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Major Research Project

The Influence of Hybrid Strategies on Organizational Effectiveness

Submitted by

Shubham Singh

2K23/UMBA/102

Under the guidance of

Dr. Vikas Gupta

Associate Professor



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CERTIFICATE FROM THE INSTITUTE

This is to certify that Mr. Shubham Singh (2K23/UMBA/102) has satisfactorily completed the Major Research Project titled 'The Influence of Hybrid Strategies on Organizational Effectiveness', 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 2023-25.

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

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DECLARATION

I, Shubham Singh, Roll No 2K23/UMBA/102, hereby declare that the major research project work entitled ‘The Influence of Hybrid Strategies on Organizational Effectiveness’ 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.

Shubham Singh

2K23/UMBA/102

ACKNOWLEDGEMENT

In the process of completing my major research project on “The Influence of Hybrid Strategies on Organizational Effectiveness”, I have received cooperation from many quarters.

I express my sincere gratitude and thanks to our **HOD, Delhi School of Management, Delhi Technological University, Dr Saurabh Agrawal** for giving me an opportunity to enhance my skill in my project. I am extremely grateful to my mentor **Dr Vikas Gupta** 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 sincerely acknowledge the support of all who contributed, directly or indirectly, to the completion of this research.

Shubham Singh

2K23/UMBA/102

EXECUTIVE SUMMARY

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.¹ 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.

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.

¹ 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.

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 ¹ 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.

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 ¹ 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, ² 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.

In this study I will collect various data from employees and executives about their expectation about post pandemic ² 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 ² 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

1.1 Background



Fig 1.1: Hybrid Work Model

Companies are starting to use hybrid strategies more frequently, despite the fact that the idea is still relatively new in the business sector. Hybrid strategies combine two or more distinct business models, strategies, or technology to gain a competitive advantage in the marketplace. Different approaches, which are typically seen as mutually exclusive, are combined in different methodologies. But when used well, these tactics can produce a synergy that enhances organizational 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.

Hybrid strategies are regarded to be the answer to the challenges of today's dynamic and complicated corporate environment. Businesses are increasingly functioning in an environment marked by rapid technical breakthroughs, globalization, and increased competitiveness. Businesses must therefore be able to adjust to changing market conditions in order to remain competitive.

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

With hybrid approaches' flexibility and agility, organizations may react swiftly to changing market conditions. Businesses that use a variety of different strategies may quickly switch between them based on the market conditions. By adapting to the ever-changing business landscape, this ensures that companies can maintain a competitive edge.

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.

Research on how hybrid strategy affects organizational effectiveness has been more and more prominent in recent years. Potential benefits of hybrid methods include increased market share, more profitability, and higher customer satisfaction. Implementing a hybrid strategy can also be challenging because it requires careful planning, coordination, and execution.

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.

To sum up, hybrid approaches have become an essential tool for companies looking to improve performance. Businesses that combine many business models, strategies, and technologies can create a competitive edge that is difficult to replicate. The adaptability and agility of hybrid strategies enable organizations to respond to changing market conditions. They also help companies lower risks, allocate resources effectively, and promote innovation. Studies show that hybrid methods improve an organization's performance compared to those that rely solely on one strategy. Because of this, companies should consider embracing hybrid strategies if they want to remain competitive in the fast-paced business world of today.

The purpose of this study is to look into how hybrid strategy affects organizational performance. The definition of "hybrid strategy" and how it works will be covered in the first paragraph. ² The benefits and challenges of implementing a hybrid strategy will then be discussed, along with the importance of aligning the strategy with the organization's culture and

principles. After that, the essay will examine case studies of businesses that have successfully employed hybrid strategies and evaluate the impact they had on overall business performance.

²Overall, 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

The COVID-19 pandemic has compelled organizations worldwide to embrace hybrid work practices. The hybrid working approach ²allows employees to work from both remote and office locations. ²This model is becoming more and more popular since it provides employees with flexibility and a work-life balance, increases organizational resilience, and reduces expenses.

- 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.

According to Quora CEO Adam D'Angelo, the company will adopt a remote-first strategy, with employees working primarily from home. The office will only occasionally be used by those who require it. D'Angelo plans to visit the office only once a month, and the executive staff will also be working remotely.

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.

- Occasional Office Visits: Although some companies have not fully embraced the remote work paradigm, they continue to believe that having employees come into the office two or three times a week is essential to the company's success. This approach can work well for local workers because they may need to be in the office on occasion. Under this model, higher-ups and those in positions of power will occasionally visit the office, while those who are physically unable to do so can work from home.

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 trips permitted: This approach blends office visits with remote work first. With occasional remote work, the organization's operations are mostly conducted offline. Most workers come into the office on a regular basis. Individuals who choose for remote work are advised on important meetings and office conversations.
- 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.

Instead of having to start from scratch and deal with the challenges of developing a virtual mode that would meet their business's needs, it is clear that companies that had already set up a hybrid work system prior to the pandemic found it easier to adapt to the new normal. The pandemic illustrated the benefits of the hybrid work strategy by facilitating the seamless transition of firms to fully remote employment. However, companies without prior experience in managing remote workers initially struggled and lost money before they figured out the remote work system.



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.

- Increased staff productivity and efficiency: The hybrid work paradigm can increase staff productivity and efficiency while also cutting costs. Without having to report to work between 9 am and 5 pm, employees can work in any comfortable and relaxed environment they choose, which improves their level of satisfaction and ability to think effectively. Efficiency levels also increase as a result of the significant improvement in employee performance. Businesses around the world assert that enabling remote work has increased worker performance and productivity by 30%.
- Strong recruitment tool: Businesses can engage and hire the top candidates from around the globe, no matter where they live, thanks to the hybrid work model. By using this tactic, companies can find a market and hire the best workers. benefit.

- 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

- Effect on Teamwork: There are a lot of teamwork issues with the hybrid work style. Working alone is not a problem when working remotely, but cooperation presents coordination and communication issues. While communication and team collaboration are easier in an actual workplace, they become more challenging when working remotely, which may affect output.
- Reduced staff involvement: The hybrid work strategy has an effect on employee engagement as well. Digital conflict resolution can be difficult because distant workers cannot physically interact with one another. In a physical office setting, where coworkers feel a sense of camaraderie and any issue can be resolved immediately, employee engagement is higher and success can be measured more simply.

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. Citigroup's Manhattan headquarters ought to be informed that this idea is inappropriate. Additionally, the company has decided that Friday Zoom sessions are no longer allowed and that only a small percentage of the 210,000 employees at these centers will work remotely permanently.

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.

