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# Major Research Project

## A STUDY ON EFFECT OF HYBRID STRATEGY ON ORGANIZATIONAL PERFORMANCE

Submitted by

Rohini

2K23/UMBA/087

Under the guidance of

Shikha Tomar

Assistant Professor



**DELHI SCHOOL OF MANAGEMENT**

**DELHI TECHNOLOGICAL UNIVERSITY**

**Bawana Road Delhi 110042**

## CERTIFICATE FROM THE INSTITUTE

1 This is to certify that Ms. Rohini Rajhansh (2K23/UMBA/87) has satisfactorily completed the Major Research Project titled 'A Study on Effect of Hybrid Strategy on Organizational Performance', in partial fulfillments of the requirements for the award of the degree Master of Business Administration from Delhi School of Management, Delhi Technological University, New Delhi during the academic year 2024-25.

1 The contents of the report, in full or part, have not been submitted to any other university or institution for the award of the degree.

Project Guide

Shikha Tomar

Date:

Place:

## DECLARATION

I, Rohini , Roll no 2K23/UMAB/87, hereby declare that the major research project work entitled ‘a study on effect of hybrid strategy on organizational performance’ submitted to Delhi School of Management, Delhi Technological University, New Delhi towards the partial fulfillments for the award of the degree Master of Business

Administration is my original work. I hereby declare that this project has not been submitted and will not be submitted, in partial or in full, for the award of any other degree or diploma in this institute or any other institute or university.

Rohini Rajhansh

2K23/UMBA/087



## ACKNOWLEDGEMENT

In the process of completing my major research project on “A Study on Effect of Hybrid Strategy on Organizational Performance”, I have received cooperation from many quarters.

I express my sincere gratitude and thanks to our **HOD, Delhi School of Management, Delhi Technological University, Saurabh Agarwal** for giving me an opportunity to enhance my skill in my project. I am extremely grateful to my mentor **Shikha Tomar** for his guidance, patience and consummate support. I extend my heartiest thanks to him for enlightening my path. Without his sincere advice, this project has been impossible.

I also feel grateful and elated in expressing my indebtedness to all those who have directly or indirectly helped me in accomplishing this research.

Rohini Rajhansh

2K23/UMBA/087

## EXECUTIVE SUMMARY

7 The hybrid workplace is a concept on the lips of every industry trend in the world today. With digitalization becoming more normalized across every sphere in the global village, every workplace needs to maximize and transcend obstacles and innovations to ease into the hybrid workplace. The COVID-19 pandemic has brought a wave for an increased need for a hybrid workplace. As businesses and everyday life have gradually returned to pre-pandemic activity, one point has become clear: The home office isn't about to shut down. From tiny companies to massive multinationals like Apple, Google, Citi and HSBC — plan to implement some form of hybrid working arrangements so their employees can divide their time between collaborating with colleagues on site and working from home.

9 Work from office ecosystem has been a tried and tested system, while work from home has been proven during the pandemic. With the traditional Work from office system, there is the assurance of hands-on interaction of the existing culture in the work organization. Also, there is an advantage of informal networking, more likely in-person collaboration, and the added benefits of a structure to help foster creativity. In the remote work, essential elements are flexibility at work, reduced labour cost, more satisfaction on the part of workers, and better environmental experiences.

2 The Hybrid arrangements balance the benefits of being in the office in person — greater ability to collaborate, innovate and build culture — with the benefits of quiet and the lack of commuting that come from working from home. Firms often suggest employees work two days a week at home, focusing on individual tasks or small meetings, and three days a week in the office, for larger meetings, training, and social events.

2 Though the hybrid work model has benefits of both the remote work location and work from office, it has various challenges as will like how much choice should workers have in deciding the WFH and WFO days. If the employees in a team are coming on different days of the week, the objective of work from office is failed. This also highlights the severe problems firms could face over effective use of office space if they let employees pick their days to work from home. Providing enough desks for

every employee coming in on Wednesday would leave half of these desks empty on Monday and Friday.

15 There are various approach to implement the hybrid work model. There is no one-size-fits-all hybrid model. Each company develops a hybrid model based on the needs of the company and the needs of the individual employee. Before implementing hybrid policies, executives and managers need to think through the implications of how and when employees work remotely. While both work from office and work from home model have been tested, the hybrid work model is quite new. Its effectiveness of individual productivity, well-being and satisfaction is yet to be tested. Similarly how effective a hybrid model could be from organizational productivity, growth and profit perspective, is yet to be studied and evaluated.

2 In this study I will collect various data from employees and executives about their expectation about post pandemic work model. The findings of the study will lead to the numerous recommendations about various hybrid model that can be implemented considering the flexibility for employee and productivity of organizations. The goal is study how hybrid work model affects the performance of organizations and to come up with strategies for hybrid work model which has the best productivity and best employee satisfaction for different kind of organizations and work force. I would be reviewing the company's post pandemic work model in order to pursue these and the areas that can be improved upon can be found by this study.

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## CHAPTER 1 - INTRODUCTION

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### 1.1 Background



**Fig 1.1: Hybrid Work Model**

In the corporate sector, the idea of a hybrid strategy is still relatively new, but organisations are starting to use it more frequently. Hybrid strategies combine two or more diverse business models, tactics, or technology in order to get a competitive edge in the market. These approaches, which are typically considered as being mutually exclusive, are combined in these strategies. Nevertheless, when these tactics are effectively combined, they can provide a synergy that can enhance organisational performance.

All across the world, businesses work to increase productivity and obtain an advantage in their particular markets. A hybrid strategy integrates two or more different management approaches to improve organisational performance. This may include methods for cost leadership, distinctiveness, innovation, and focus. As businesses search for fresh approaches to compete in today's dynamic and constantly shifting business climate, hybrid methods are growing in popularity.

The difficulties of today's complex and dynamic corporate environment are thought to be overcome by hybrid tactics. Organisations are increasingly operating in a setting that is characterised by quick technological advancements, globalisation, and heightened



competitiveness. As a result, in order to be competitive, businesses need to be able to adapt to shifting market conditions.

Because of the many advantages it offers, adopting hybrid tactics has gained popularity among businesses. The biggest advantage is that it enables businesses to mix the benefits of several business models, strategies, and technologies to forge an insurmountable competitive advantage. For instance, an organisation can build a hybrid strategy by combining a traditional brick and mortar store with an internet store to give clients the convenience of online buying and the experience of shopping in a physical store.



**Fig 1.2: Distribution of weekdays in a Hybrid Work Model**

Organisations may respond quickly to shifting market conditions with the flexibility and agility offered by hybrid methods. Organisations that combine several diverse tactics might quickly flip between them depending on the state of the market. By adjusting to the constantly shifting business environment, this makes sure that organisations can stay one step ahead of the competition.

Adopting a hybrid strategy has the additional benefit of enabling organisations to reduce risks. Organisations can reduce the risks related to a single strategy by using a combination of various strategies. An organisation that only does business online, for instance, may be vulnerable to cyberattacks. However, by implementing a hybrid strategy that combines online and offline sales, the company can reduce the dangers brought on by cyber-attacks.

Hybrid techniques can also assist businesses in allocating resources as efficiently as possible. Organisations can distribute their resources more effectively and efficiently by combining various tactics. Since resources are now being allocated to tasks that produce the most value, organisations may perform better as a result.

In recent years, research on the impact of hybrid strategy on organisational success has gained popularity. Increased market share, increased profitability, and increased customer satisfaction are all potential advantages of hybrid tactics. A hybrid strategy must be carefully planned, coordinated, and carried out, thus putting it into action can be difficult as well.

Numerous studies have examined the effect of hybrid tactics on organisational success. These studies have demonstrated that hybrid strategies are more effective for organisations than single-strategy-only approaches. For instance, a Singh and Thakur (2018) study discovered that hybrid tactics improve organisational effectiveness. According to the study, hybrid tactics were favourably correlated with financial performance as well as staff and customer satisfaction.

Organisations that use hybrid strategies typically have higher levels of innovation, according to a different study by Chen et al. (2019). Due to organisations' ability to take advantage of various strategies' advantages to produce fresh concepts and products, the study discovered that hybrid strategies were positively connected with innovation performance.

In conclusion, hybrid methods have emerged as a crucial tool for businesses trying to enhance performance. Organisations can develop a competitive edge that is hard to imitate by fusing several business models, strategies, and technology. Organisations can react to shifting market situations thanks to hybrid strategies' flexibility and agility. Additionally, they aid businesses in reducing risks, allocating resources efficiently, and fostering innovation. According to studies, hybrid strategies help organisations operate better than single-strategy-reliant ones. Because of this, organisations that wish to stay competitive in today's dynamic business environment should think about implementing hybrid strategies.

This study seeks to investigate the impact of hybrid strategy on organisational performance. In the opening paragraph, the term "hybrid strategy" and its operation will be defined and discussed. It will then go over the advantages and difficulties of putting a hybrid strategy into practise, as well as the significance of matching the strategy with the organization's culture and

values. The article will then look at case studies of companies that have effectively used hybrid tactics and assess how they affected company performance.

Overall, the impact of hybrid strategy on organisational performance will be thoroughly examined in this essay. This essay seeks to offer a thorough comprehension of this management strategy and its effect on organisational performance by looking at the possible advantages and difficulties of hybrid strategies and looking at case studies of successful implementations.

### **Types of Hybrid working model**

Organisations all across the world have been forced to adopt hybrid work styles due to the COVID-19 pandemic. Employees who use the hybrid working method do so from both office and remote locations. Because it gives workers flexibility and a work-life balance, boosts organisational resilience, and lowers costs, this model is gaining popularity.

- The "remote first" concept, which is being used by organisations like Quora and Dropbox. Under this strategy, the bulk of the organization's staff, including the leadership team, work remotely. But occasionally, a few employees might need to spend one or two days a month at the office due to critical physical presence needs. The office space will still be available and may be utilised for official purposes, but only on occasion.

Quora CEO Adam D'Angelo claims that the company would take a remote-first approach, whereby staff will work largely from home. Only those who need it sometimes will make use of the office. The executive staff will also be working remotely, and D'Angelo intends to visit the office just once per month.

Dropbox has also published a statement noting that its staff members are expected to work remotely and that individual work is not permitted in the office space, which is only used for collaborative activities.

As a result of the Remote-first approach, it is possible for the employees to get to know one another because the management may plan some particular activities that enable the employees who live nearby to take part and operate as a team.

22

- Occasional Office Visits - Despite the fact that some businesses have yet to adopt the remote work model, they still think that having workers visit the office twice or three times per week is crucial for the success of the business. Since they might occasionally need to be in the office, this strategy can be effective for local employees. In this paradigm, people in positions of authority and higher employees will periodically visit the workplace, while those employees who are physically unable to do so can work remotely.

This idea, meanwhile, may have complications because remote workers can have security concerns and feel inferior to other colleagues. They might believe that individuals who are at the office physically are given more consideration and importance. Management needs to address this and take all necessary actions to ensure staff that they are valued team members regardless of where they are physically located.

- Remote work first, with occasional office visits allowed - This strategy combines remote work first with office visits. The majority of the organization's operations take place offline, with sporadic remote work. The vast majority of employees regularly visit the office. Those who choose remote work are informed of significant meetings and office discussions and are briefed on them.

Remote workers, however, could feel left out if there is less frequent communication among colleagues. The management must create this model so that everyone, including distant employees, takes part digitally in meetings and other office-related activities in order to avoid having them feel forgotten.

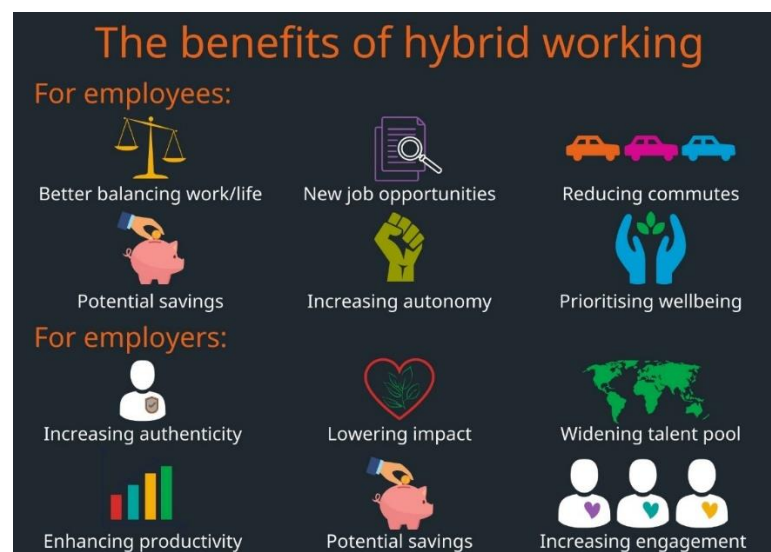
### **Pros of Hybrid Working Model**

- Overcoming adversity - When the COVID-19 epidemic first appeared in early 2020, many people thought the world was about to collapse. Schools closed, businesses stopped running, events were postponed, and cities, states, and nations-imposed lockdowns, which reduced social interaction. People gradually realised how serious the situation was despite the fact that it was unprecedented and at first seemed strange. At this time, participants were aware that difficult decisions and options were necessary, but they were also coping with a range of worries. Being exposed to the virus was the initial worry. Experts in medicine and science took a long time to properly comprehend

the virus strain since it was so new. In addition, the virus spread quickly, like wildfire, due to the unknown means of transmission.

A lockdown was unavoidable when the pandemic's seriousness became apparent, and with it came the worry that the economy would crash. Due to the fact that the majority of businesses lacked a contingency plan for a crisis like COVID-19, stakeholders were left with a difficult choice: take preventive action to flatten the curve, or risk worker safety and break laws, which could put many lives in danger. Businesses and institutions had to be flexible and adaptable in order to deal with the situation, which unfortunately compelled a lot of them to reduce their workforces and cause a lot of job losses (Kaushik & Guleria, 2020). Those who had jobs had to accept pay reductions. Nevertheless, technology saved us at this time, and many organisations and enterprises adopted the work-from-home model.

It is evident that firms who had already established a hybrid work system before the pandemic found it simpler to adjust to the new normal, as opposed to other organisations that had to start from scratch and deal with the difficulties of creating a virtual mode that would satisfy their business' needs. Because it enabled businesses to make the shift to entirely remote work smoothly, the pandemic demonstrated the advantages of the hybrid work approach. But before figuring out the remote work system, businesses with no past expertise managing remote workers originally struggled and suffered losses.



**Fig 1.3: Benefits of Hybrid Work Model**

- **Cost-Saving** - Both businesses and employees can save money by using the hybrid work paradigm. Power usage, office maintenance, printing, refreshments, tea, water, parking, and other incidentals are all areas where employers can cut costs. Employees can cut back on lunch expenditures, travel time, and other expenses by not having to report to the office every day.

The benefits of this strategy are becoming more apparent as organisations continue to use it. Reducing the cost of operating their businesses is one of the main concerns of employers. They favour hiring individuals who can perform a variety of responsibilities as opposed to recruiting many personnel. The expense of keeping a physical office is reduced as a result of hybrid work.

Employers had been concerned that remote work might lower productivity, but recent research has dispelled that worry. Because of this, more employers are now open to the hybrid work arrangement. Employers who use hybrid work might benefit from lower costs for rent, transportation, logistics, petrol, power, workplace Wi-Fi, and phone service. With more workers working from home, a huge workplace is less necessary, and sporadic meetings can take place in a more compact setting. Since all operations would be conducted virtually, the main expense the company will incur is for internet and broadband. This change happens as a result of the advantages of lower costs for both companies and employees.

