adjustment to virtual work, the respondents are somewhat satisfied with the hybrid work-set ups they are working.

4.8 Average of ratings based on frequency of working remotely and Hybrid Working Mode:

Table 1: Average of ratings based on frequency of working remotely and Hybrid Working Mode

	Options	Adjustment to Virtual Work	Productivity	Engagement	Wellbeing	Summation of Scores
Frequency of working remotely	Less than 1 day per week	4	4.57	3.24	5.32	17.13
	1-2 Days Per week	3	5.12	3.72	5.31	17.15
	3-4 Days Per week	5	5.38	3.76	5.4	19.54
	Fully Remote	5	5.52	3.86	5.4	19.78
Hybrid Working Mode currently following	Office Centred Hybrid Model	4	4.92	3.38	5.39	17.69
	Fully Flexible Hybrid Model	5	5.4	4.2	5.26	19.86
	Split Weekly Model	5	5.16	3	5.54	18.7
	Week sharing model	5	5.38	3.42	5.19	18.99
	Overall	5	5.17	3.58	5.35	19.1

The mean scores for all the different variables have been stated based on the different categories of hybrid work set-ups and arrangements. From looking at the sum of the rating being provided to the different models on various aspects, we can conclude that 3-4 Days per week and Fully Remote arrangements are beneficial overall in terms of frequency for working remotely. While looking at the hybrid working modes, it is evident that the fully flexible hybrid model has fared really well in comparison to others.
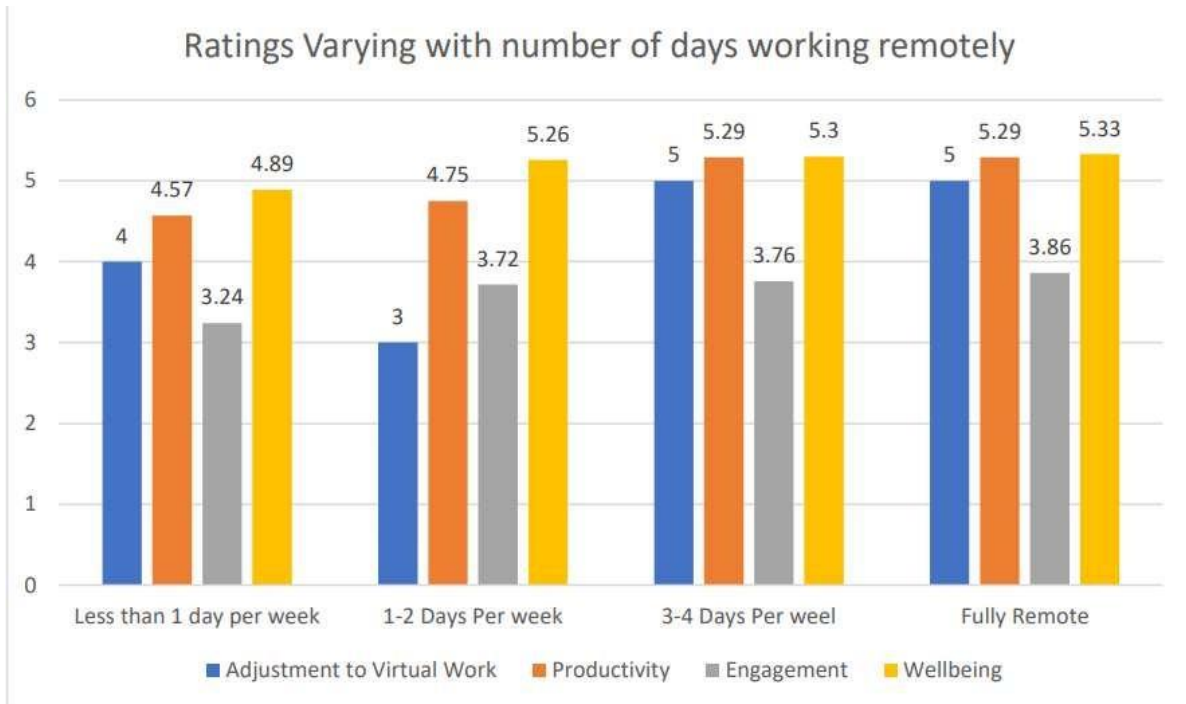
As we can see clearly that in case of Wellbeing, it is quite evident that the rating level is same in 3 variants of arrangements while it is lower where the number of remote work day is lower than 1 per week.