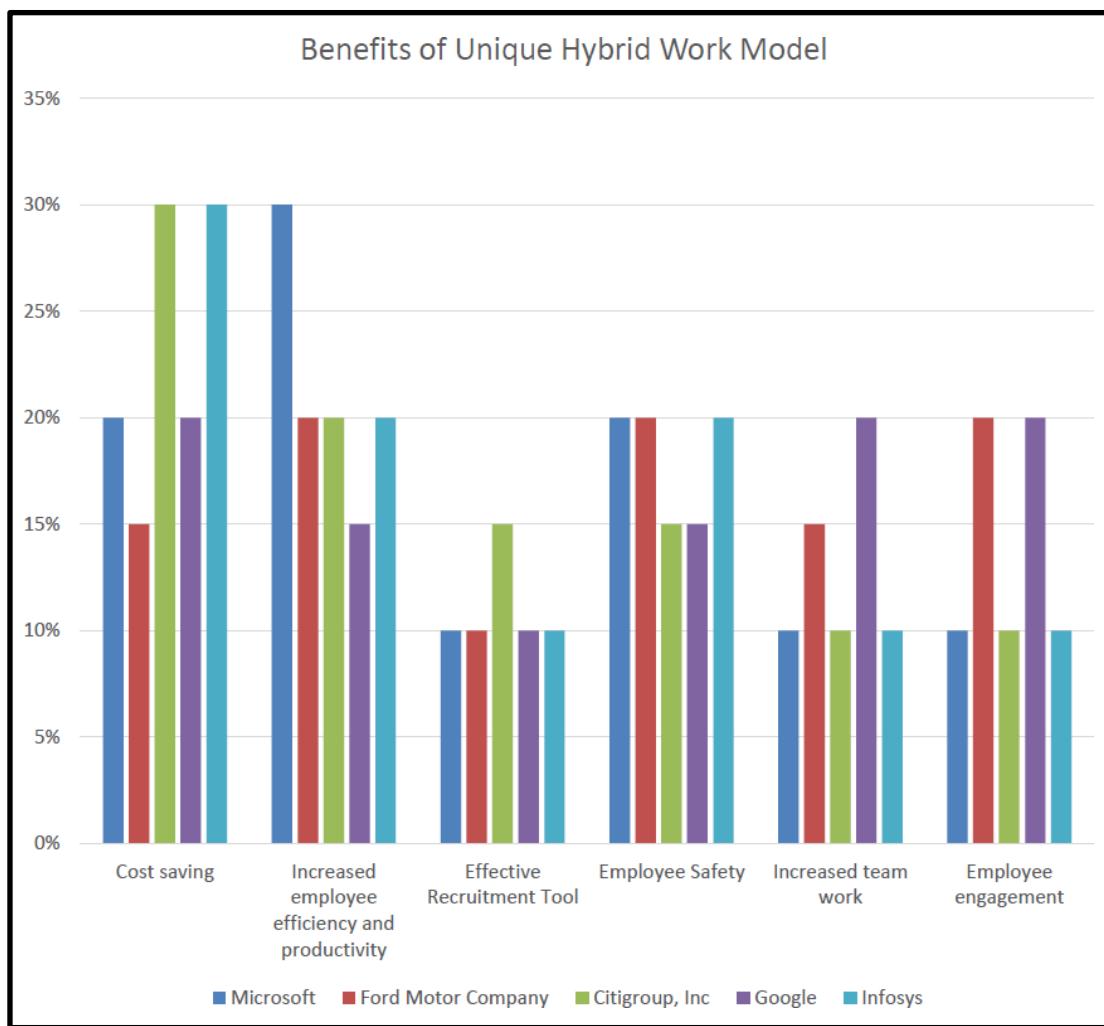


Fig 1.4: Graph showing benefits of Hybrid Work Model in 5 companies

1.2 Problem Statement:

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

This study aims to investigate how hybrid approach affects organizational performance. The study will look at the concept of hybrid strategy, which involves combining two or more strategic positions to provide a unique approach to accomplishing organizational goals. The primary focus of the study will be the many components of a hybrid strategy, as well as the benefits and challenges of implementing one.

The study will also examine the effects of hybrid strategy on the company's overall success, customer satisfaction, worker engagement, and financial performance. By analyzing both qualitative and quantitative data, such as case studies, surveys, and financial reports, the study will offer a thorough understanding of how hybrid strategy affects organizational performance.

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

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). As digitization permeates every industry, workplaces must innovate and overcome obstacles to ensure a smooth transition to a hybrid model. Even if the COVID-19 pandemic has increased demand for hybrid workplaces, many businesses are taking their time to establish a dependable working arrangement. While some people work entirely from home, others operate in a hybrid setting. Because of the pandemic, we now recognize the importance of planning and preparedness in the workplace, as well as flexibility and adaptation.

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 Schirrmann (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.

According to Danijela Sokolic (2022), working remotely—especially from home—has emerged as the most popular kind of employment in the third decade of the twenty-first century. What started off as an experimental practice in the IT business at the beginning of the millennium in certain firms has now expanded widely and unintentionally due to the Covid-19 pandemic in 2020 and 2021. A new psycho-emotional perspective of work in the context of changing socialization patterns has come from this, along with significant changes in the way work is done, including communication patterns and the idea of the workplace.

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 Grzegorczyk, 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.

Since the COVID-19 pandemic has impacted many aspects of life and work, it is critical to understand how different work arrangements affect employee behavior (Antoni Wontorczyk and Bohdan Roznowski, 2022). This study looks at the crucial organizational psychology concept of job engagement and its determinants, which include attitudes toward distant work and stressors.

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; Vilhelmsen & 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; Vilhelmsen & 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; Vilhelmsen & Thulin, 2016).

Millions of workers around the world now work from home as a result of the epidemic and the government's following efforts to curb the disease's spread. Generally speaking, remote work was only permitted for personnel who were absolutely required (see, for instance, De Nederlandse Rijksoverheid, 2020). Consequently, up to 40% of European workers began working remotely full-time, compared to just 5.4% in 2019—often on a part-time basis (European Commission, 2020). Employees who worked remotely benefited from shorter commutes and more flexible work schedules, but they also faced drawbacks such a loss of social connections, spending a lot of time at home, and unfavorable working conditions (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.⁴ 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. Different countries implemented telework in different ways. In Scandinavia, for example, the number of persons who work hybrid hours was twice as high as in Portugal and Italy (OECD, 2020). The infrastructure, internet availability, management style differences, and inhabitants' perspectives on work-life balance were some of the other factors that affected the capacity to work remotely (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 ⁴ 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 ⁴ 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.⁴ 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.

⁴ 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

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.

Questionnaires are often used in research because of their ability to swiftly and economically gather a substantial amount of data from a large sample size. They are highly skilled in assessing subjects' beliefs, inclinations, and actions. With the use of both open-ended and closed-ended research questions, these surveys can collect both qualitative and quantitative data, producing more comprehensive findings. Even though questionnaires are essential research tools, there are advantages and disadvantages to consider when deciding whether to use them to gather data. It may be easier to choose whether or not to utilize questionnaires for a particular study if one is aware of their benefits and drawbacks.