- **Enhanced staff productivity and efficiency** - In addition to reducing costs, the hybrid work paradigm can boost employee productivity and efficiency. Employees can work in a laid-back and comfortable setting of their choice without being obligated to report to work between the hours of 9 am and 5 pm, which enhances their satisfaction and capacity to think clearly. Employee performance improves dramatically as a result, and efficiency levels rise as well. Globally, businesses claim that allowing employees to work remotely has upped their productivity and performance by 30%.
- **Powerful recruitment tool** - The hybrid work model enables organisations to engage and hire the best people from all over the world, regardless of where they are located. With this strategy, businesses may recruit the greatest employees and obtain a market advantage.

- **Safety of Employees** - In addition, the hybrid work paradigm helps to ensure employee safety by lowering the danger of communicable diseases. They can simply maintain their social distance when working remotely and stop the COVID-19 virus from spreading. With this strategy, it is ensured that staff members are healthy and capable of giving their all to the development and success of the company.

### **Disadvantages of Hybrid Working Model**

- **Impact on Teamwork** - The hybrid work approach presents significant teamwork challenges. In remote work, working alone is not a difficulty, but teamwork poses communication and coordination challenges. While team coordination and communication are simpler in a real office setting, they become more difficult when working remotely, which can have an impact on productivity.
- **Decreased employee involvement** - In the hybrid work approach, employee engagement is also impacted. Since remote workers are unable to physically interact with one another, it can be challenging to resolve conflicts digitally. Employee engagement is higher and success can be tracked more easily in a physical office setting where there is a sense of camaraderie among coworkers and any issue can be resolved quickly.

The main motivation behind hybridization is the employee's desire for autonomy in the creative process. The absence of connection among employees, however, may cause people to eventually lose touch with one another, thereby harming relationships. The need for independence at work is crucial for maintaining attention and minimising distractions, but there is a danger of growing too acclimated to solitude to the point where social interaction becomes difficult. Reduced communication and team bonding may result from this weary state.

Traditional workspaces encourage routine face-to-face communication, which enables organisations' values and vision to be reaffirmed and communicated from person to person. As people are less prone to avoid conflict and are more likely to take initiative and carry out responsibilities proactively in person, accountability is also simpler to enforce. However, even if a worker is productive, remote work environments can result in decreased levels of proactivity. Team leaders must put in more effort to keep their team on task because workers may become complacent as a result of this decreased

drive. This process of fostering additional motivation may cause the team to work more slowly, which would be detrimental to the hybrid setup.

In addition, the potential of marginalisation exists in hybridization, where a lack of interpersonal contact weakens team bonds. persons with similar social standing, such as persons of colour, may have trouble relating to teammates who do not share their social traits. Additionally, contact in hybrid workplaces may be difficult, particularly when exchanging ideas and offering solutions. Since communication in this work environment is typically more regulated and less organic than in a regular office system, there is less likelihood of ad hoc brainstorming or idea sharing.

- Out-of-date tools: The biggest problem with the hybrid paradigm is that the remote tools are out-of-date. Poor technologies make managing remote work challenging, and staff frequently have connectivity or internet troubles, which is causing a backlog of work, preventing collaboration, and lowering organisational performance and efficiency.
- Employee visibility is lacking, which is another issue with the hybrid work paradigm. Remote employment makes it difficult for most managers to monitor what their staff members are doing, which causes issues with performance reviews, career advancement, and promotion.
- • Cyber risk and the prospect of a data breach - Hybridity entails hazards, including the potential loss of corporate data and susceptibility to online dangers. When employees share sensitive information from separate locations, cybersecurity concerns like data loss, cyberattacks, and poor authentication are likely to happen. There is a chance of casual sharing of sensitive information because remote workers must connect to numerous networks, many of which may not be safe. As a result, it's essential to give the company's employees proper internet literacy and manners training. Additionally, employers ought to hold internal training sessions to inform staff members of safer and more effective ways to connect to both internal and external networks. Data backup, recovery, and multi-factor authentication training is also required for employees. Companies must regularly update their software, set policies for data and privacy breaches, password management, and digital security systems, and monitor risks to ensure that they are kept to a minimum.



- The development of the hybrid workplace - With the hybrid workplace's rising popularity, going back to the old-fashioned way of doing things is now seen as a step backward. In order to meet the demands of the hybrid work system, employers and businesses must now create new strategies for internet security as well as efficient means of tracking and managing employee data. Employees in human resources are also starting to see the benefits of the hybrid shift, especially in terms of inclusivity. The development of the hybrid workday was spurred on by this switch to hybrid mode. The hybrid office clearly shows that productivity can be performed outside of these hours, whereas the typical workplace demands a 9 to 5 shift. This change has disproved the belief that staying home all day without working is unambitious and made the concept of work-life balance more commonly recognised.

Given its advantages, particularly in light of the COVID-19 pandemic, the hybrid work paradigm is here to stay despite its difficulties. Companies must embrace the hybrid work model if they want a better, more productive workplace.

### **Companies using hybrid model**

#### **Case 1: Microsoft**

Microsoft has introduced a unique hybrid work paradigm since October 2020 that permits more than 50% of remote labour without management approval. Employees will need management consent if they want to work remotely 50% of the time. Such workers must also request management's approval. They won't have a specific workplace in the office, but there will be some room for them when they need it. Microsoft has also promised to help with the financial costs related to employees working remotely.

#### **Case 2: Ford Motor Company**

Ford declared its adoption of the Unique Hybrid model in March 2021, telling its 30,000 employees to work largely from home and only visit the office when absolutely essential. With management's previous agreement, employees are allowed to work remotely. However, because remote labour may not be productive in some production areas, office attendance is occasionally required. This choice was made in response to

employee feedback that was gathered in 2020, 95% of which indicated a preference for the Unique Hybrid model. In the auto industry, Ford is spearheading the initiative, and General Motors and Toyota also intend to put comparable regulations into place.

### **Case 3: Citigroup Inc.**

Beginning in March 2021, Citigroup will embrace the Unique Hybrid Work model with other businesses. According to CEO Jane Fraser, the hybrid model would be advantageous because staff members are used to working remotely and have proven they can be effective while having flexible schedules. To avoid any conflicts at work, however, employees must make sure that there is good communication and collaboration with management. The Manhattan headquarters of Citigroup should be made aware that this concept is not appropriate. The business has also decided that only a small portion of the 210,000 workers at these centres would work remotely on a permanent basis, and Friday Zoom sessions are no longer permitted.

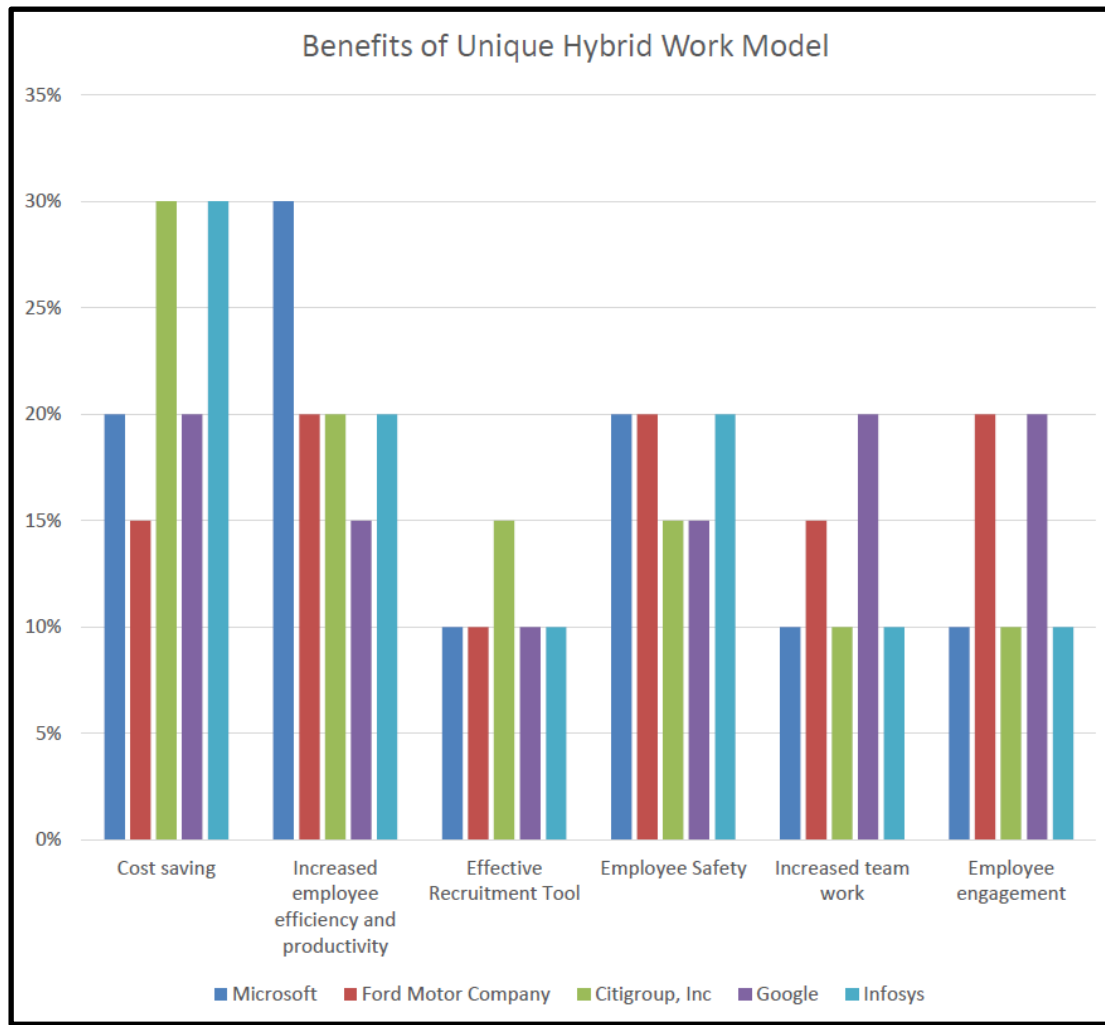
### **Case 4: Google**

Google declared that starting in March 2021, the hybrid work paradigm would be used. With the opportunity to visit the office when necessary, the company has determined that the majority of its workers will work remotely. Google has modified its workspace in a few ways, including the addition of cloud-based storage, collaboration tools, endpoint security, management controls, and video conferencing, to enable smooth remote work. Sundar Pichai, the CEO of Google, made this choice after soliciting opinions from users and staff, with 95% of responses saying that the hybrid model should be used.

### **Case 5: Infosys**

Infosys CEO Salil Parekh declared the company would adopt the hybrid approach in March 2021. Since 2020, he affirmed, only 2% of the workforce has regularly been in the office; the rest work remotely. This agreement has to endure. Parekh highlighted his delight with this strategy, noting that flexibility in the workplace has helped many female workers combine their work and family obligations while also boosting productivity. It is obvious that some renowned companies have successfully adapted

the Unique Hybrid work model for use in a variety of industries. As a result of this model's many advantages, other organisations ought to think about using it.



**Fig 1.4: Graph showing benefits of Hybrid Work Model in 5 companies**

## 1.2 Problem Statement

The problem statement is:

Hybrid strategies, which blend aspects of traditional and digital business models, are becoming more and more popular, but empirical research on how they affect organisational performance is lacking. Therefore, it's still not apparent how implementing a hybrid strategy will impact crucial performance measures like profitability, client satisfaction, and employee engagement. Organisations trying to choose the best course of action for business strategy and improve overall performance

have a substantial problem as a result of this knowledge gap. In order to better understand how hybrid strategies, affect organisational performance and to help organisations make better strategic decisions, there is a need for thorough research.

### 1.3 Objective

Investigating how adopting a hybrid approach affects a company's organisational performance is the goal of this study. To be more precise, the study intends to:

1. Analyse the impact of the hybrid approach on the financial performance of the company, including profitability, revenue growth, and cost reduction.
2. Assess the impact of the hybrid strategy on non-financial components of organisational success, including employee and customer happiness and brand reputation.
3. Determine the elements that affect whether a hybrid strategy is successful or unsuccessful in boosting organisational performance.
4. Offer suggestions for businesses wishing to take a hybrid approach in order to enhance their general performance.

### 1.4 Scope

Examining the impact of hybrid strategy on organisational performance is the goal of this study. The study will examine the idea of hybrid strategy, which entails integrating two or more strategic stances to produce a special method of achieving organisational objectives. The many elements of a hybrid strategy, as well as the advantages and difficulties of putting one into practise, will be the main subject of the research.

Additionally, the study will look into how hybrid strategy affects the financial performance, customer happiness, staff engagement, and overall success of the firm. An in-depth examination of the impact of hybrid strategy on organisational performance will be provided by the study through analysis of both qualitative and quantitative data, including case studies, surveys, and financial reports.

The study will also examine other elements including organisational culture, leadership style, and resource accessibility that may affect the viability of a hybrid strategy. Additionally, the

study will highlight any risks that could arise from putting a hybrid strategy into practise and offer suggestions for firms that are debating whether to do so.

## CHAPTER 2 - LITERATURE REVIEW

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Dahlia Baker's research from 2021 indicates that almost every facet of our existence, including routine activities like travelling to work, have been impacted by the pandemic. There has been a noticeable increase in the usage of digital services for hosting meetings, webinars, and conferences, despite the potential and issues this has brought about. Work was seen more traditionally before the epidemic, with the idea that chores should be completed at the workplace. However, the pandemic quickly compelled about 75% of Swedish employers to transition to remote work, which could have had long-term effects on office layout. Despite this, there are signs that many individuals will continue to favour offices as their place of employment in the future, but with a greater demand for flexible solutions. According to research, organisational and job-related factors significantly influence productivity and job satisfaction, but individual and household factors have a smaller effect. This is advantageous for organisations since they can affect structure and factors related to the workplace through processes and HR rules rather than through individual work preferences and family considerations.

The hybrid workplace is a topic that is currently receiving a lot of attention in a variety of businesses worldwide, according to Kanwar Muhammad Javed Iqbal, Farooq Khalid, and Sergey Yevgenievich Barykin (2021). Workplaces must innovate and overcome challenges to make a seamless transition to a hybrid model as digitalization spreads throughout all industries. Although there is a greater need for hybrid workplaces as a result of the COVID-19 epidemic, many companies are taking their time to set up a reliable working arrangement. Some people operate in a hybrid environment, while others perform all of their work from home. Due to the epidemic, we now understand the value of flexibility and adaptability in the workplace as well as preparation and planning. We must embrace the hybrid workplace paradigm, which is most likely to be the future of work, in order to prioritise the future of work.

Using technology to enable remote work is known as telework, according to Patricia Vasconcelos, Elizabeth Furtado, and Plácido Pinheiro (2015). In addition to regulations and procedures for working remotely, it necessitates a flexible work structure. This study focused on a business that launched a flexible work programme. Two verbal decision analysis (VDA) techniques were utilised to evaluate the potential outcomes for flexible employment models.

The criteria were categorised using the first approach, and the alternatives were ranked using the second approach's consideration of stakeholder preferences.

Prithwiraj (Raj) Choudhury, Tarun Khanna, Christos A. Makridis, and Kyle Schirmann (2022) contrast this by discussing the developing idea of hybrid work as a distinctive method of organising work globally. This study offers actual data on how the degree of hybrid work—defined as the proportion of days spent working from home as opposed to in an office—affects professional outcomes. The number of days that each employee worked from the office over the course of nine weeks in the summer of 2020 was randomly assigned by the researchers in partnership with an organisation in Asia. The findings imply that working an intermediate number of days increases the number of emails sent, the number of email recipients, and the uniqueness of work products. The study demonstrates that hybrid work, which combines the finest aspects of both worlds, may give employees a better work-life balance without the issue of alienating them from coworkers.