Engagement scores are quite low and lowest in case where the number of days work is remote is less than one. This might indicate that although people are not satisfied with their engagement levels in a hybrid work set-up, people are relatively more satisfied when the number of remote-working days are at least one in a week.

Productivity ratings have been better in the 3-4 days and fully remote work scenario that the rest of the ratings, there is a drop in the ratings as the number of remote-work days decrease.

When we look at the ratings with the adjustment to the work set-up, it is highest in case of fully remote and 3-4 days remote work set-up and low in case of 1-2 days of the week, the ratings are neutral in case if less than 1 week.

Ratings varying with different hybrid work mode

Model	Adjustment to Virtual Work	Productivity	Engagement	Wellbeing
Week sharing model	5	5.16	3.42	5.09
Split Weekly Model	5	4.87	3	5.44
Fully Flexible Hybrid Model	5	5.2	4.2	5.25
Office Centred Hybrid Model	4	4.55	3.38	4.96

■ Adjustment to Virtual Work ■ Productivity ■ Engagement ■ Wellbeing
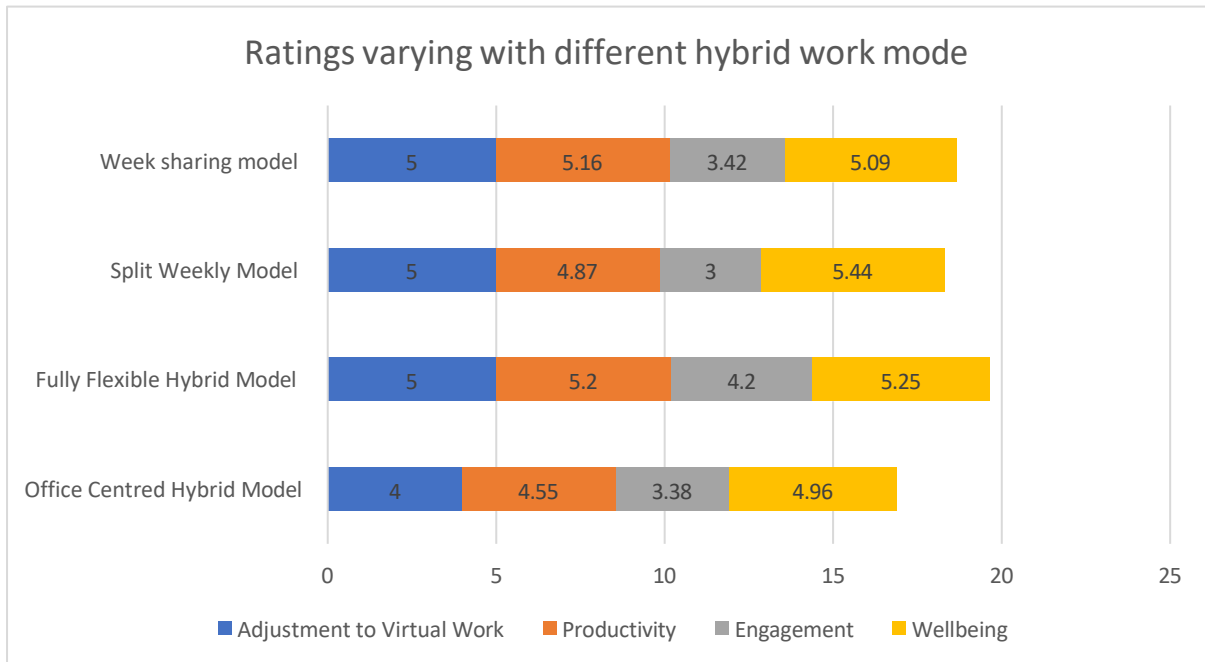
Looking at the adjustment to hybrid work ratings, they are positive and same in case of Fully Flexible, Split Week, Week sharing models, the ratings are neutral in case of Office centered model.

The productivity ratings are indicating somewhat satisfactory in case of all the week sharing model and fully flexible options, however it is a little low relatively in case of office-centered model.

There is slight dissatisfaction in case of engagement, except fully flexible hybrid model, where it is almost neutral.

Wellbeing parameters indicate somewhat satisfied individuals in all four working models.

4.9 T-Test

In order to assess the relationship between different variables, we need to ensure that the different variables are dependent on each other. T-test has been used to verify the existence of relationships.