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 Survey research uses a variety of questionnaire types, such as:

- Postal: Surveys that use paper-based postal questionnaires are sent to participants via mail. Participants return them to the sender organization once they have completed them.
- In-house: For this type of survey, researchers personally present the questionnaire to respondents at their residences or workplaces.
- Telephone: In telephone surveys, participants are called by researchers who pose questions to them.

- 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 Female and Male

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

4.1 Findings

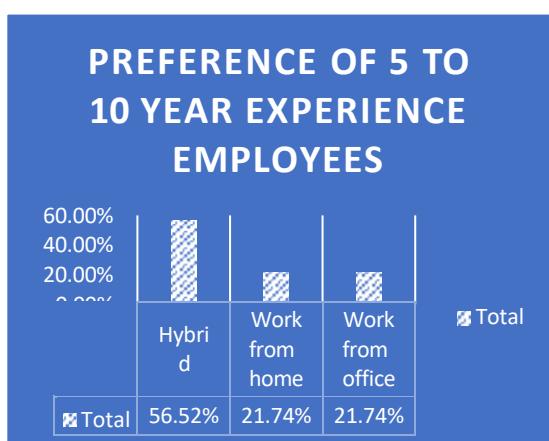
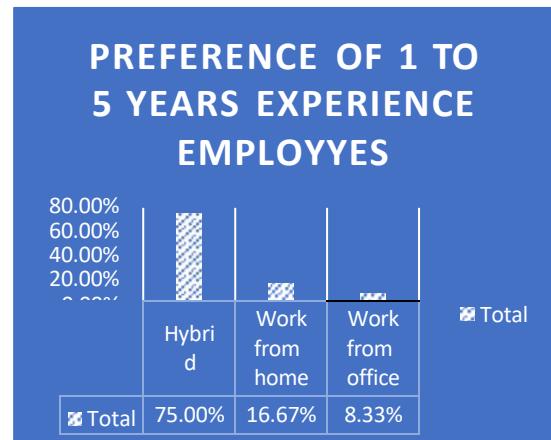
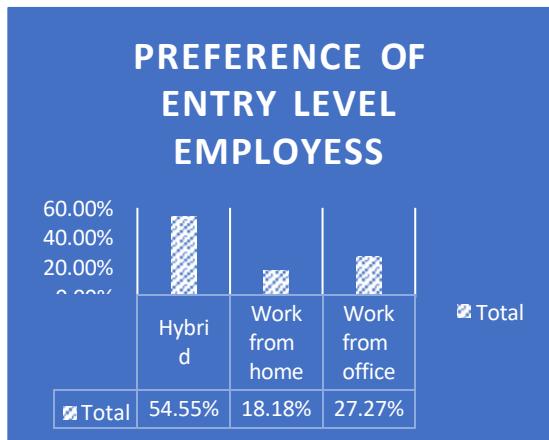
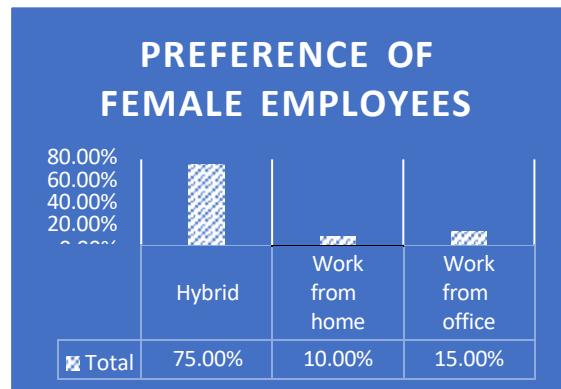
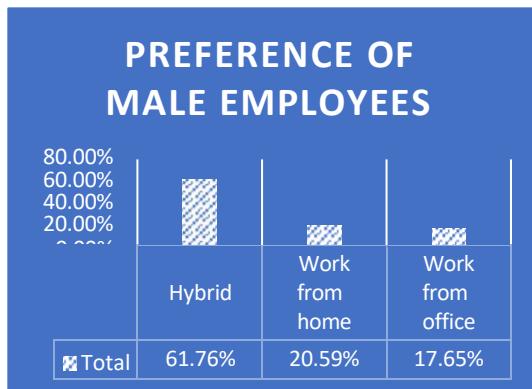
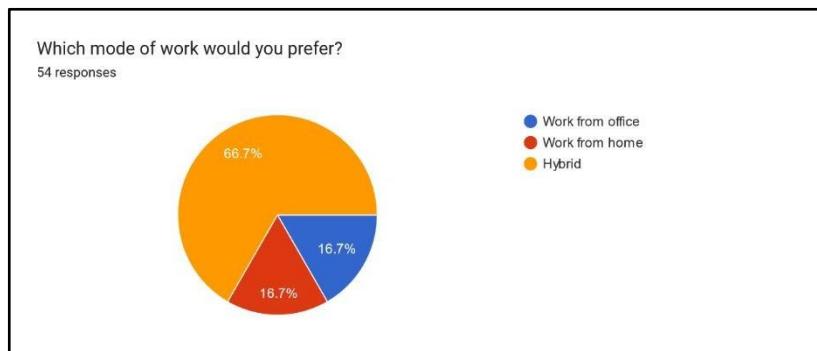
Covid completely altered the way that work is done in enterprises. Some businesses allowed their staff to work from home occasionally before the advent of the internet. All of the people left the covid and worked from their homes. Moving from an office to a home office within a set number of days was 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. But by now, employees were reluctant to go back to work because they had become used to working from home. This led to mass resignation. Consequently, the business started thinking of a hybrid work model in which staff members switch between working in an office and from home.

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.