In the third decade of the 21st century, working remotely, particularly from home, has become the most common type of employment, according to Danijela Sokolic (2022). Due to the Covid-19 epidemic in 2020 and 2021, what began as an experimental practise in the IT sector in some firms at the turn of the millennium has now become widespread and unintended. This has resulted in considerable changes in how work is carried out, including communication patterns and the idea of the workplace, leading to changes in how work is done as well as a new psycho-emotional perspective of work in the context of shifting socialisation patterns. With the necessity to transition to a virtual environment, both businesses and employees were compelled to test out various working methods, including managing virtual teams, assuring infrastructure and access to work resources, managing workspaces, and so on. This essay discusses a number of the important variables that affect employee performance both organizationally and individually, and it looks at how technological advancements and a growing understanding of alternative work organisation strategies are altering how businesses view managing their most valuable resource: potential employees. The study analyses the potential drawbacks of teleworking regulations and tries to shed light on the effects of workplace flexibility on employment and its wider consequences for both employers and employees.

According to Monika Grzegorzcyk, Mario Mariniello, Laura Nurski, and Tom Schraepen (2021), when COVID-19 vaccines are dispersed, nations are starting to imagine a post-

pandemic future in which decisions made by employees and employers are not influenced by the crisis. The epidemic had catastrophic repercussions, but it also provided a chance to show that employees in some professions may successfully operate remotely without having any negative affects on their productivity or performance. In fact, remote employment might even result in innovative operational procedures that ultimately increase output. Additionally, the pandemic has brought attention to the necessity of workplace safety measures that ensure workers' health and welfare as well as encourage equality of treatment and career prospects for both on-site and remote employees.

21 It is vital to comprehend the effects of varied work arrangements on employee behaviour, according to Antoni Wontorczyk and Bohdan Roznowski (2022), as the COVID-19 epidemic has affected many elements of work and life. In this study, the important organisational psychology concept of job engagement is examined, along with its determinants—stress factors and attitudes towards remote work. The UWES-9, Stress Management Standards, and Attitudes towards Remote Work survey questionnaires were all used in the study. The selection of the sample was deliberate. The results show that while the study groups' levels of work engagement were not significantly different, the factors that affected each group's levels of work engagement varied. The most important variables for on-site employees were management and role definition, whereas the most important variables for remote employees were relationships and social media use. These findings have repercussions for practitioners who should take into account many components of the job to sustain high levels of engagement at the workplace as workers switch to new work arrangements.

### **Evolution of Hybrid model**

Pioneers like Nilles and Toffler first used the term "teleworking" in the 1970s and 1980s and outlined many benefits of working remotely, such as cost savings for businesses, reduced commute times, positive effects on the environment, and increased community stability (Messenger & Gschwind, 2016). The adoption of this form of telework, however, took longer than anticipated due to a number of reasons, including the dependence on technology and the reduced commute time being less of an incentive than anticipated (Messenger & Gschwind, 2016; Vilhelmson & Thulin, 2016). The traditional work culture of showing up at the office was also questioned, which raised issues with management trust as well as work-life balance and social isolation (Messenger & Gschwind, 2016; Vilhelmson & Thulin, 2016). Nevertheless, teleworking has gained popularity over time despite its sluggish start (Messenger



& Gschwind, 2016), with the proportion of Dutch workers who telework increasing from 34% in 2013 to 39% in 2019 (CBS, 2020). It was, however, primarily seen as a part-time alternative based on employee preferences rather than a required full-time arrangement (Kniffin et al., 2021; Vilhelmson & Thulin, 2016).

Due to the pandemic and the subsequent government initiatives to stop the disease from spreading, working from home has become the norm for millions of employees worldwide. In general, only employees who were absolutely necessary could operate remotely (see, for example, De Nederlandse Rijksoverheid, 2020). As a result, up to 40% of the workforce in Europe started telecommuting full-time, up from only 5.4% of this workforce in 2019—often on a part-time basis (European Commission, 2020). Working remotely had advantages for employees, such as shorter commute times and more flexible work schedules, but it also had negatives, including a lack of social connection, being cooped up at home for long stretches of time, and unfavourable working circumstances (Ipsen et al., 2021).

Given that employees have already had the opportunity to benefit from this arrangement, it is likely that more firms will continue to give their staff the option of working from home. This is brought on by the rise in flexibility demand (Ipsen et al., 2021). A hybrid work style will be used in order to fully utilise the benefits of both working from home and working in an office. In order to manage workloads and preserve working relationships across personal and professional settings, hybrid working involves working both from home and in a traditional office setting (Halford, 2005, p. 20).

### **Pre pandemic tele working**

Teleworking has developed further in recent years. The number of teleworkers in Europe decreased starting in 2015, though. In actuality, just 5.4% of all employed Europeans in 2019 spent their entire working day from home. However, according to Milasi et al. (2020), 9% of Europeans participated in a hybrid format. From one nation to the next, telework was adopted differently. For instance, the number of people who work hybrid hours in Italy and Portugal was low, but the number in Scandinavia was twice as high (OECD, 2020). The ability to work remotely was also influenced by a number of other aspects, such as the infrastructure, internet access, variations in management styles, and residents' views on work-life balance (Bloom & Van Reenen, 2007; Noda, 2020).

Before the pandemic, some industries had already made a name for themselves as teleworking pioneers. Teleworking was once popular in the consulting and IT industries. In contrast, it was not a common method of labour in sectors including retail, wholesale, manufacturing, and logistics, possibly as a result of a lack of infrastructure and equipment. On the other hand, teleworking rates were greater in knowledge-intensive industries. Telework may be less common in some fields due to the need for physical presence in other industries.

It is important to remember that, prior to the epidemic, the ability to work remotely also depended on the employee's education and employment position, despite the industry playing a large impact in its frequency. According to studies, people in higher positions, like managers or professionals, or those with more advanced education and training, are more likely to work remotely than their less-skilled colleagues (OECD, 2020). This disparity among workers may lead to greater employee unhappiness and inequities inside the organisation.

### **Telework Development During the Pandemic**

Prior to the COVID-19 pandemic, teleworking rates were very low, but they significantly increased as a result of the disease. Around 48% of European workers worked remotely at least once each week during the shutdown, according to an e-survey performed in spring 2020. Countries that were severely impacted by the virus and those who already had remote working established, like Scandinavian countries, had greater teleworking figures than other European nations.

It is obvious that the rise in telework in 2020 was motivated by covid. The pandemic also made us aware of the fact that a lot of jobs can now be done remotely. Even throughout the crisis, employers preferred hiring more qualified workers with higher education levels. Among the new industries that used this approach were education, government, and financial services. The International Labour Organisation (ILO) reported in 2020 that industries where teleworking is less widespread, such as logistics, agriculture, and retail, remained unaltered and did not support telework during the crisis.

Although working entirely remotely might have drawbacks for employees, such as loneliness and weariness (Eurofound, 2020), both employers and employees have benefited from it. Due to this, more people are coming to the conclusion that remote work must remain (Errichiello & Pianese, 2021; Gratton, 2021). In fact, even after the pandemic, three out of four remote

employees said they preferred a mix of teleworking and in-office work (Eurofound, 2020), which cleared the path for the introduction of hybrid working models.

### **Post pandemic hybrid working**

As the pandemic was contained globally, people started to gradually return to their jobs at the office. However, a lot of businesses now use hybrid work arrangements in which staff members alternate between office and remote work. The Future Forum (2022) and Eurofound (2022c) polls find that starting in 2021, 49% of respondents globally and 18% of respondents in Europe worked in hybrid mode. Knowledge workers prioritise flexible work arrangements, with more than 55% of respondents wanting to spend less than three days per week at the office (36% in Europe). The epidemic has therefore altered the conventional role of the office, and employees and management must guarantee that it is worthwhile to make the drive. Additionally, employees who returned to the office for full-time work without using any hybrid work arrangements displayed lower levels of employee satisfaction in comparison to those who did so (Future Forum, 2022).

Overall, these studies show that European workers favour the old pre-pandemic work environments, with a lower incidence of hybrid and remote work compared to the global norm. The global results, however, are 15% to 25% higher than the European numbers. This might be because larger nations like the US, which had considerably greater rates of remote employment before the epidemic, did not need to catch up as much as Europe did.

There has been a significant shift in work habits globally compared to pre-pandemic levels. Employees now face a variety of demands, opportunities, and problems that must be successfully handled if long-term success is to be guaranteed. There is much room for improvement when it comes to dealing with the drawbacks of these new working conditions.

## CHAPTER 3 - RESEARCH METHODOLOGY

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### 3.1 Methodology

In order to gather data for this study, I employed the questionnaire method. A questionnaire is a research tool made up of a list of questions meant to elicit information from respondents. It often takes the form of an interview and might be written or spoken. These surveys can be carried out in a variety of ways, including online, over the phone, on paper, or in person, and they are not usually staffed by researchers.

Both qualitative and quantitative questions, as well as a mix of open and closed questions, may be found in questionnaires. While closed questions provide respondents a set of prepared responses to choose from, open-ended questions allow respondents to freely react in their own terms.

Due to its capacity to quickly and affordably collect a significant amount of data from a sizable sample size, questionnaires are frequently employed in research. They are very good at gauging the opinions and preferences of subjects as well as their behaviour. These surveys are able to gather both qualitative and quantitative data by using open-ended and closed-ended research questions, leading to more thorough results. There are benefits and drawbacks to take into account when choosing whether to utilise questionnaires to collect data, despite the fact that they are crucial research instruments. Knowing the advantages and disadvantages of questionnaires might help one decide whether or not to use them for a given study.

As a research instrument, questionnaires have a number of benefits, such as:

- Usability: Researchers may obtain a lot of information on any topic while effectively managing their target audience, questions, and format.
- Cost-effectiveness: Comparatively to paying surveyors, questionnaires can be distributed at a cheap cost by being posted online or sent to respondents via email.
- Speed: Survey results can be promptly gathered using mobile applications, which can then deliver insights within 24 hours.
- Comparability: With the use of standardised questionnaires, it is possible to compare research findings over time and gather insightful knowledge while reducing translation errors.

- **Scalability:** Surveys are very scalable because they may be sent to a variety of demographic groups worldwide.
- **Standardisation:** Researchers are allowed to add as many inquiries as they would like regarding any subject, allowing for uniformity in data collecting.
- Surveys are anonymous and don't have onerous time restrictions, so respondents feel more at ease and are more inclined to answer honestly.
- **Simple analysis:** Built-in analysis tools in questionnaires automate the analysis process, facilitating quick and straightforward result interpretation.

Despite their benefits, surveys have a few drawbacks, such as:

- **Answer dishonesty:** Due to covert agendas or social desirability bias, respondents may occasionally give partial truths in their responses.
- **Question omission:** If a question is optional, a respondent may decide to omit it, which could result in inaccurate statistics.
- **Problems with interpretation:** If questions are unclear and lengthy, respondents may find it difficult to understand them correctly, leading to incorrect data.
- **Survey fatigue:** If respondents receive too many surveys or if a questionnaire is too lengthy, they may become weary and give hurried or partial answers.
- **Open-ended questions** may require human interpretation, which can take time and produce subjective analysis, which presents a barrier to analysis. More measurable data can be generated by reducing the quantity of open-ended questions.
- **Inadequate data** is the result of respondents skimming over questions that are too lengthy or difficult, which could lead to unconscious responses. This risk can be reduced by asking brief and straightforward questions.

Various types of questionnaires are employed in survey research, including:

- **Postal:** Paper-based postal questionnaires are surveys that are mailed to respondents. After finishing them, participants return them to the sending organisation.
- **In-house:** For this kind of questionnaire, researchers personally visit respondents at their homes or places of employment to deliver the survey.
- **Telephone:** In telephone surveys, researchers make phone calls to participants and ask them questions.

- Electronic: The most common kind of questionnaire, electronic ones are distributed by email or other internet channels.
- The questionnaire used in this study are listed in Annexure at the end of this project.

### 3.2 Sample

For this study, 54 responses were taken sample. Demographics of the sample used are shown in the following tables:

**Table 1. Number of male and female**

Gender	Number
Male	34
Female	20

**Table 2. Number of individuals in each age group**

Age group	Number
21-25	11
26-30	15
31-35	27
Above 35	1

**Table 3. Number of individuals as per marital status**

Marital status	Number
Married	27
Unmarried	27

**Table 4. Number of individuals as per years of experience**

Years of work experience	Number
0	11
1-5	12
5-10	23
10-20	7
More than 20	1

## CHAPTER 4 - ANALYSIS, RESULT & RECOMMENDATIONS

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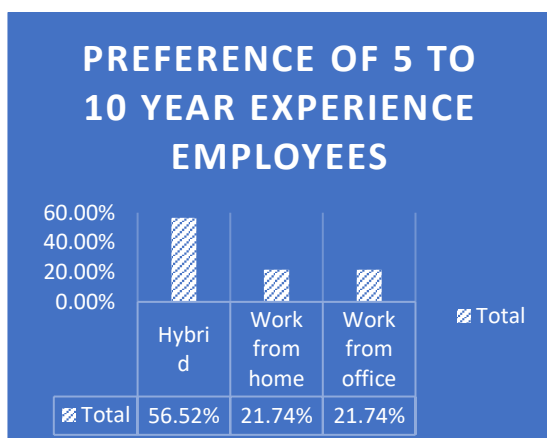
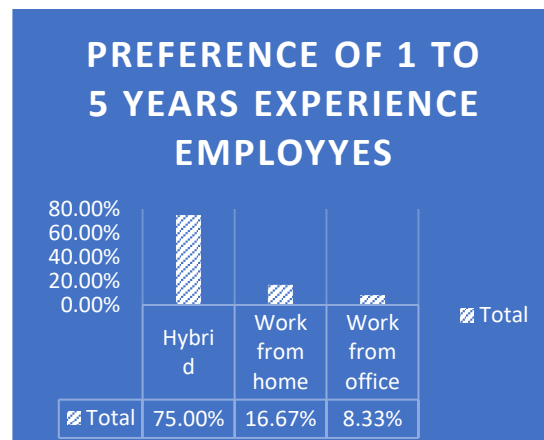
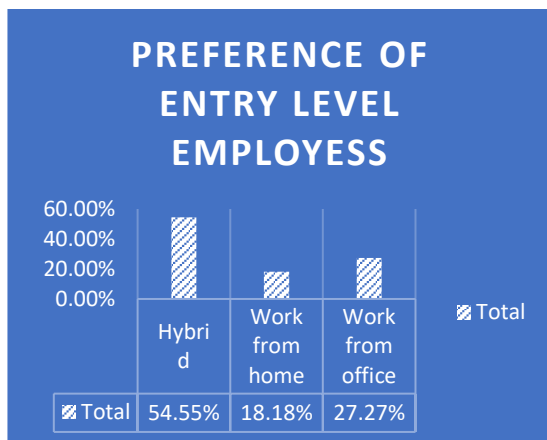
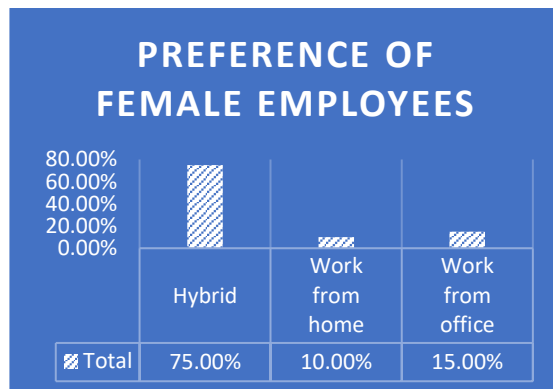
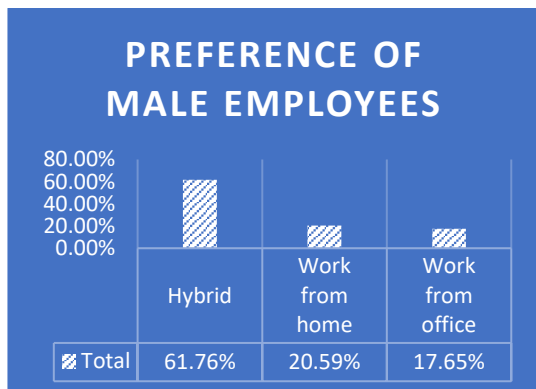
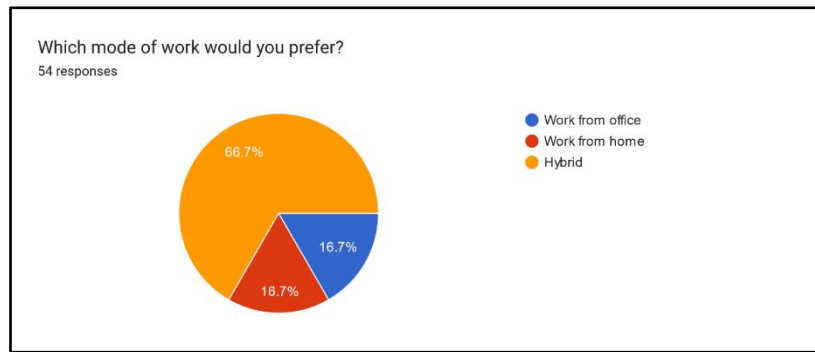
### 4.1 Findings

Covid completely altered the way that work is done in enterprises. Some businesses allowed their staff to work from home occasionally before the advent of the internet. All of the people left the covid and worked from their homes. Moving from an office to a home office within a set number of days was extremely difficult. As widespread work from home has never been observed, organisations were unsure about the productivity of their staff.