Relationship between Productivity and Adjustment to virtual work

Null Hypothesis: There exists no significant relationship between Productivity and Adjustment to virtual work

Alternate Hypothesis: There exists a significant relationship between Productivity and Adjustment to virtual work

Variable 1 = Adjustment to virtual work

Variable 2 = Productivity

Table 2: T-test 1

t-Test: Paired Two Sample for Means		
	Variable 1	*Variable 2*
Mean	4.605769231	4.883173
Variance	2.279966393	1.810999
Observations	104	104
Pearson Correlation	0.783819363	
Hypothesized Mean Difference	0	
Df	103	
t Stat	-2.972888606	
P(T<=t) one-tail	0.001836805	
t Critical one-tail	1.659782273	
P(T<=t) two-tail	0.00367361	
t Critical two-tail	1.983264145	

Since we are considering two-tail test, so our left most critical value is -1.98 and right most value is +1.98 so this would be our region to accept the null hypothesis. Since the t Stat Value is outside the range, we can reject the null hypothesis and at the same time accept the alternate hypothesis.

Hence, we can state that there is a relationship between Productivity and Adjustment to virtual work

Relationship between Engagement and Adjustment to virtual work

Null Hypothesis: There exists no significant relationship between Engagement and Adjustment to virtual work

Alternate Hypothesis: There exists a significant relationship between Engagement and Adjustment to virtual work

Variable 1 = Adjustment to virtual work

Variable 2 = Engagement

Table 3: T-test 2

t-Test: Paired Two Sample for Means		
	Variable 1	*Variable 2*
Mean	4.605769	3.584808
Variance	2.279966	1.860283
Observations	104	104
Pearson Correlation	0.275343	
Hypothesized Mean Difference	0	
Df	103	
t Stat	6.005126	
P(T<=t) one-tail	1.45E-08	
t Critical one-tail	1.659782	
P(T<=t) two-tail	2.9E-08	
t Critical two-tail	1.983264	

Since we are considering two-tail test, so our left most critical value is -1.98 and right most value is +1.98 so this would be our region to accept the null hypothesis. Since the t Stat Value is outside the range, we can reject the null hypothesis and at the same time accept the alternate hypothesis.

Hence, we can state that there is a relationship between Engagement and Adjustment to virtual work

Relationship between Wellbeing and Adjustment to virtual work

Null Hypothesis: There exists no significant relationship between Engagement and Adjustment to virtual work

Alternate Hypothesis: There exists a significant relationship between Engagement and Adjustment to virtual work

Variable 1 = Adjustment to virtual work

Variable 2 = Wellbeing

t-Test: Paired Two Sample for Means		
	Variable 1	*Variable 2*
Mean	4.6057692	5.146154
Variance	2.2799664	1.738432
Observations	104	104
Pearson Correlation	0.6222204	
Hypothesized Mean Difference	0	
Df	103	
t Stat	-4.439516	
P(T<=t) one-tail	1.135E-05	
t Critical one-tail	1.6597823	
P(T<=t) two-tail	2.27E-05	
t Critical two-tail	1.9832641	

Since we are considering two-tail test, so our left most critical value is -1.98 and right most value is +1.98 so this would be our region to accept the null hypothesis. Since the t Stat Value is outside the range, we can reject the null hypothesis and at the same time accept the alternate hypothesis.

Hence, we can state that there is a relationship between Wellbeing and Adjustment to virtual work

4.10 Correlation between Productivity, Wellbeing and Engagement

Table 5: Correlation between Productivity, Wellbeing and Engagement

	Productivity	**Engagement**	**Wellbeing**
Productivity	1	0.174733757	0.5587721
Engagement	0.174733757	1	0.2459187
Wellbeing	0.558772127	0.245918716	1

We can clearly see that there is strong positive correlation between Productivity and Wellbeing. There is very weak positive correlation between Productivity & Engagement and Wellbeing and Engagement.

4.11 Correlation between Adjustment to virtual work and other variables

Table 6: Correlation between Adjustment to virtual work and other variables

	Adjustment to virtual work
Productivity	0.783819363
Engagement	0.275343449
Wellbeing	0.622220382

There is a very strong positive correlation between Adjustment to virtual work and Productivity. There is week positive correlation on Adjustment to virtual work and Engagement as well as with Wellbeing.

CHAPTER 5 – FINDINGS AND RECOMMENDATIONS

From the survey conducted, data collected, analysis carried out, several inferences can be made.

Inference from scores received for of Adjustment of hybrid work, employee productivity, engagement, and wellbeing.