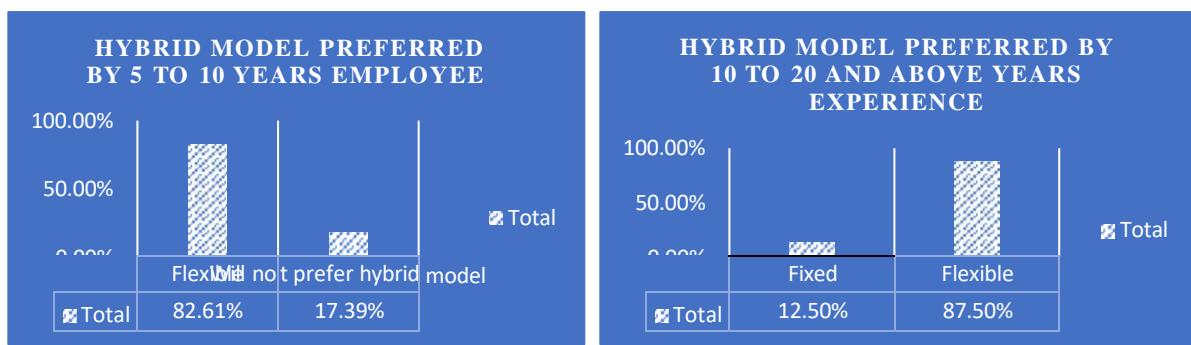
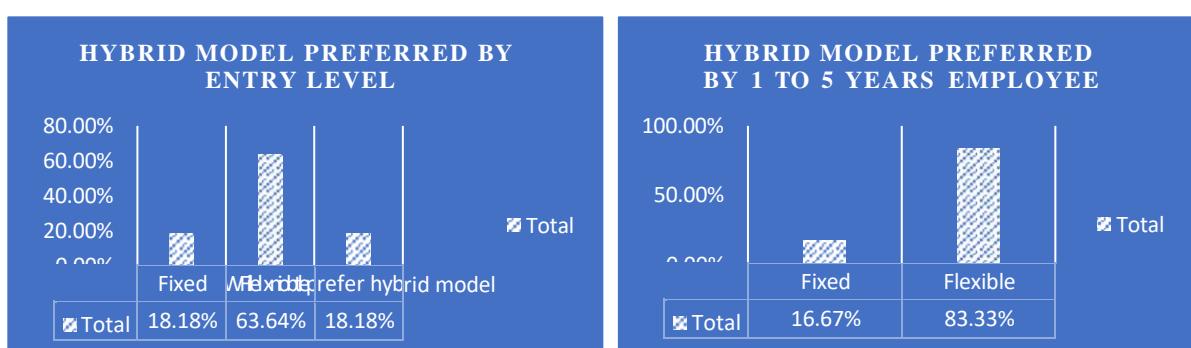
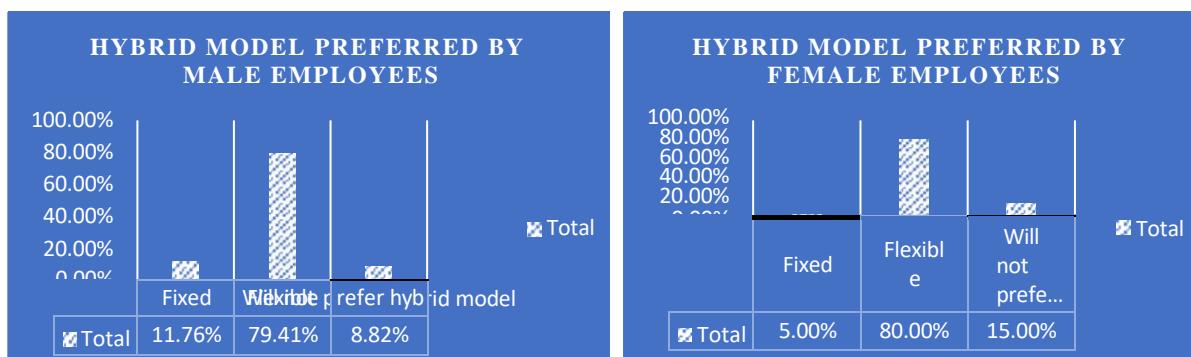
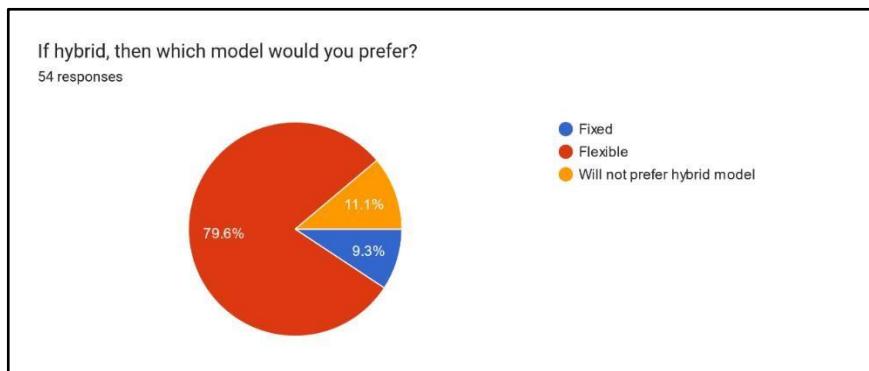
Let's deep dive into the data and have insights about hybrid model on different parameters like employee's experience, preference, and productivity, team collaboration etc.

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.

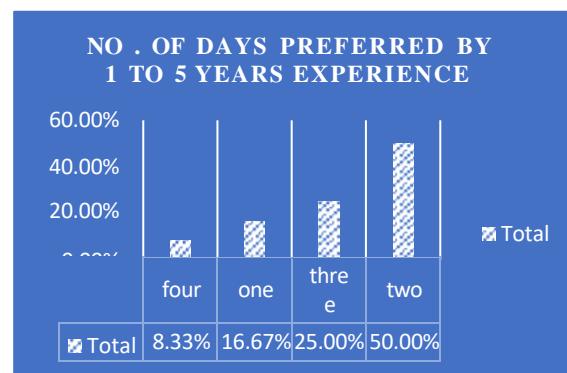
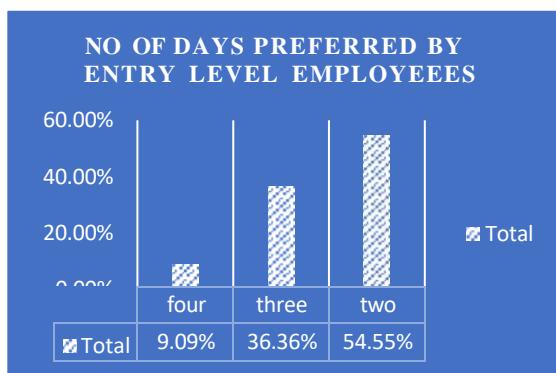
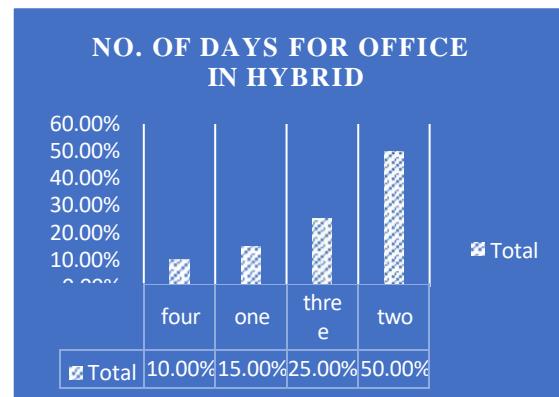
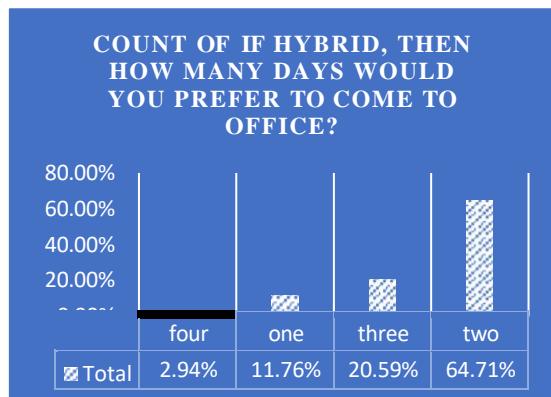
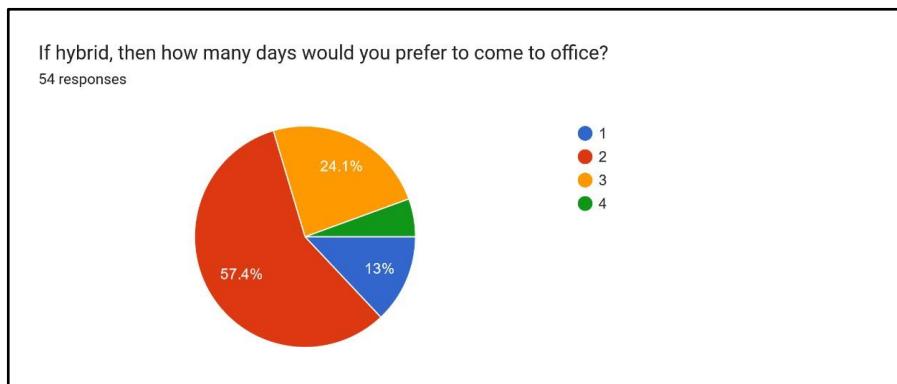
4.1.2 Preferred mode of hybrid model