However, as time went on, commercial deliveries naturally came with a few bumps in the road. People adapted to the new work from home paradigm, and businesses became at ease with regard to business delivery. The work-from-home model had been proven to work. With the WFH approach, there were certain issues with employee physical and mental health, team development and collaboration, and so forth. Business considered opening offices when covidian infections gradually declined. However, by this point, workers had grown accustomed to WFH and were hesitant to return to work. This prompted widespread resignation. As a result, the company began to consider a hybrid work paradigm whereby employees alternate between working from home and in an office. This strategy solved WFH concerns, and employees approved of it. Depending on their requirements, different organisations adopted the hybrid model in different ways. I have tried to assess the productivity of the hybrid work paradigm as some time has passed with it as well.

Let's deep dive into the data and have insights about hybrid model on different parameters like employee's experience, preference, and productivity, team collaboration etc.

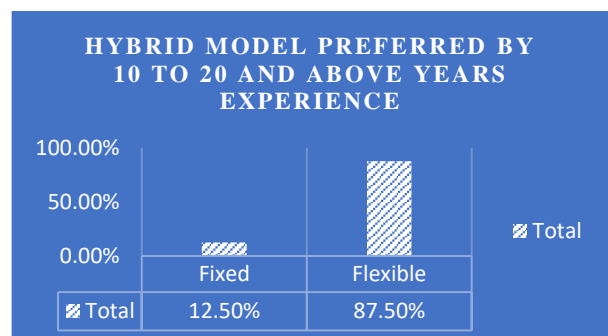
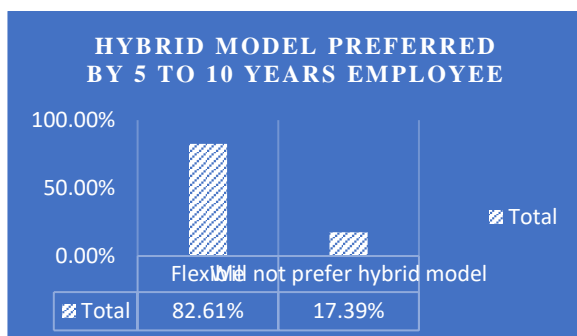
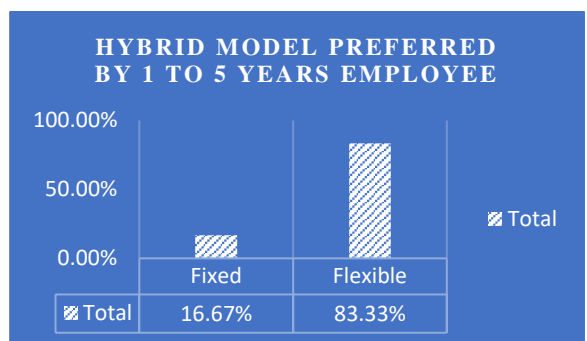
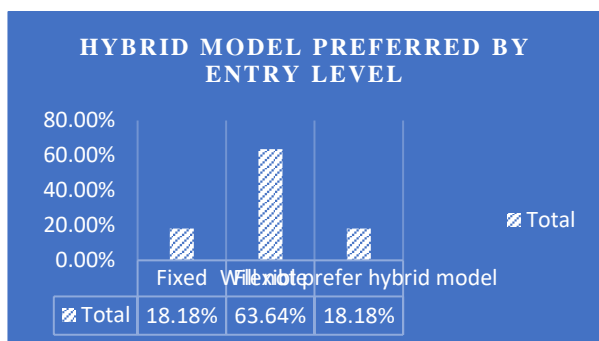
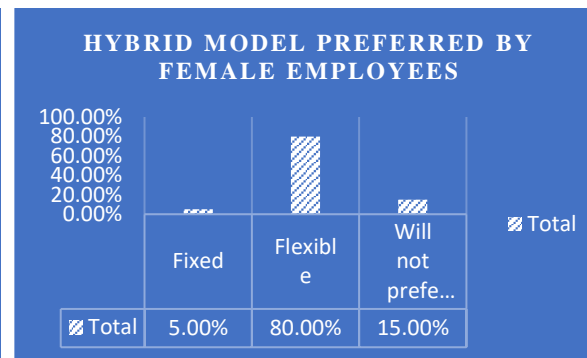
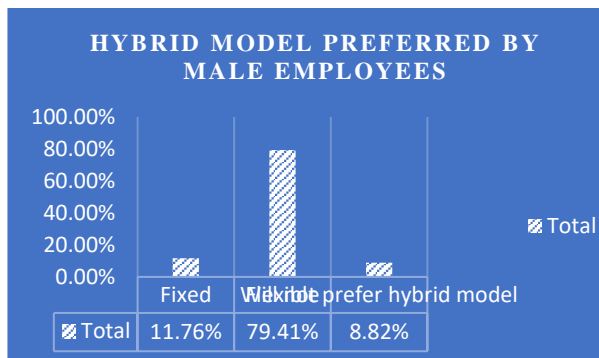
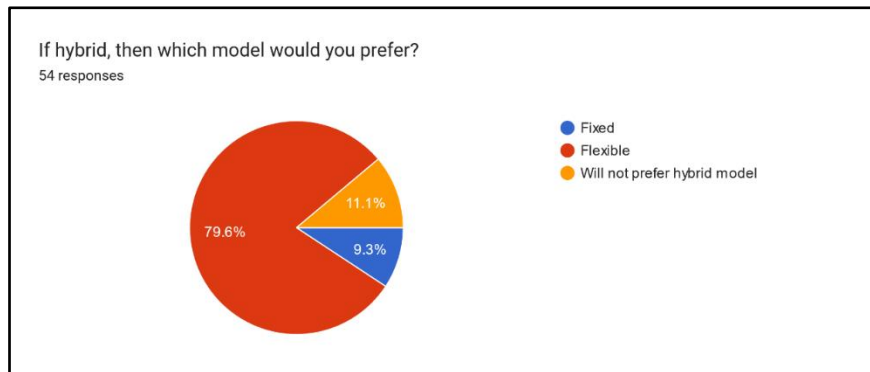
### 4.1.1 Preferred mode of work





- When asked about the preferred mode of work, 66.7% employees preferred hybrid work model. 16.7% complete work from home and same percentage wanted complete work from office.
- Percentage of female employees asking for hybrid mode is more than male employees by 13.24% with prior 75% and later 61.76%. Approximately equal percentage of Male (17.65) and female (15) wants complete work from office. The survey data shows more Male employees want complete work from Home.
- When it comes at different experience level, newly joined employees seem to be more interested in work from office. Highest percentage of employees interested in going to office is of entry level employees of experience less than 1 year. Also this group has the least percentage for preferring hybrid model.
- Employees above experience 10 years, generally in lead, managers position and above clearly prefer hybrid model. 100% employees preferred hybrid model. This is the group which has to manage team and hence for them in person presence and team collaboration is equally important as delivery.
- Employees between 1 to 5 years experiences preferring hybrid 75% while 56.52 preferred hybrid model in 5 to 10 years' experience group.

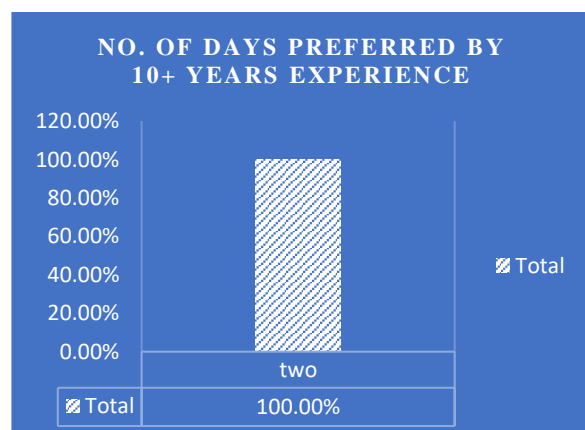
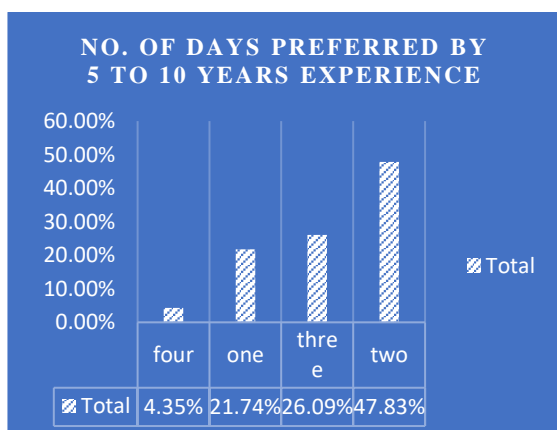
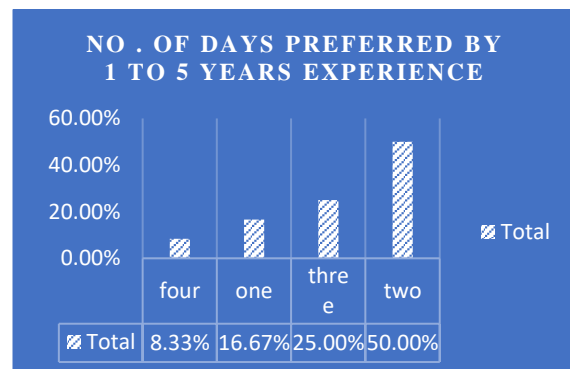
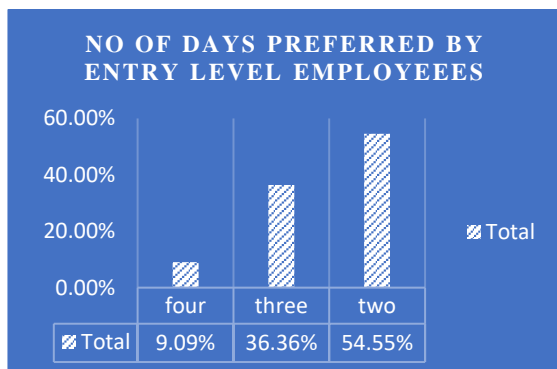
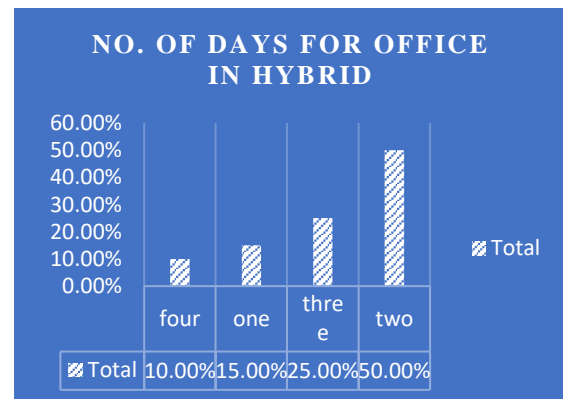
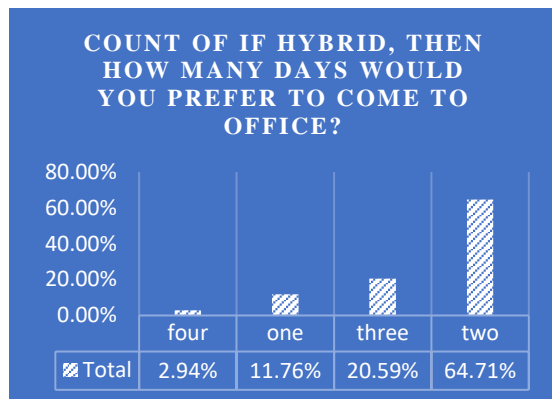
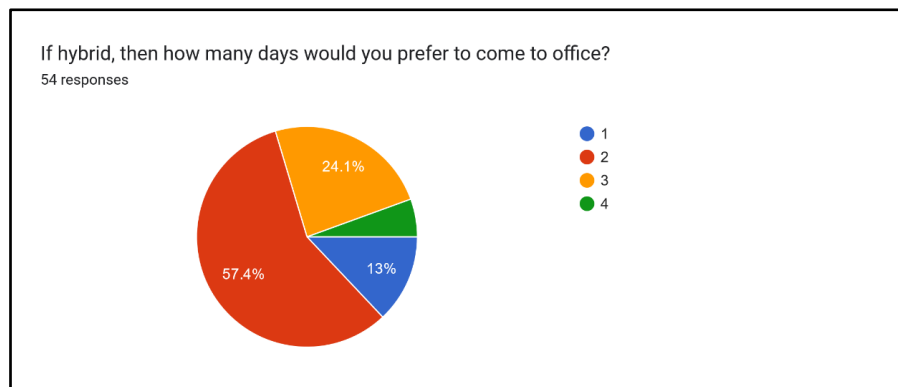
#### 4.1.2 Preferred mode of hybrid model



- When asked about the preferred mode of hybrid model, 79.6% employees preferred flexible hybrid work model. 9.3% preferred fixed model and 11.1% do not prefer hybrid model.