The various statements provided to the respondents were rated by them on a scale of one to seven, hence, the scores received were then clubbed according to the factor they were connected to, and their average scores were calculated. Several inferences can be made from the average ratings.

First, it is quite evident that respondents have agreed to the statements that are connected to the different variables to different extents. People working in the hybrid set-ups have somewhat agreed to the statements associated with Adjustment to hybrid work-set-ups, Productivity and Wellbeing. People have somewhat disagreed with the statements associated with engagement.

The initial part of the assessment has also revealed that difference in number of remote working days compared to total working days has impact on the ratings the respondents have provided to the statements associated with the variables like Adjustment to hybrid work mode, Productivity of the employee, Wellbeing of the employee and Engagement of the employee.

The mean scores for all the different variables have been stated based on the different categories of hybrid work set-ups and arrangements. From looking at the sum of the rating being provided to the different number of remote working days in the week, having three to four remote working days or fully flexible mode are beneficial overall in terms of frequency for working remotely. While looking at the hybrid working modes, it is evident that the fully flexible hybrid model has fared well in comparison to others.

Inferences from the T-test results

T-test was conducted between Adjustment to virtual work along Productivity, Adjustment to Engagement, Wellbeing separately. In each of the case, we can observe that the results can give a firm indication about the presence of a relationship between the variables in concern.

T-test results have led to the confirmation that Adjustment to virtual work has a significant relationship with Productivity, Engagement, as well as with Wellbeing.

Inference from correlation results

Looking at the correlation between Productivity, Wellbeing and Engagement, it is evident that only Productivity and Wellbeing have a strong correlation while Engagement cannot be correlated with either Productivity or Wellbeing.

Assessing the correlation between Adjustment to Virtual Work and Productivity, Wellbeing and Engagement one by one, we can conclude that there is very strong correlation between Adjustment to virtual work and Productivity. Also, there is correlation between Adjustment to virtual work and Wellbeing (of the employee, i.e., the respondent). The Correlation in between the Adjustment to virtual work and engagement is the weakest.

Based on the findings, we can recommend that organizations should focus on ensuring that the employees working in remote mode need to feel more engaged, this will lead to their job satisfaction and hence retention.

It is also observed that there is direct correlation between employee wellbeing and productivity, hence organizations must ensure the employees' wellbeing to boost productivity.

Recommendations

We can recommend that the companies HR policies should direct their policies towards making their hybrid-work policies that are in sync with the needs of the employees. Arrangements that support Productivity and Wellbeing in a better way should be adopted.

It is also evident that having a greater number of days as remote working days or giving fully remote work as an option has a lot of benefits as far as productivity is concerned. A fully flexible hybrid model can also be considered for implementation.

Organizations can work on boosting employee wellbeing as it has a strong correlation with productivity, which will result in better achievement of objectives.

As it is evident that the correlation between Adjustment to hybrid work with Employee Engagement, that the companies need to work in the direction of boosting the engagement levels of the employees, especially in case where the number of days the person is working virtually increases.

Companies need to ensure that the employees are able to adjust to the hybrid work-set up in a smooth and seamless manner as it has a direct correlation with employee productivity and wellbeing.

CHAPTER 6 – LIMITATIONS OF THE STUDY

- In conducting the study, the survey was filled by 104 individuals, had the sample size been larger, it can be said that the results would even more reliable.

- Since most of the people have been working in hybrid mode for a couple of years lately, the experiences are new and with passage of time their opinion about the hybrid work set-up will be firmer and clearer.

- In terms of representation, more female respondents could have represented the employees working in the hybrid work set-up.

- No data was directly collected from the companies, which could have thrown some light on their side of the story or their perspective of the variables mentioned in this report and their inter-relatedness.

CHAPTER 7 – CONCLUSION

Many inferences can be drawn from the survey that was conducted, the data that was gathered, and the analysis that was done.

By means of carrying out this research project, where data was collected systematically, analysis was made and certain inferences were drawn. The outcomes have helped in making certain recommendations for the betterment of the hybrid-work-systems in the organisations.

Organisations today face the biggest dilemma, whether to enable to its employees to work entirely in virtual mode or to encourage in-office work. There are pros and cons in both the scenarios. While it is evident from the study that in cases where employees have been given freedom to select the location of their choice for work, their productivity has been higher and so has been their wellbeing. Fully flexible work mode and fully remote work modes have received the highest ratings which indicates that people who are working in these modes are more likely to achieve their targets and be able maintain their work-life balance.