- 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.

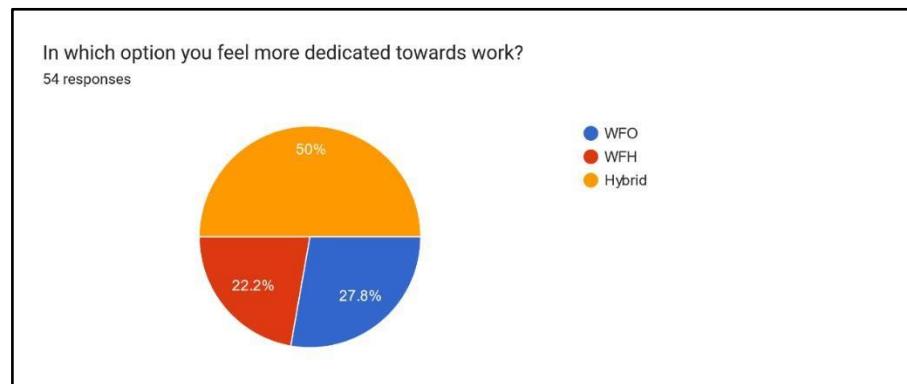
- Percentage of female employees asking for flexible hybrid model is approximately same with prior 80% and later 79.41%. Although when it come to fixed hybrid work model, the percentage changes as it becomes male (11.76%) and female (5%).
- When it comes at different experience level, newly joined employees, 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



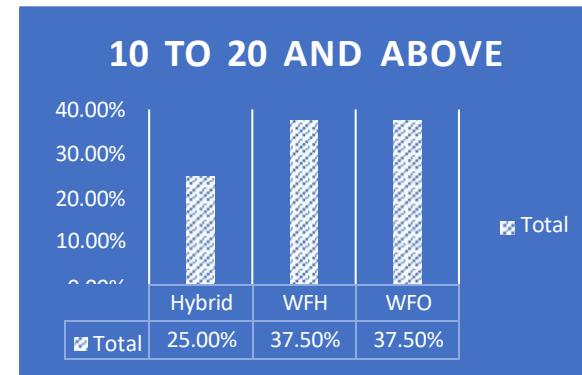
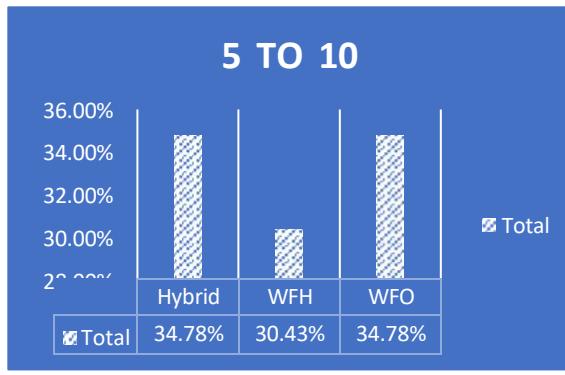
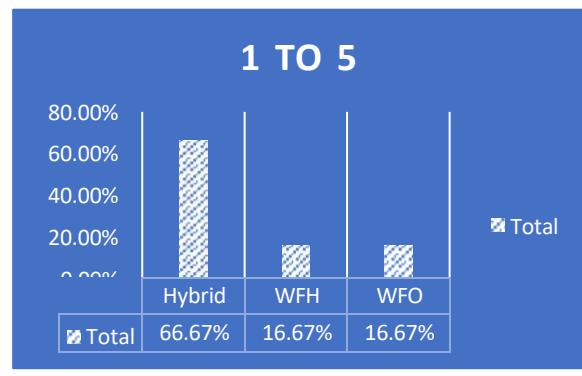
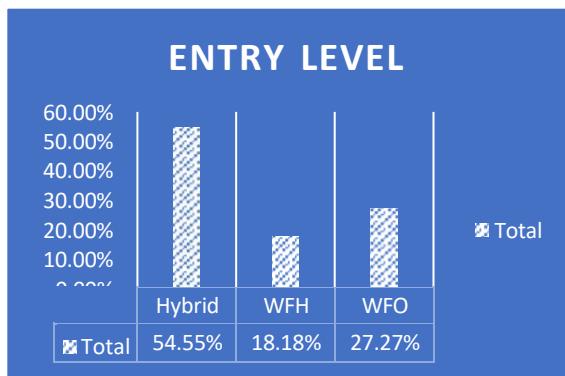
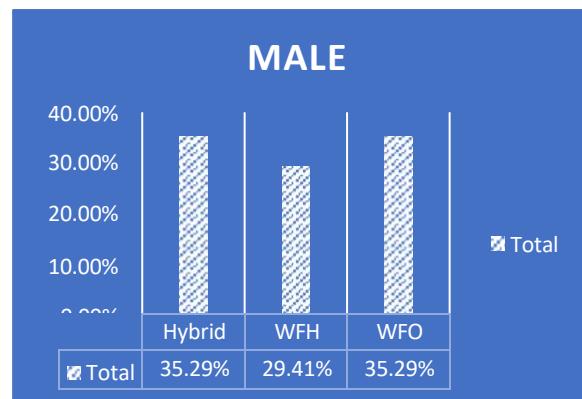
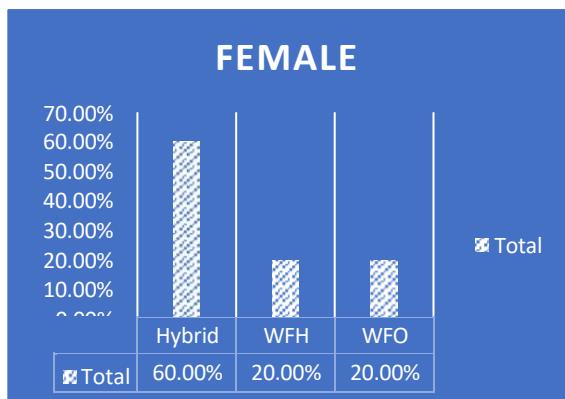
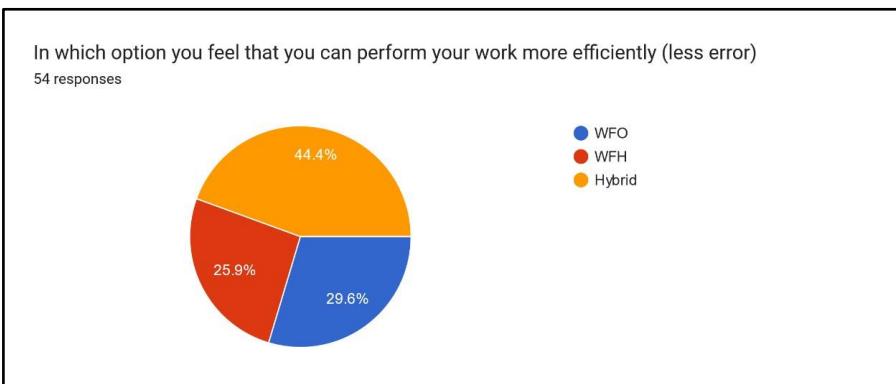
- When asked about the preferred number of days in office, 57.4% employees prefer 2 days, 24.1% prefer 3 days, 13% prefer 1 day and rest prefer 4 days to office.
- As per chart () and (), the number of days male and female employees prefer coming to office is 2. 50% female and 64.71% male prefer 2 days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