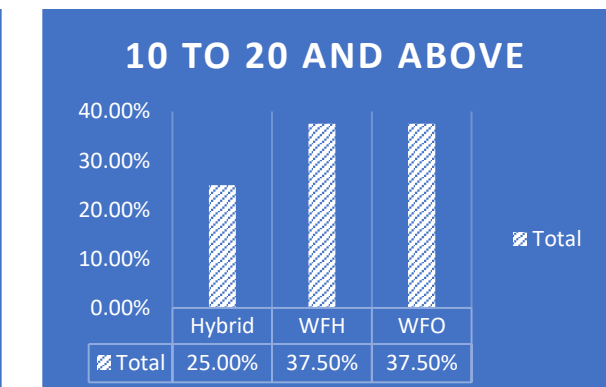
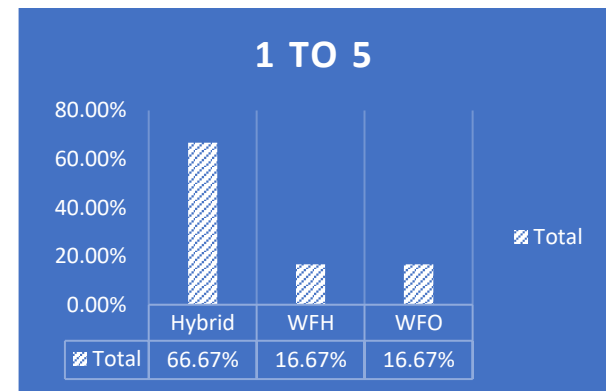
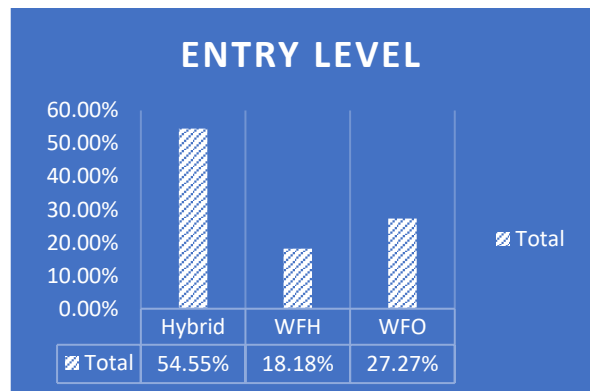
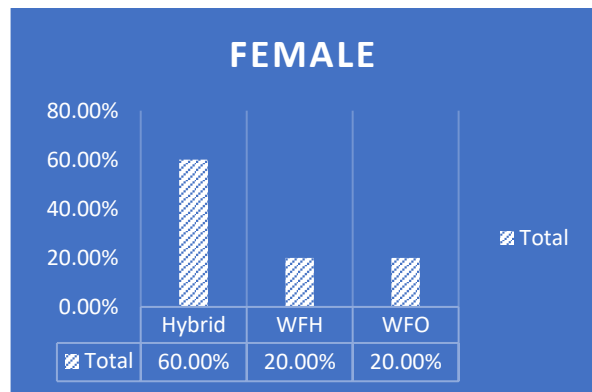
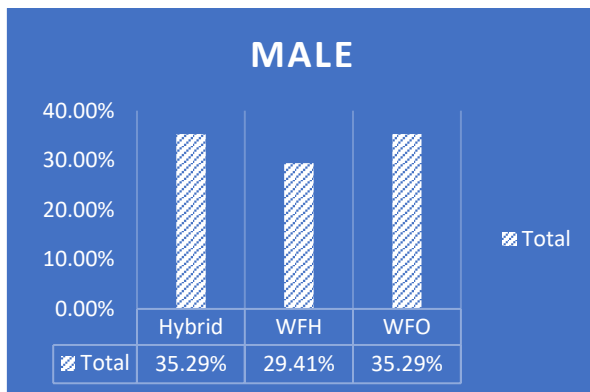
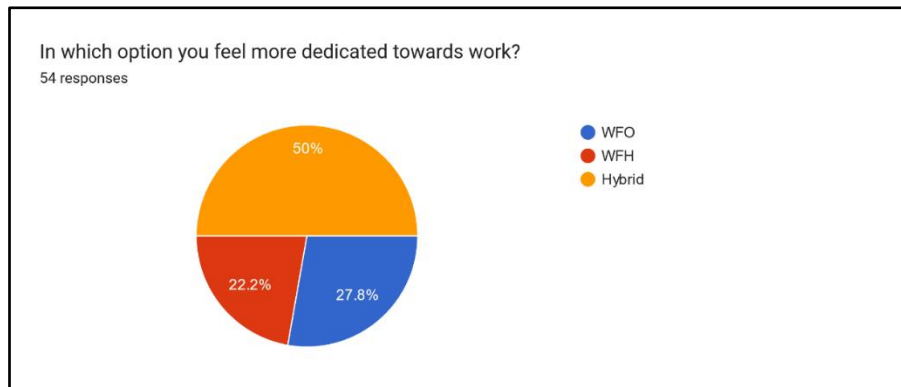
- Percentage of female employees asking for flexible hybrid model is approximately same with prior 80% and later 79.41%. Although when it come to fixed hybrid work model, the percentage changes as it becomes male (11.76%) and female (5%).
- When it comes at different experience level, newly joined employees, employees with varying experience like 1 to 5 years, 5 to 10 years, 10 to 20 and above seems to be more interested in flexible model of hybrid with a percentage of 63.64%, 83.33%, 82.61% and 87.5% respectively.

### 4.1.3 Preferred no. of days in office



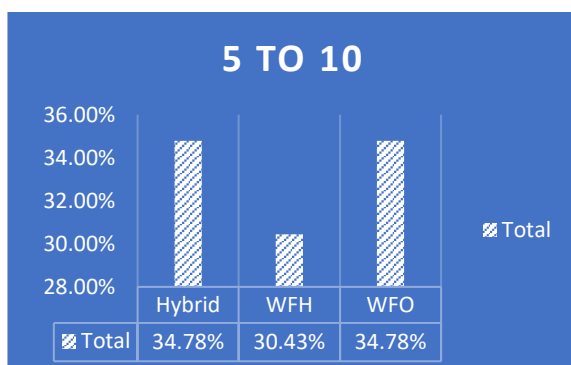
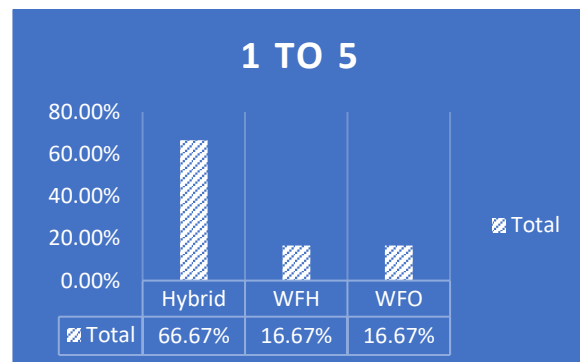
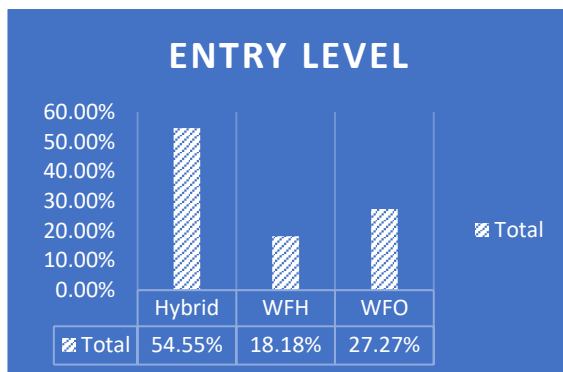
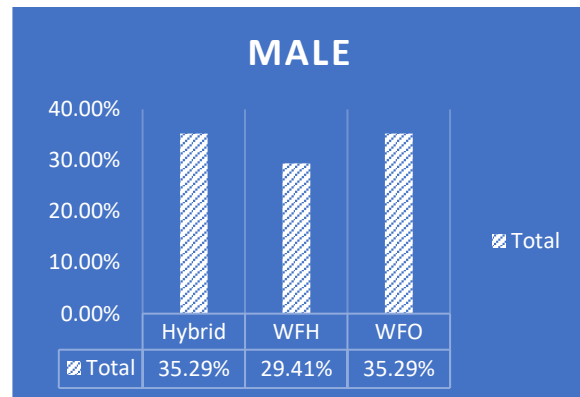
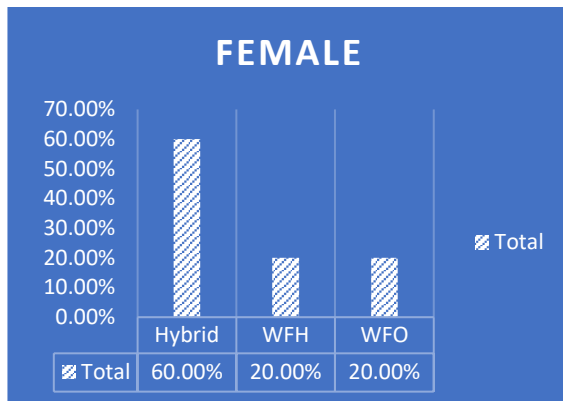
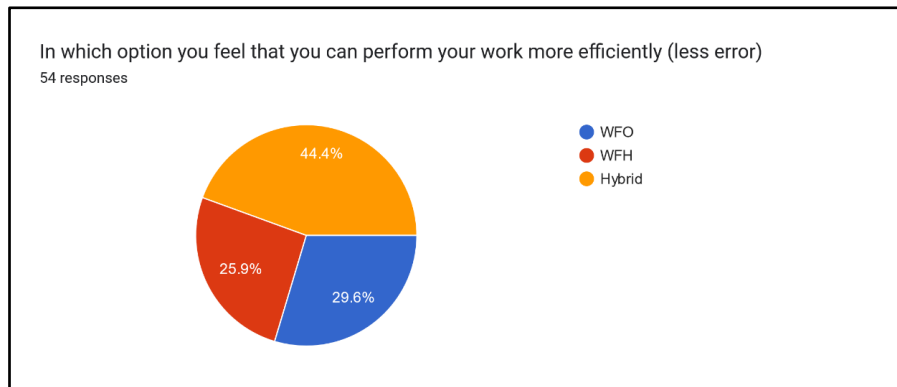
- When asked about the preferred number of days in office, 57.4% employees prefer 2 days, 24.1% prefer 3 days, 13% prefer 1 day and rest prefer 4 days to office.
- As per chart () and (), the number of days male and female employees prefer coming to office is 2. 50% female and 64.71% male prefer 2 days coming to office.
- When it comes at different experience level, 54.55% newly joined employees prefer 2 days coming to office.

#### 4.1.4 More dedicated towards work



- The next question arises is about dedication towards work, so as per the data collected, 50% people feel more dedicated towards work when working in hybrid model. However, 27.8% people dedicated while working from office and 22.2% people feel dedicated while working from home.
- The dedication of male towards work is almost same in case of hybrid as well as work from office that is 35.29% while it reduces while work from home that is 29.41%. When it comes to female 60% are more dedicated towards when it comes to hybrid mode while less females feel dedicated when it comes to work from office or home.
- When it comes at different experience level, newly joined employees and employees having experience of 1 to 5 years prefer hybrid mode and feel more dedicated when they are working in hybrid mode.
- However, when it comes to experience level of 5 to 10 years, they are equally dedicated towards work while working from office and hybrid mode that is 37.8%.
- When it comes to experience level of 10 to 20 years, employees feel more dedicated towards work when working from home or office that 37.5% in each case and less when working in hybrid mode.

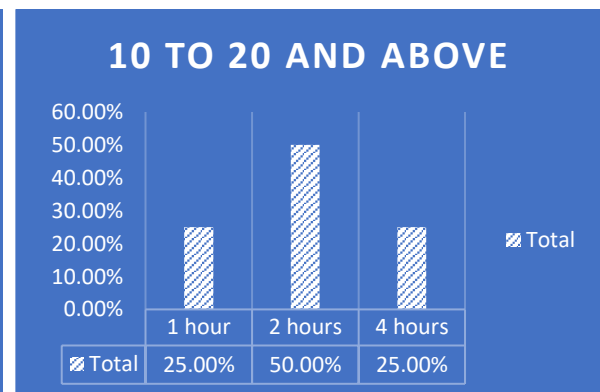
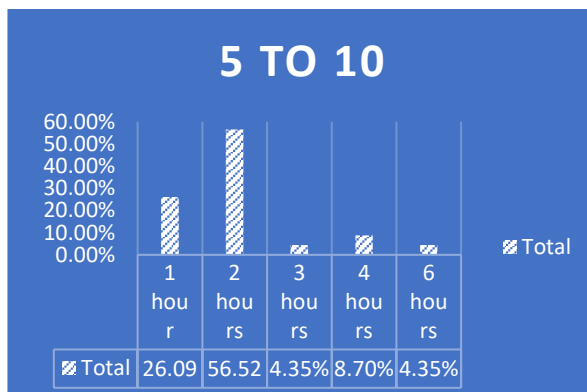
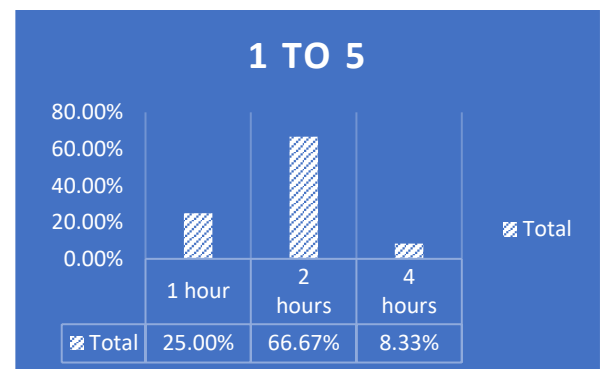
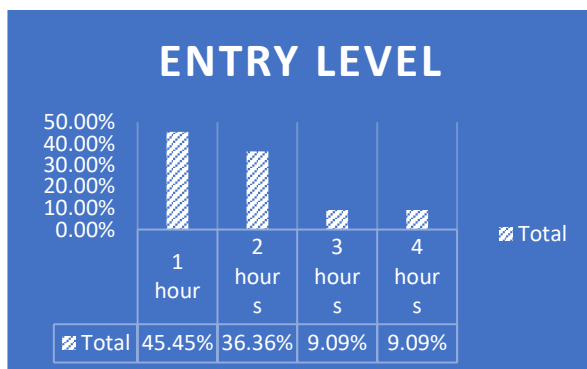
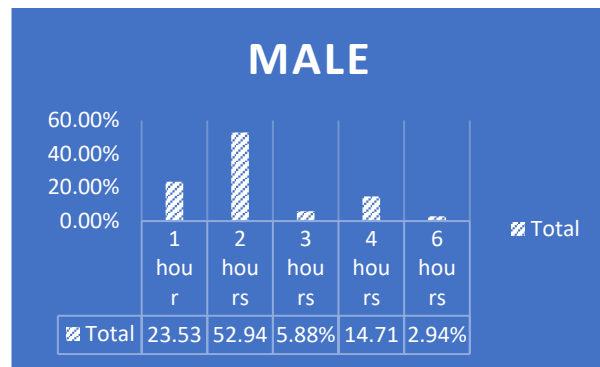
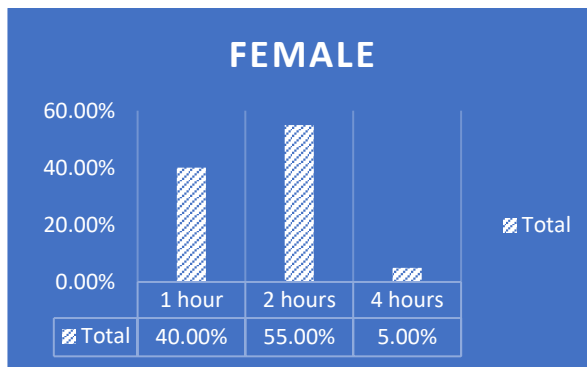
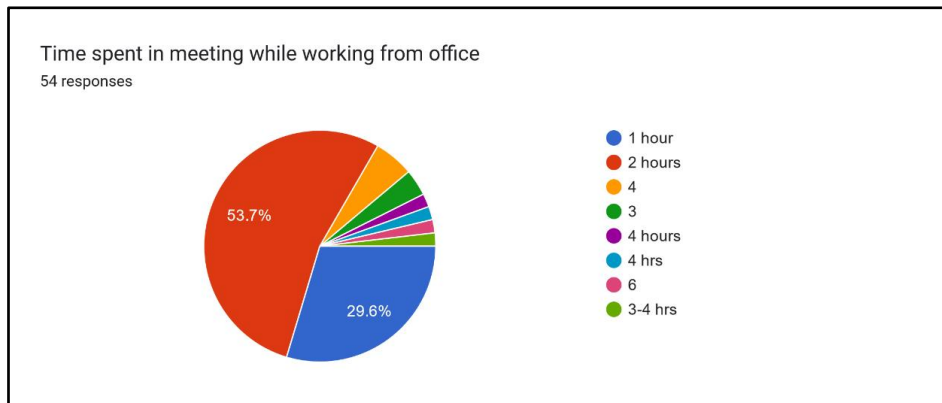
### 4.1.5 Most efficiency