Based on the findings, we may advise organisations to put more effort into making remote workers feel more involved, since this will increase their job satisfaction and, in turn, increase employee retention.

Also, it has been found that there is a clear link between employee happiness and productivity. As a result, businesses must promote employee happiness in order to increase productivity.

Additionally, offering totally remote work as an option or designating more days as remote working days offers several advantages in terms of productivity. A completely flexible hybrid model may also be considered for use.

There is a lot to study in this field as hybrid work set-ups are evolving with time. With the advent of technology, we will see that more and more new findings will emerge in this field. The hybrid work set-ups can be the solution to a lot of business and talent related problems. There is a lot of scope for further research in this field.

The right balance needs to be created between the number of days the employees are working virtually and in-office, there optimum results can be delivered when employees are able to stay engaged in their jobs, are productive and at the same time are able to maintain their wellbeing.

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ANNEXURE
QUESTIONNAIRE

1) Name-
2) Email-
3) Age-

4) Gender-
   o Male
   o Female
   o Others

5) Education-

6) Form of Employment-

7) Size of company-
   o 1-50
   o 50-240
   o 250-500
   o Over 500

8) Sector-
   o IT
   o Manufacturing
   o Pharmaceutical
   o Real Estate
   o Ecommerce
   o Professional services
   o BFSI
   o Others

9) Are you working fully/partially working remotely?
   o YES
   o NO

10) How often do you work remotely?
   o Less than 1 day per week
   o 1-2 days per week
   o 3-4 days per week
   o Fully remote work

11) Which of the following Hybrid Working Mode are you currently following (Please choose one of the following options)

o **Office Centred Hybrid Model** (You are mainly allowed to work from the office, although you allowed to work from a different place one or two days)

o **Fully Flexible Hybrid Model (**you are allowed to choose when they want to work from the office or from another location)

o **Split Weekly Model (**This model is based on segmentation, working remotely for a few days a week and working in the office for a few days)

o **Week sharing model (**months are divided into weeks in accordance with teamwork and it is determined which departments will be in the office in which weeks)

12) Understanding the level of adaptability employee has with the work set-up (Rate these on a scale of 7, with 1 representing Highly Disagree and 7 representing Highly Agree)

Adjustment to virtual work

o All in all, I am satisfied with virtual work.

o Virtual work allows me to perform my job better than I ever could when I worked in the office.

o If I were now given the choice to return to traditional office environment (i.e., no longer telework), I would be very unlikely to do so.

o Since I started working virtually, I have been able to balance my job and personal life.

o Since I started working virtually, my productivity (e.g., sales orders, customer support) has increased.

13) Assessing Employee Productivity (Rate these on a scale of 7, with 1 representing Highly Disagree and 7 representing Highly Agree)

o "You are able to successfully 'mark the working day', i.e., you are able to decide the daily/ weekly timetable and to respect it, as if you have to punch your card at the office."

o "You are able to give yourself a deadline and follow it, i.e., establishing the exact time to end the professional day while completing all the designated tasks."

o "You are able to manage the various distractions in your work environment while working from a non-office set-up"

o "You are able to follow a professional style so as to differentiate yourself from the home environment and focus on the work-related tasks"

o "You are able to set-up daily goals, your daily work is not restricted to completing certain number of hours, but also the achievement of certain objectives."

o "You are able to maintain effective communication with the people you live with so as to co-exist with them without any significant disturbance while working"

o "You are able to effectively communicate with your team members and other colleagues as and when required in the most effective manner by means of use of technology"

14) Assessing Employee Engagement (Rate these on a scale of 7, with 1 representing Highly Disagree and 7 representing Highly Agree)

o "I feel left out on activities and meetings that could enhance my career,"
o "I miss out on opportunities to be mentored,"
o "I feel out of the loop,"
o "I miss face-to-face contact with co-workers,"
o "I feel isolated,"
o "I miss the emotional support of co-workers,"
o "I miss informal interactions with others."

15) Measuring Employee Wellbeing (Rate these on a scale of 7, with 1 representing Highly Disagree and 7 representing Highly Agree)

o having a positive attitude toward daily activities and motivation to achieve goals,
o having supportive relationships with others in one's life,
o being financially secure,
o feeling safe and proud to belong to a certain community, and
o having good health and enough energy to perform tasks daily. This tool was used to prepare the study design.

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