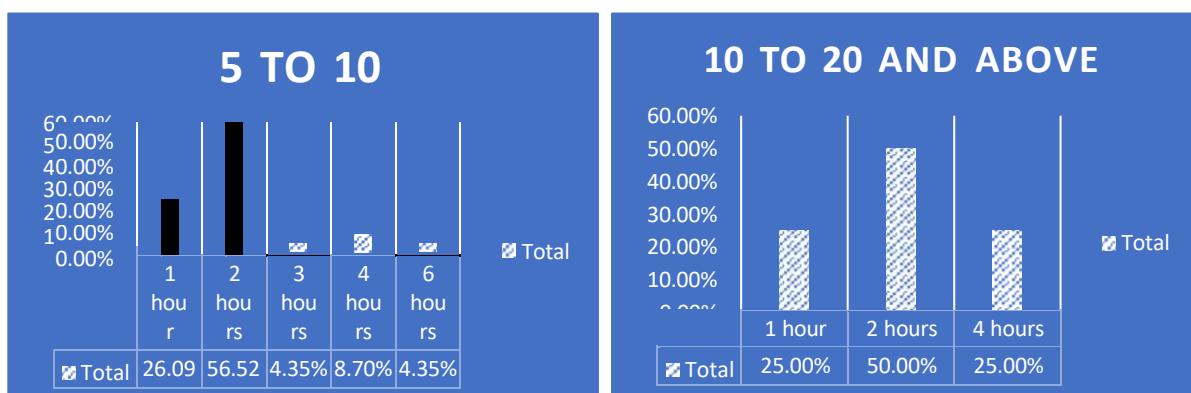
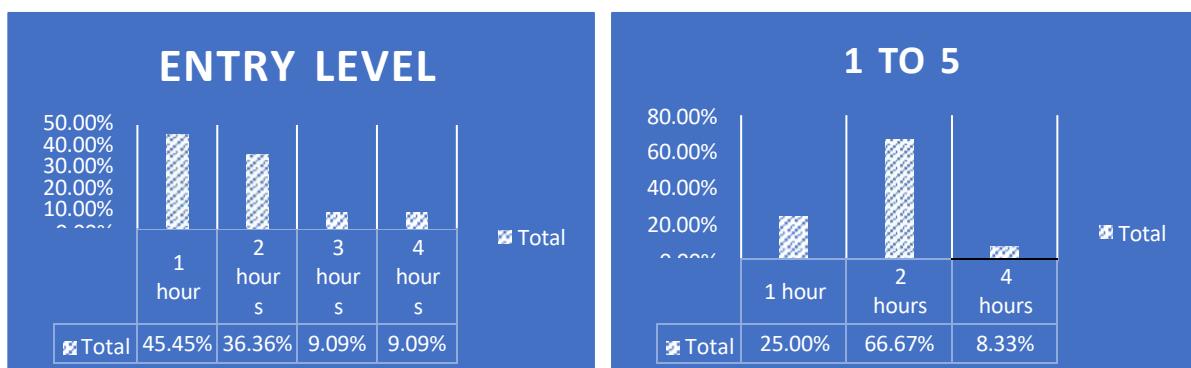
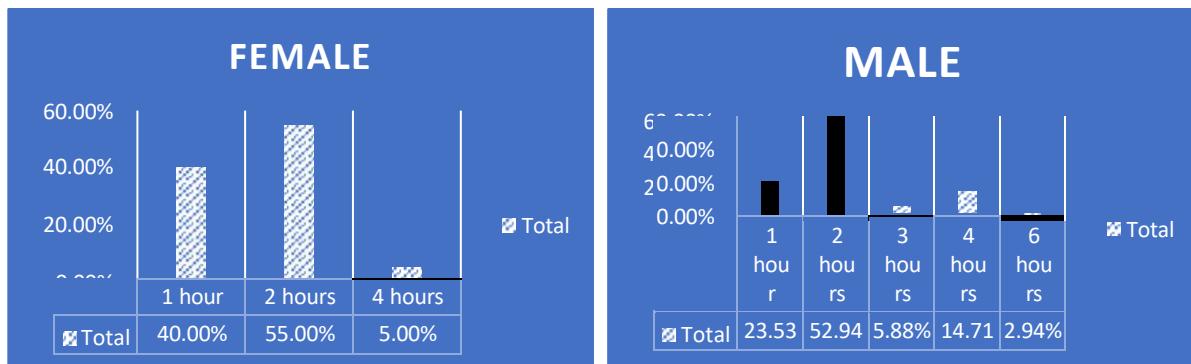
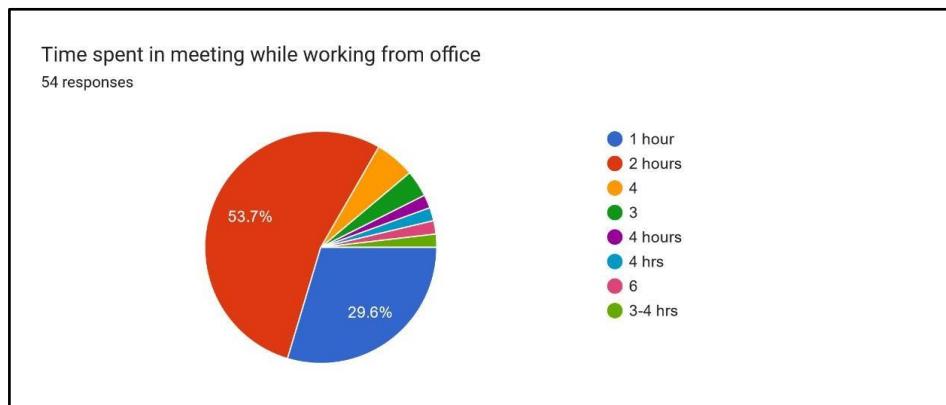
- The next question arises is about dedication towards work, so as per the data collected, 50% people feel more dedicated towards work when working in hybrid model. However, 27.8% people dedicated while working from office and 22.2% people feel dedicated while working from home.
- The dedication of male 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.
- Regarding varying levels of experience, both recently hired staff and those with one to five years of experience favor hybrid modes and feel more committed when working in them.
- 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