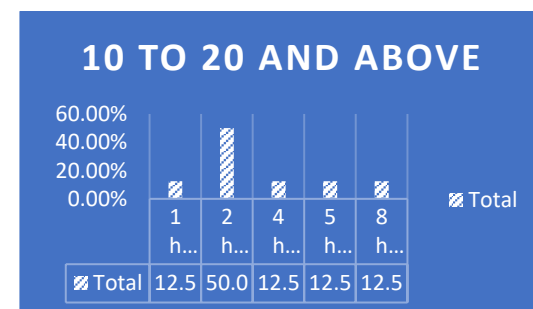
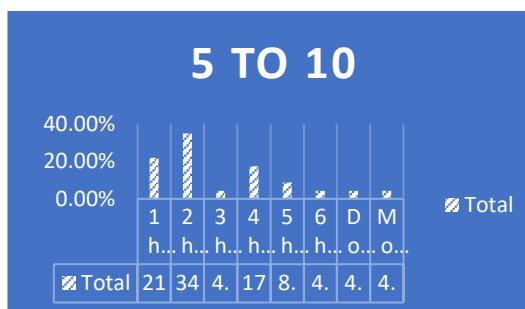
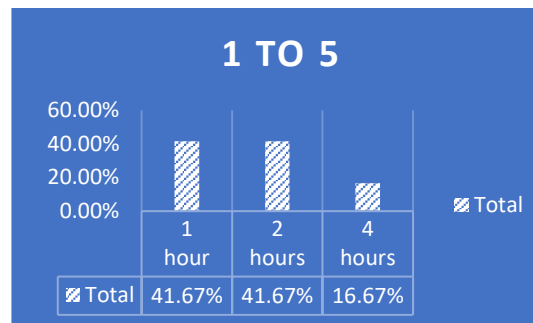
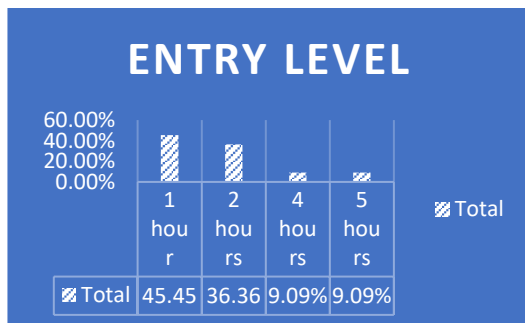
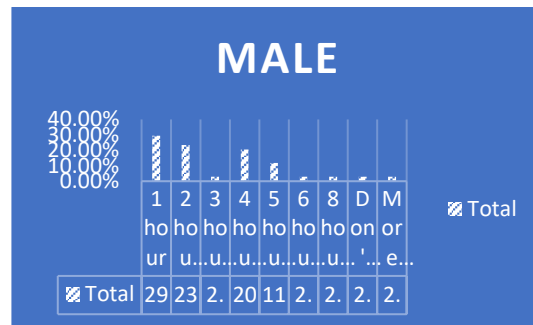
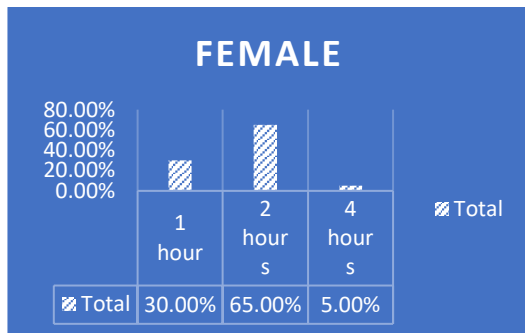
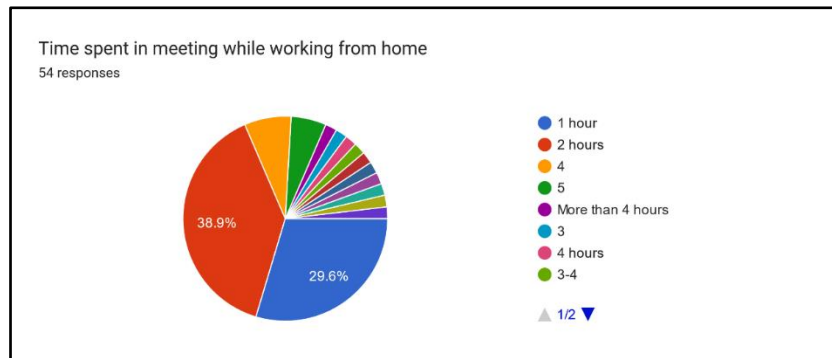
- When asked about efficiency, 44.4% employees preferred hybrid work model. 25.9% prefer work from home and 29.6% prefer work from office.
- Percentage of female employees asking for hybrid mode is more than male employees by 24.71% with prior 60% and later 35.29%.
- When it comes at different experience level, newly joined employees, employees with experience level 1 to 5 years and 5 to 10 years prefer hybrid mode while employees with experience level 10 to 20 years prefer work from home and office.

#### 4.1.6 Hours spent in meeting while working from office



- When asked about hours spent in meeting while working from office, 53.7% employees spend 2 hours in meeting while working from office while 29.6% employees spend 1 hour in meeting while working from office.
- When it comes to male and female, 55% female and 52.94% male employees believe that they spend 2 hours in meeting while working from office.
- When it comes to different experience level, 45.45% entry level employees spend 1 hour in meeting, 66.67% employees having 1 to 5 years of experience spend 2 hours, 56.52% employees having 5 to 10 years of experience spend 2 hours and 50% employees having 10 to 20 years of experience spend 2 hours in meeting.

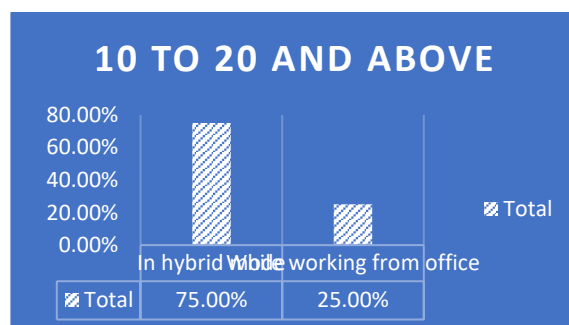
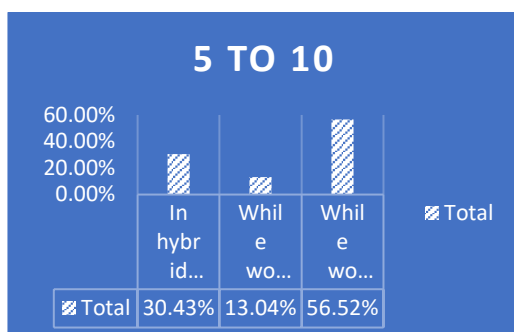
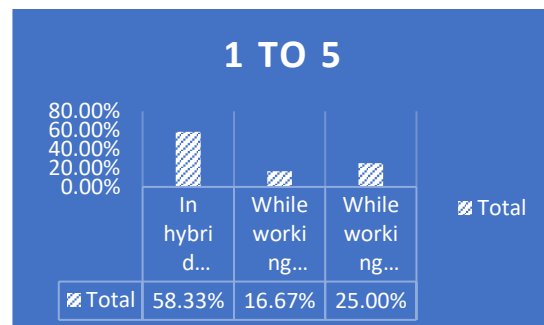
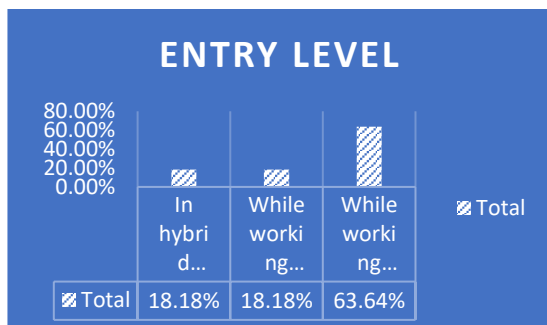
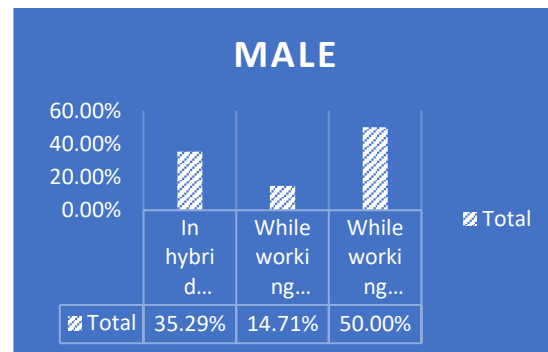
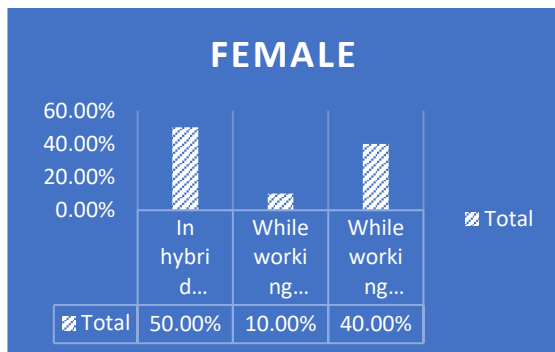
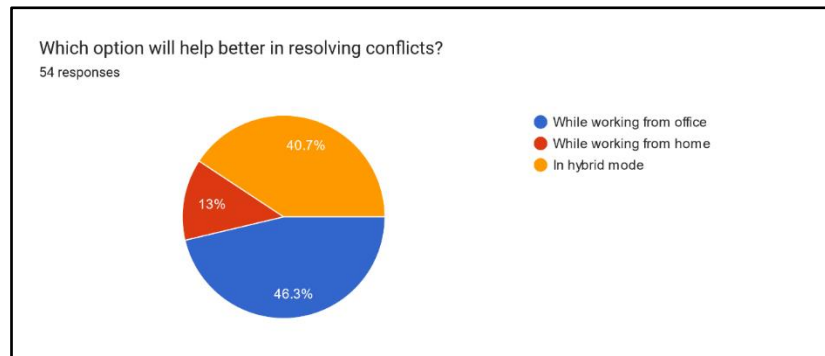
### 4.1.7 Hours spent in meeting while working from home



- When asked about hours spent in meeting while working from home, 38.9% employees spend 2 hours in meeting while working from office while 29.6% employees spend 1 hour in meeting while working from home.
- When it comes to male and female, 65% female spend 2 hours in meeting while working from home while 29.41% male spend 1 hour while working from home.

- When it comes to different experience level, 45.45% entry level employees spend 1 hour in meeting, 41.67% employees having 1 to 5 years of experience spend 2 hours, 34.78% employees having 5 to 10 years of experience spend 2 hours and 50% employees having 10 to 20 years of experience spend 2 hours in meeting while working from home

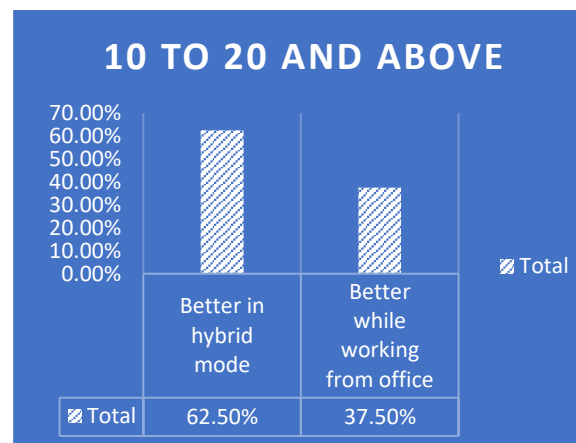
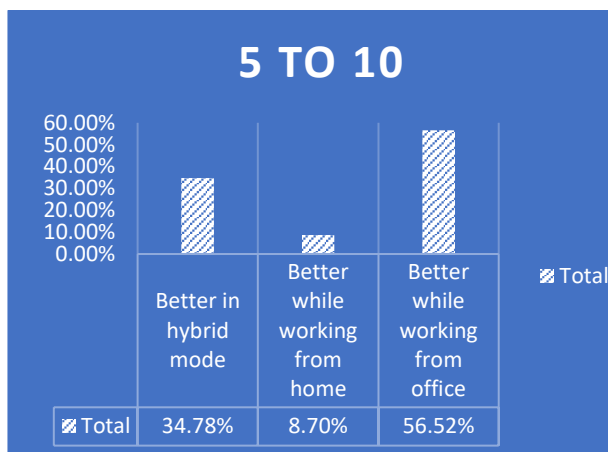
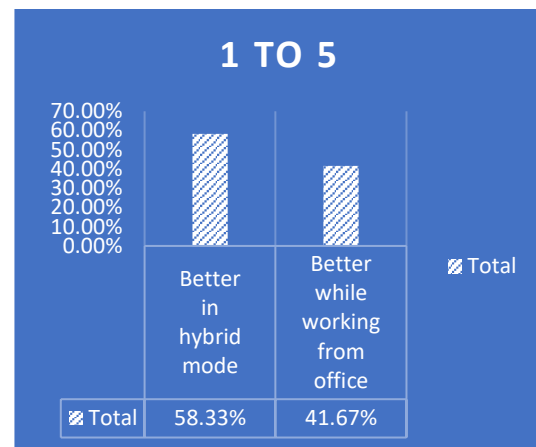
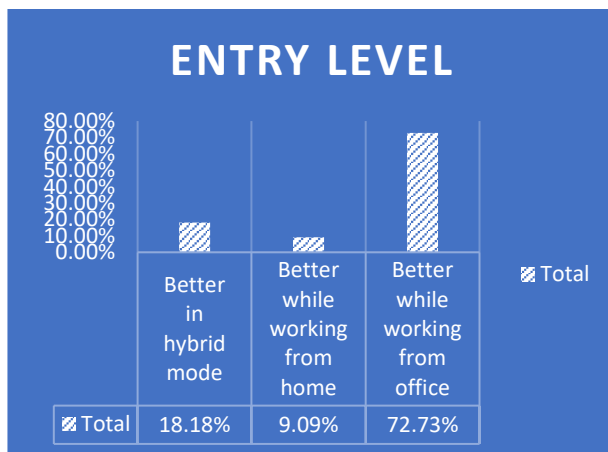
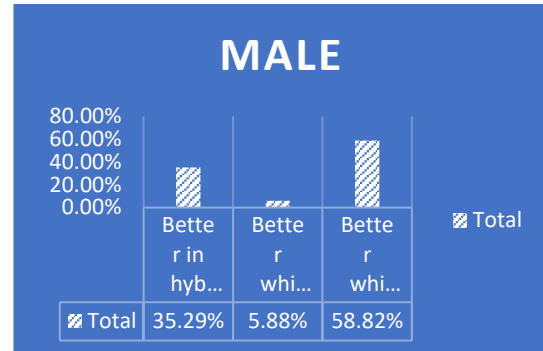
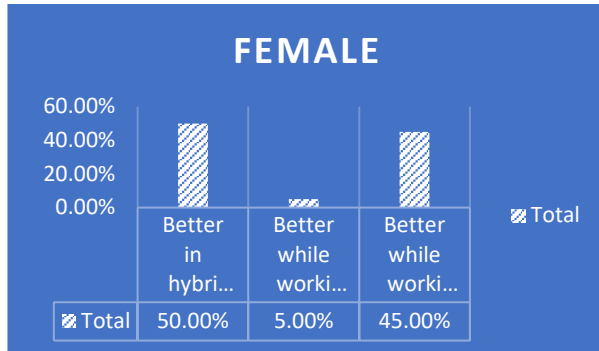
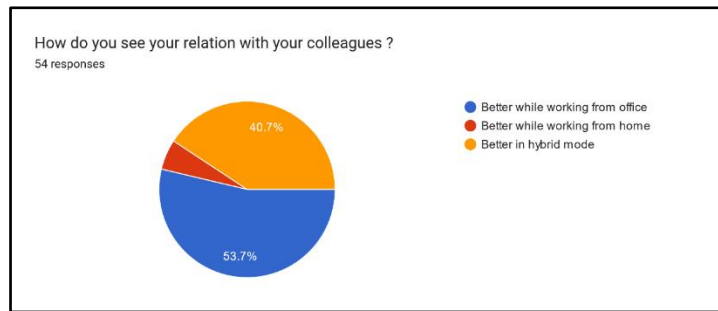
#### 4.1.8 Better option in resolving conflict



- When asked about the better option in resolving conflicts, 46.3% of the people preferred working from office, 40.7% people preferred hybrid mode and 13% preferred work from home.
- When it comes to male and female preference 50% female prefer hybrid mode and 50% males prefer work from office when it comes to resolving a conflict.