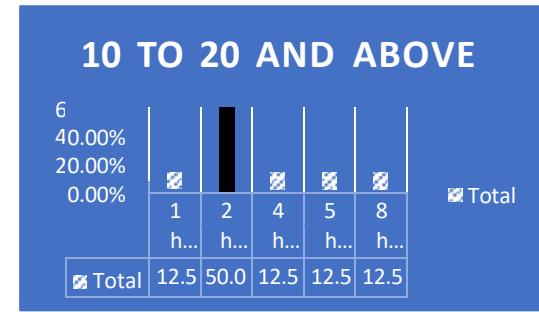
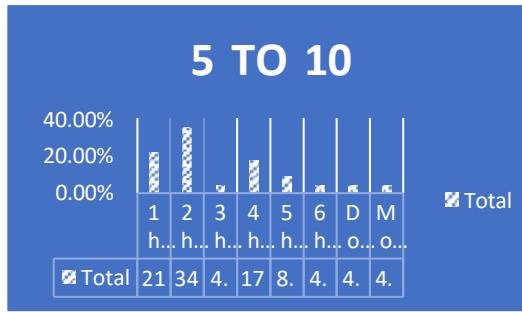
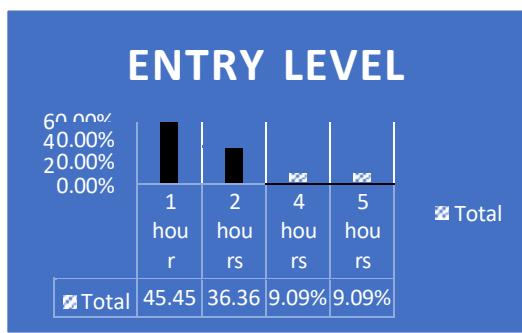
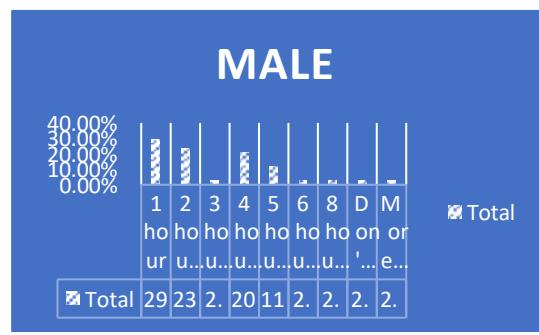
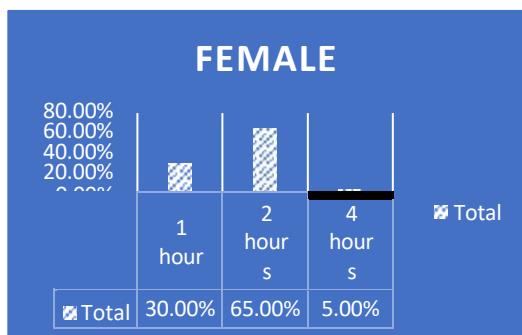
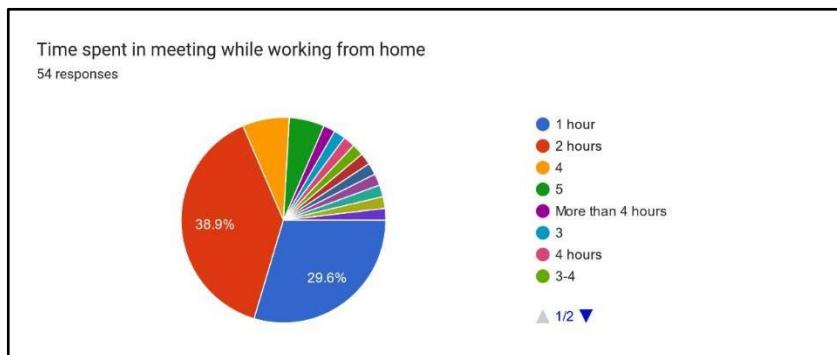
- When asked about efficiency, 44.4% employees preferred hybrid work model. 25.9% prefer work from home and 29.6% prefer work from office.
- Percentage of female employees asking for hybrid mode is more than male employees by 24.71% with prior 60% and later 35.29%.
- When it comes at different experience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