- When it comes to different experience level, entry level employees, employees having experience 5 to 10 years, they prefer work from office with a percentage of 63.64% and 56.52% respectively.
- However, employees having experience 1 to 5 years and 10 to 20 years they prefer hybrid mode with a percentage of 58.33% and 75% respectively.

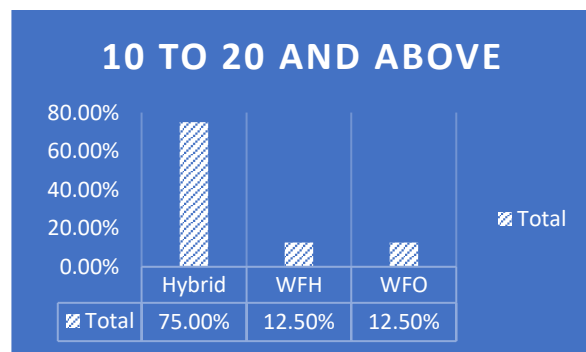
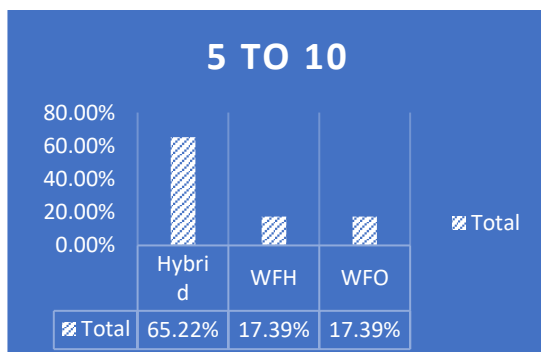
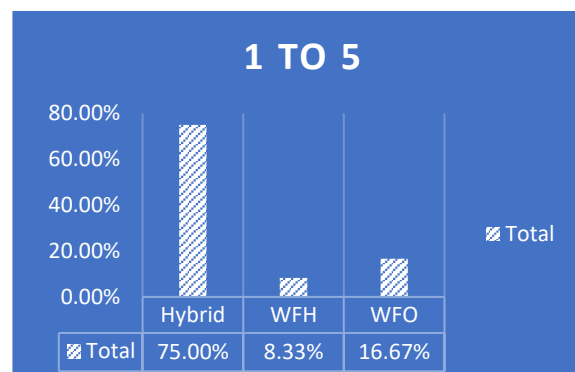
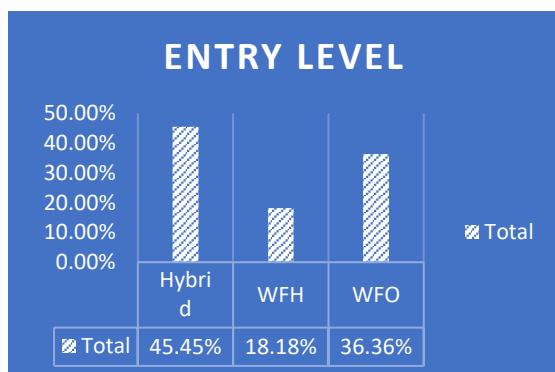
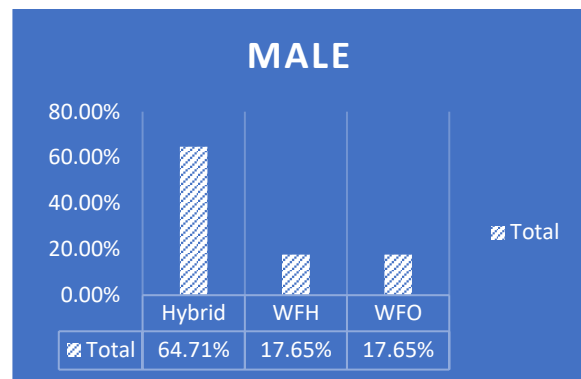
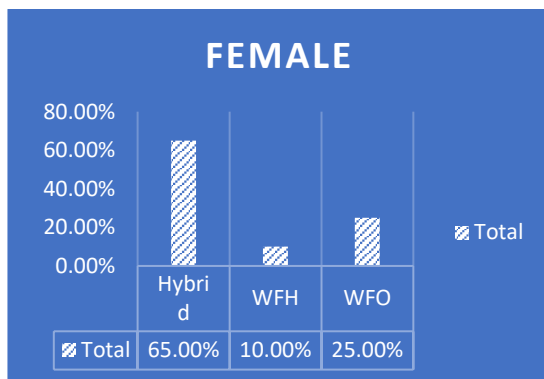
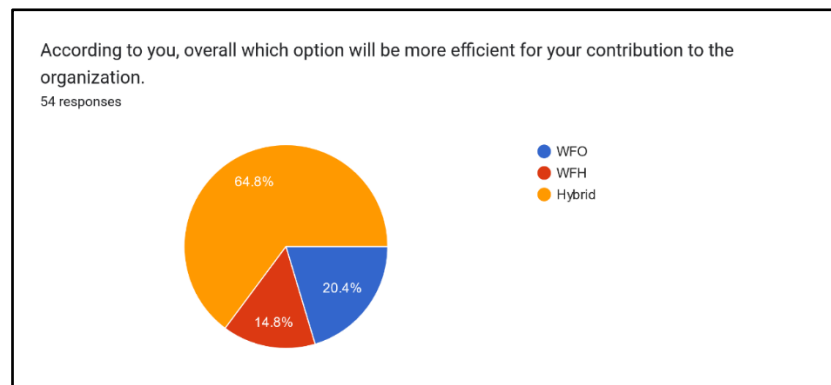
## 4.1.9 Relationship with colleagues





- When asked about relationship with colleagues 53.7% prefer that the relationship is better while working from office, 40.7% prefer hybrid mode while only 5.6% prefer work from home.
- When it comes to male and female preference 50% female prefer hybrid mode and 58.82% males prefer work from office when asked about relationship with colleagues.
- When it comes to different experience level, entry level employees, employees having experience 5 to 10 years, they prefer work from office with a percentage of 72.73% and 56.52% respectively.
- However, employees having experience 1 to 5 years and 10 to 20 years they prefer hybrid mode with a percentage of 58.33% and 62.5% respectively.

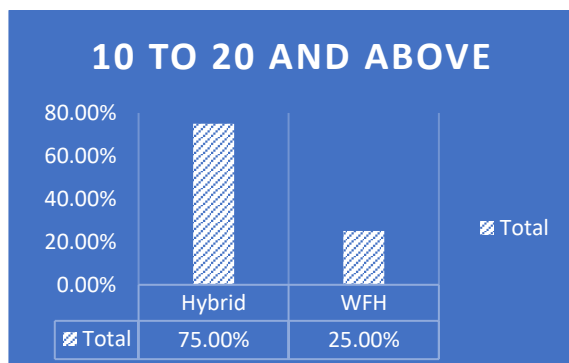
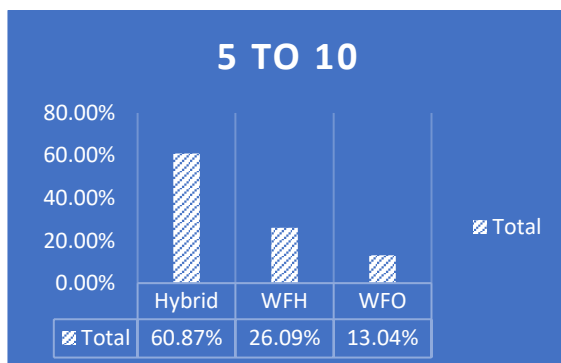
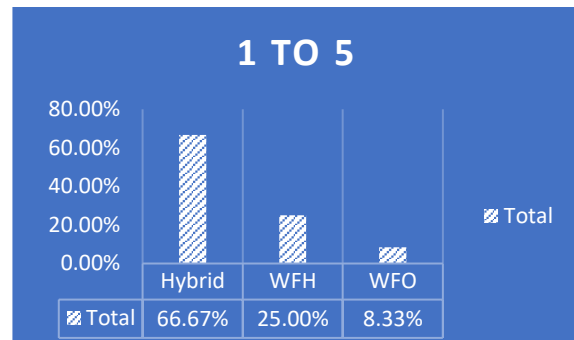
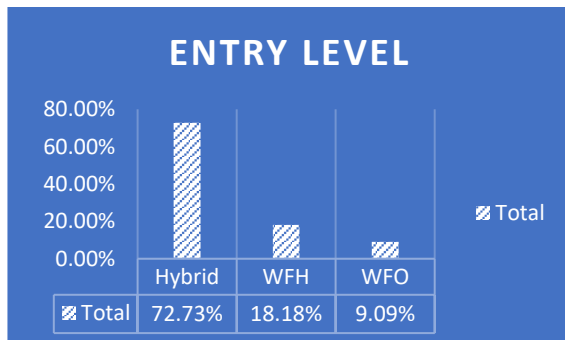
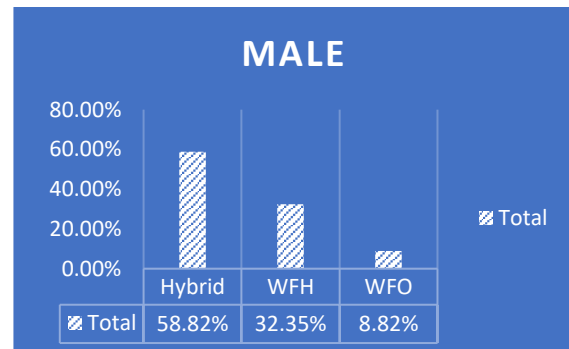
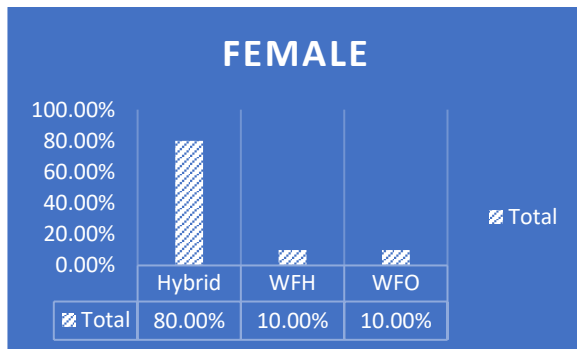
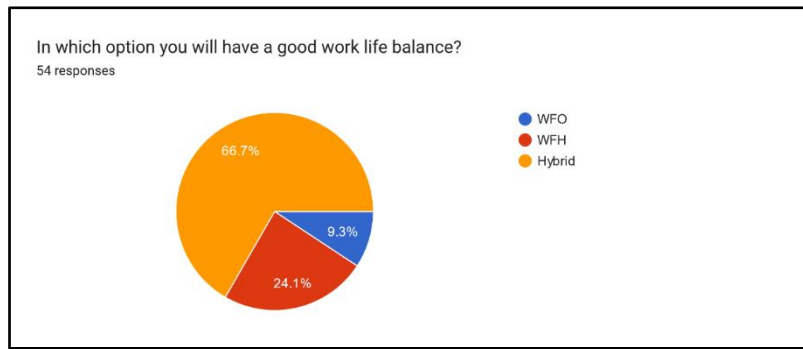
#### 4.1.10 Overall most efficiency



- When asked about overall efficiency, 64.8% prefer hybrid mode, 20.4% prefer work from office while only 14.8% prefer work from home.

- When it comes to male and female preference 65% female prefer hybrid mode and 64.71% males prefer hybrid mode when asked about overall efficiency.
- When it comes to different experience level, entry level employees, employees having experience 1 to 5 years, 5 to 10 years and 10 to 20 years, all prefer hybrid mode when it comes to efficiency of work.

#### 4.1.11 Work life balance



- When asked about work life balance, 66.7% employees preferred hybrid work model. 24.1% prefer work from home and 9.3% prefer work from office.

- Percentage of female employees asking for hybrid mode is more than male employees by 21.18% with prior 80% and later 58.82%.
- The survey data shows more Male employees prefer WFH more than female employees.
- When it comes at different experience level, hybrid model seems to be the preferred mode by newly joined employees as well as experienced employees of 1 to 5 years, 5 to 10 years and more than that.

## 4.2 Analysis

### Hypothesis 1

**H0:** There is no significant relationship between mode of work and dedication towards work.

**H1:** There is a significant relationship between mode of work and dedication towards work.

**Table 4.1: Cross Tabulation of model of work vs dedication towards work.**

Count					
		In which option you feel more dedicated towards work?			Total
		Hybrid	WFH	WFO	
Which mode of work would you prefer?	Hybrid	25	5	6	36
	Work from home	2	6	1	9
	Work from office	0	1	8	9
Total		27	12	15	54

The above said hypothesis is tested with a 5% level of significance. Table 1(a) shows the cross tabulation between mode of work and dedication towards work and table 1(b) shows the Chi-Square result.

**Table 4.2: Chi square test -Mode of work and dedication towards work**

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	32.836 <sup>a</sup>	4	<.001
Likelihood Ratio	30.926	4	<.001
N of Valid Cases	54		
a. 6 cells (66.7%) have expected count less than 5. The minimum expected count is 2.00.			

### Result

The above said hypothesis is tested with a 5% level of significance. In the above table Pearson Chi-Square statistic (32.86) and p value (0.001) of Chi-Square is less than 0.05, the null hypothesis is rejected. This leads to the conclusion that there is significant relationship between mode of work and dedication towards work.

## Hypothesis 2

**H0:** There is no significant relationship between mode of work and contribution towards organization work.

**H1:** There is significant relationship between mode of work and contribution towards organization work.

**Table 4.3: Cross Tabulation of work preferences vs their contribution towards organization.**

Count					
		According to you, overall which option will be more efficient for your contribution to the organization.			Total
		Hybrid	WFH	WFO	
Which mode of work would you prefer?	Hybrid	31	2	3	36
	Work from home	3	6	0	9
	Work from office	1	0	8	9
Total		35	8	11	54

The above said hypothesis is tested with a 5% level of significance. Table 2(a) shows the cross tabulation between work preferences and their effectiveness and table 2(b) shows the Chi-Square result.

**Table 4.4: Chi square test (Work preferences and contribution towards organization)**

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	52.786 <sup>a</sup>	4	<.001
Likelihood Ratio	42.433	4	<.001
N of Valid Cases	54		
a. 4 cells (44.4%) have expected count less than 5. The minimum expected count is 1.33.			

## Result

The above said hypothesis is tested with a 5% level of significance. In the above table Pearson Chi-Square statistic (52.78) and p value (0.001) of Chi-Square is less than 0.05, the null hypothesis is rejected. This leads to the conclusion that there is significant relationship between work preferences and their effectiveness.

### Hypothesis 3

**H0:** There is no significant relationship between mode of work and conflict resolution.

**H1:** There is significant relationship between mode of work and conflict resolution.

**Table 4.5: Cross Tabulation of mode of work vs conflict resolution**

Count		Which option will help better in resolving conflicts?			Total
		In hybrid mode	While working from home	While working from office	
Which mode of work would you prefer?	Hybrid	18	2	16	36
	Work from home	4	3	2	9
	Work from office	0	2	7	9
Total		22	7	25	54

The above said hypothesis is tested with a 5% level of significance. Table 3(a) shows the cross tabulation between mode of work and conflict resolution and table 3(b) shows the Chi-Square result.

**Table 4.6: Chi square test (Mode of work and conflict resolution)**

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	12.535 <sup>a</sup>	4	.014
Likelihood Ratio	15.523	4	.004
N of Valid Cases	54		
a. 7 cells (77.8%) have expected count less than 5. The minimum expected count is 1.17.			

### Result

The above said hypothesis is tested with a 5% level of significance. In the above table Pearson Chi-Square statistic (12.535) and p value (0.014) of Chi-Square is less than 0.05, the null hypothesis is rejected. This leads to the conclusion that there is no significant relationship between mode of work and conflict resolution.



### Hypothesis 4

**H0:** There is no significant relationship between mode of work and relationship with colleague.

**H1:** There is significant relationship between mode of work and relationship with colleague..

**Table 4.7: Cross Tabulation of mode of work vs relationship with colleague**

Count		How do you see your relation with your colleagues ?			
		Better in hybrid mode	Better while working from home	Better while working from office	Total
Which mode of work would you prefer?	Hybrid	18	1	17	36
	Work from home	3	1	5	9
	Work from office	1	1	7	9
Total		22	3	29	54

The above said hypothesis is tested with a 5% level of significance. Table 4(a) shows the cross tabulation between mode of work and relationship with colleague and table 4(b) shows the Chi-Square result.

**Table 4.8: Chi square test (Work preferences and relation with colleagues)**

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	5.577 <sup>a</sup>	4	.233
Likelihood Ratio	6.108	4	.191
N of Valid Cases	54		
a. 7 cells (77.8%) have expected count less than 5. The minimum expected count is .50.			

### Result

The above said hypothesis is tested with a 5% level of significance. In the above table Pearson Chi-Square statistic (5.577) and p value (0.233) of Chi-Square is greater than 0.05, the null hypothesis is accepted. This leads to the conclusion that there is no significant relationship between work preferences and relation with colleagues.

## Hypothesis 5

**H0:** There is no significant relationship between mode of work and efficiency of work.

**H1:** There is significant relationship between mode of work and efficiency of work.

**Table 4.9: Cross Tabulation of mode of work vs efficiency of work**

Count					
		According to you, overall which option will be more efficient for your contribution to the organization.			Total
		Hybrid	WFH	WFO	
Which mode of work would you prefer?	Hybrid	31	2	3	36
	Work from home	3	6	0	9
	Work from office	1	0	8	9
Total		35	8	11	54

The above said hypothesis is tested with a 5% level of significance. Table 5(a) shows the cross tabulation of mode of work and efficiency of work and table 5(b) shows the Chi-Square result.

**Table 4.10: Chi square test (Mode of work and efficiency of work)**

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	52.786 <sup>a</sup>	4	<.001
Likelihood Ratio	42.433	4	<.001
N of Valid Cases	54		

a. 4 cells (44.4%) have expected count less than 5. The minimum expected count is 1.33.

## Result

The above said hypothesis is tested with a 5% level of significance. In the above table Pearson Chi-Square statistic (52.786) and p value (0.001) of Chi-Square is less than 0.05, the null hypothesis is rejected. This leads to the conclusion that there is significant relationship between mode of work and efficiency of work.

## Hypothesis 6

**H0:** There is no significant relationship between mode of work and work life balance.

**H1:** There is significant relationship between mode of work and work life balance.

**Table 4.11: Cross Tabulation of mode of work vs work life balance**

Count		In which option you will have a good work life balance?			Total
		Hybrid	WFH	WFO	
Which mode of work would you prefer?	Hybrid	31	4	1	36
	Work from home	1	8	0	9
	Work from office	4	1	4	9
Total		36	13	5	54

The above said hypothesis is tested with a 5% level of significance. Table 6(a) shows the cross tabulation of mode of work and work life balance and table 6(b) shows the Chi-Square result.

**Table 4.12: Chi square test (Mode of work and work life balance)**

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	40.221 <sup>a</sup>	4	<.001
Likelihood Ratio	32.350	4	<.001
N of Valid Cases	54		
a. 5 cells (55.6%) have expected count less than 5. The minimum expected count is .83.			

## Result

The above said hypothesis is tested with a 5% level of significance. In the above table Pearson Chi-Square statistic (40.221) and p value (0.001) of Chi-Square is less than 0.05, the null hypothesis is rejected. This leads to the conclusion that there is significant relationship between mode of work and work life balance.

## Hypothesis 7

**H0:** There is no significant relationship between educational qualification and the monthly income.

**H1:** There is significant relationship between educational qualification and the monthly income.

**Table 4.13: Cross Tabulation of educational qualification vs the monthly income**

Count						
		Monthly income				Total
		20k - 40k	40k - 60k	60k - 80k	More than 80k	
Highest Educational Qualification	Graduate	0	0	0	1	1
	PG	10	2	3	10	25
	PhD	0	1	0	0	1
	UG	3	2	3	19	27
Total		13	5	6	30	54

The above said hypothesis is tested with a 5% level of significance. Table 7(a) shows the cross tabulation of educational qualification and the monthly income and table 7(b) shows the Chi-Square result.

**Table 4.14: Chi square test (Educational qualification and the monthly income)**

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	17.435 <sup>a</sup>	9	.042
Likelihood Ratio	12.848	9	.170
N of Valid Cases	54		
a. 12 cells (75.0%) have expected count less than 5. The minimum expected count is .09.			

## Result

The above said hypothesis is tested with a 5% level of significance. In the above table Pearson Chi-Square statistic (17.435 and p value (0.042) of Chi-Square is less than 0.05, the null hypothesis is rejected. This leads to the conclusion that there is significant relationship between educational qualification and the monthly income.

1

## Summary of Tested Hypothesis

The table below summarizes the results of hypothesis obtained from the statistical analysis.

**Table 4.15: Summary Table of Tested Hypothesis**

Hypothesis	Statement	Remarks
H0 <sub>1</sub>	There is no significant relationship between mode of work and dedication towards work.	Null Hypothesis got rejected.
H0 <sub>2</sub>	There is no significant relationship between mode of work and contribution towards organization.	Null Hypothesis got rejected.
H0 <sub>3</sub>	There is no significant relationship between mode of work and conflict resolution.	Null Hypothesis got rejected.
H0 <sub>4</sub>	There is no significant relationship between mode of work and relationship with colleague.	Null Hypothesis got accepted.
H0 <sub>5</sub>	There is no significant relationship between mode of work and efficiency of work.	Null Hypothesis got rejected.
H0 <sub>6</sub>	There is no significant relationship between mode of work and work life balance.	Null Hypothesis got rejected.
H0 <sub>7</sub>	There is no significant relationship between educational qualification and the monthly income.	Null Hypothesis got rejected

5

### 4.3 Result

This study was conducted in order to find out whether hybrid strategy affects the organizational performance or not. Now in order to check the organizational performance using hybrid strategy, I have used several parameters like dedication towards work, efficiency at work, effectiveness of work, conflict resolution, relationship with colleague, contributing towards work and work life balance.

Using these parameters 7 hypothesis were created and a survey was done using questionnaire method. 54 responses were recorded and then analysis was done using SPSS and chi square test was applied. After analyzing the survey, following results can be drawn:

- There is relationship between mode of work and dedication towards work.
- There is relationship between mode of work and contribution towards organization.
- There is relationship between mode of work and conflict resolution.
- There is relationship between mode of work and relationship with colleagues.
- There is relationship between mode of work and efficiency of work.
- There is relationship between mode of work and work life balance.

From my survey and hypothesis testing, I got the following results:

- People feel more dedicated towards work while working in hybrid mode.
- People contribute more to organization while working in hybrid mode.
- They can resolve conflicts in a better way while working from office.
- They will better relationship with colleagues while working from office.
- People work more efficiently while working in hybrid mode.
- People have greater work life balance while working in hybrid mode.

## 4.4 Recommendations

1. Create clear expectations: To guarantee that the hybrid work model is successful, it is crucial to create clear guidelines. This entails establishing guidelines for collaboration, communication, and working hours.
2. Provide the proper technology: Companies must give their staff members the proper technology to enable remote work. This includes having access to collaboration software, video conferencing tools, and other resources that enable successful work from home for staff members.
3. Promote communication and cooperation: It's crucial to promote communication and collaboration in order to make sure that employees can operate well together. Regular team meetings, online happy hours, and other get-togethers that promote socialisation and connection might all fall under this category.
4. Provide training and support: Businesses need to provide training and support to assist staff in adjusting to the new work style. This may involve giving staff technical training and tools to assist them balance work and personal lives.
5. Measure and assess performance: To make sure the hybrid work model is successful, it's crucial to gauge performance. Clear performance metrics must be established, and progress must be periodically reviewed.

## 4.5 Limitations

1. Limited research: There may not be much research on the subject, especially if the hybrid technique is a novel idea that hasn't been thoroughly investigated.
2. Hybrid strategy complexity: Hybrid methods may comprise a blend of many approaches, which can make it challenging to pinpoint the precise elements that influence organisational performance.
3. Small sample sizes: Gathering a sufficient sample size to produce statistically significant results may be challenging, depending on the design and scope of the study.
4. Difficulty in assessing performance: Analysing an organization's performance can be difficult, and it can be difficult to create measures that appropriately reflect the results of a hybrid strategy.
5. External variables: A variety of external variables, such as market conditions, legislative changes, and economic trends, can have an impact on an organization's

performance. Determining the precise effect of a hybrid strategy on performance may be challenging as a result of these issues.

6. Time restrictions: Given the limited amount of time and resources available, it can be difficult to conduct a long-term study on the effects of a hybrid strategy on organisational performance.



## CHAPTER 5 – CONCLUSION

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To sum up, given the complicated and fast-paced business climate of today, the hybrid strategy has shown promise as a method for organisations to maximise their performance. Organisations can capitalise on the advantages of various strategies and create synergies that can boost performance and give them a competitive edge by using components of both conventional and creative techniques.

The literature on how hybrid strategy affects organisational performance has provided strong proof of its benefits. Companies that use a hybrid approach frequently display higher levels of adaptation, flexibility, and resilience—all of which are essential for success in the ever shifting business environment. Organisations can react more quickly to shifting consumer tastes, market dynamics, and technological improvements by combining tried-and-true methods with novel concepts and techniques.

The ability to innovate more readily is one of the main advantages of a hybrid strategy. Organisations may make the most of their current assets, skills, and knowledge by combining traditional and creative ways while also looking into fresh opportunities for expansion and differentiation. This might result in the creation of brand-new goods, services, financial arrangements, and operational procedures that would improve business operations and open up fresh market niches.

Organisations can also use the hybrid strategy to manage risks and allocate resources more effectively. Organisations can lessen their reliance on a particular strategy or market segment and spread their risks across a variety of disciplines by diversifying their strategic activities and investments. This can make them more resilient to external shocks, uncertainties, and disruptions as well as make it easier for them to take advantage of new trends and opportunities.

The hybrid strategy's potential to encourage an environment of ongoing learning and development within organisations is another important benefit. Employees are prompted to question presumptions, think critically, and accept change by the integration of conventional and novel approaches. This can promote experimentation, creativity, and a culture of innovation that can elevate organisational performance to new heights.

Adopting a hybrid strategy can also improve the responsiveness and agility of an organisation. Organisations are better able to respond to shifting conditions, exploit new opportunities, and reduce risks when they integrate various tactics. This can help businesses keep one step ahead of their rivals, efficiently address client wants, and take advantage of market shifts, all of which can improve their general performance.

Hybrid work models do provide certain difficulties, it is crucial to remember that. Effective communication and teamwork between individuals who work remotely and those who are physically present is one of the main problems. In a hybrid workplace, it may be more difficult to sustain team cohesiveness, establish a sense of community, and guarantee that all workers have equitable access to resources and opportunities. Regardless of an employee's location or work arrangement, organisations must invest in technology and communication solutions to enable smooth communication and collaboration.

Another difficulty is that remote workers may experience more stress and burnout. According to research, remote workers may struggle to manage their work-life balance, deal with isolation, and maintain their wellbeing. Organisations need to put strategies in place to promote the mental health and wellbeing of remote workers. Some of these initiatives include providing resources for remote work best practises, chances for social connection and engagement, and encouragement of a good work-life balance.

The success of hybrid work arrangements is also greatly influenced by organisational culture. Instead of just keeping track of employees' hours worked or physical presence in the office, organisations need to create a culture that fosters accountability, trust, and performance that is results-oriented. Regardless of whether employees are on-site or remote, leaders must set clear goals, offer frequent feedback, and foster a positive work environment that appreciates diversity and promotes collaboration.

Despite these obstacles, the data seems to support the idea that using a hybrid strategy is more advantageous than not. Businesses that successfully apply a hybrid strategy can improve their financial performance, gain more market share, raise customer happiness, and boost staff engagement. Combining traditional and new strategies can result in synergies that help businesses stand out from the competition, provide higher value to customers, and maintain long-term success.

To successfully execute a hybrid approach and improve performance, organisations can embrace a number of best practises. Prior to anything else, organisations need to make sure that their hybrid approach is in line with their overall organisational goals, vision, and culture. For all employees to be on the same page and working towards the same purpose, there must be a clear and widespread awareness of the strategic direction and objectives.

The second step is for organisations to create a solid process for strategic planning and execution that combines both conventional and cutting-edge components. To do this, it may be necessary to perform a thorough analysis of the external environment, identify the most important opportunities and risks, and develop a comprehensive strategy that makes the most of the advantages of various approaches. For the plan to be implemented successfully and progress to be tracked, the execution process should contain clear responsibility, performance measurement, and feedback systems.

Organisations must create a culture of innovation and ongoing learning, which is the third step. This may entail encouraging an experimental, daring, and open-minded mindset. Companies can set up tools and platforms that encourage teamwork, sharing, and collaboration among their staff. In a hybrid work environment, it might be harder to maintain team cohesiveness, develop a sense of belonging, and guarantee that all employees have equitable access to information and opportunities.

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## ANNEXURE

### Questions:

1. Name
2. Gender
3. Age
4. Marital status
5. Educational qualification
6. Years of experience
7. Monthly income
8. Which mode of work would you prefer?
9. If hybrid, then which model would you prefer?
10. If hybrid, then how many days would you prefer to come to office?
11. In which option you feel more dedicated towards work?
12. In which option you feel that you can perform your work more efficiently(less error)?
13. Time spent in meeting while working from office?
14. Time spent in meeting while working from home?
15. Which option will help better in resolving conflicts?
16. How do you see your relation with your colleagues?
17. According to you, overall which option will be more efficient for your contribution to the organization?
18. In which option you will have a good work life balance?

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