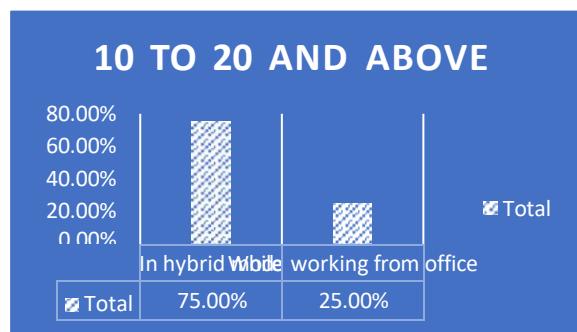
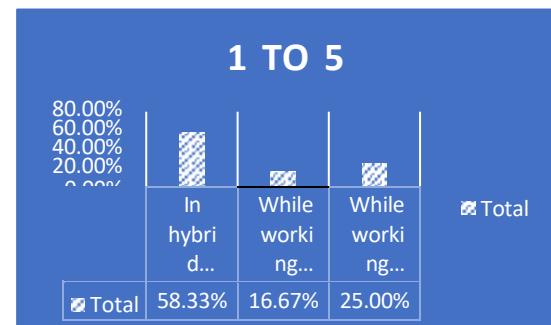
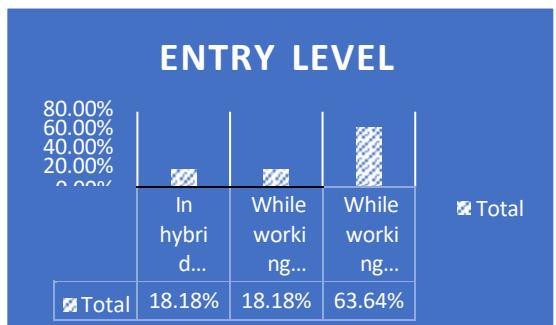
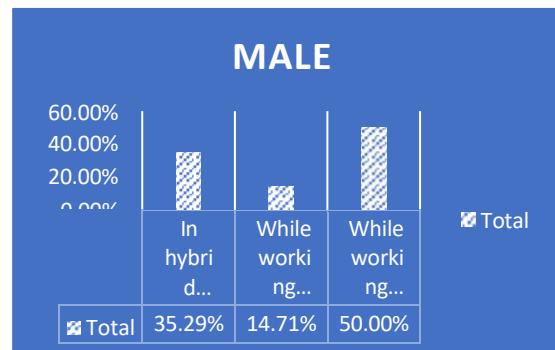
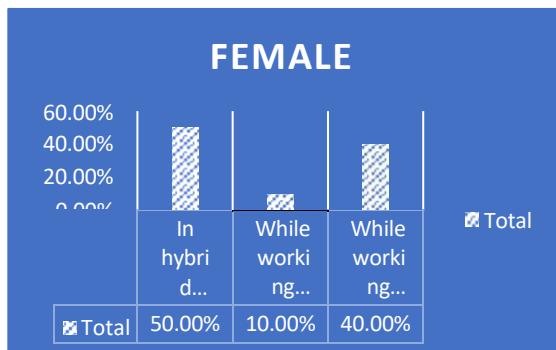
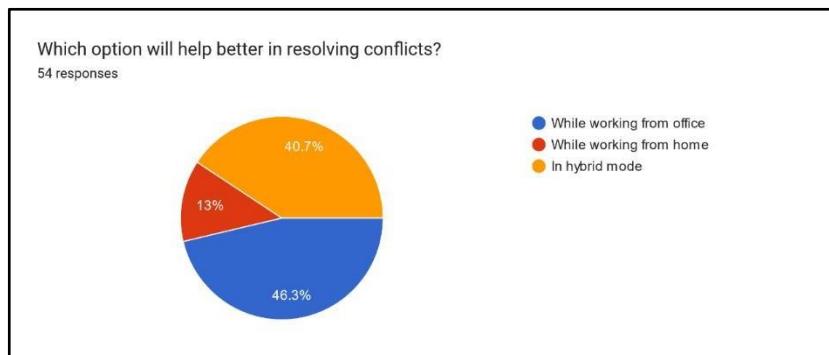
4.1.7 Hours spent in meeting while working from home



- 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

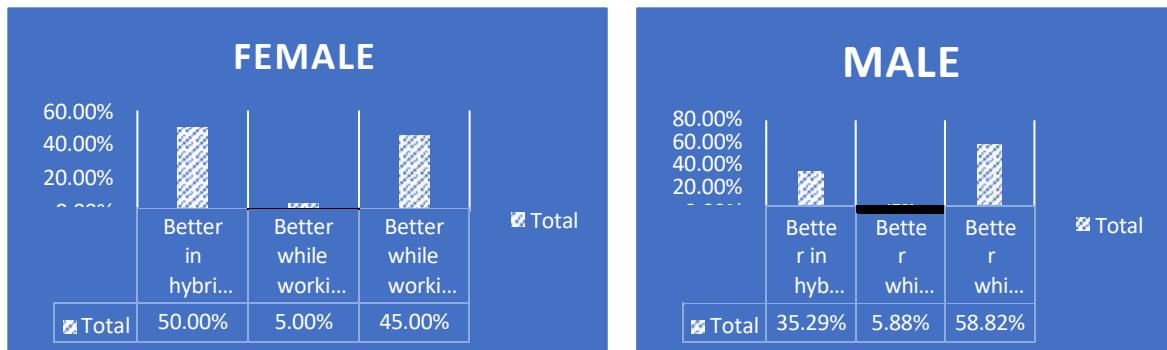
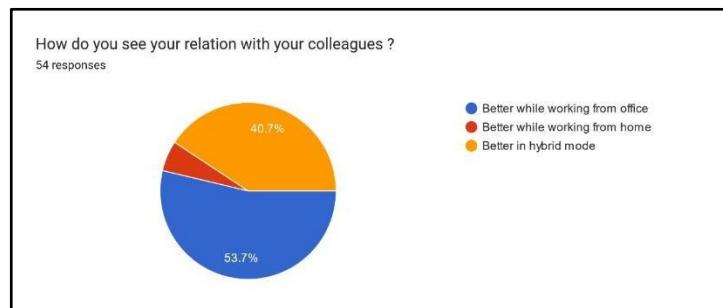
4.1.8 Better option in resolving conflict



- 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.

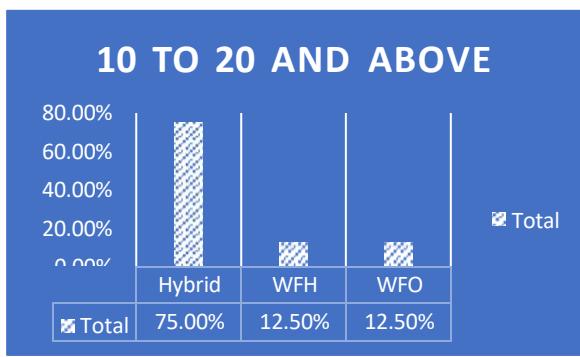
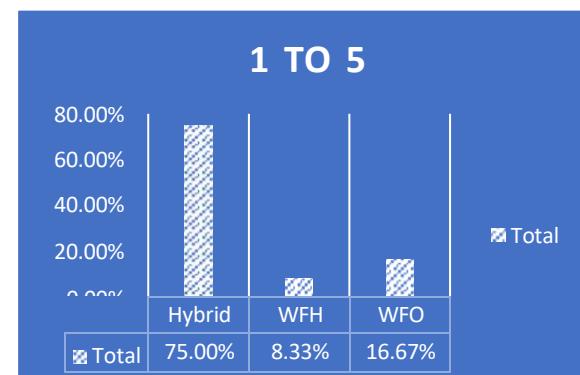
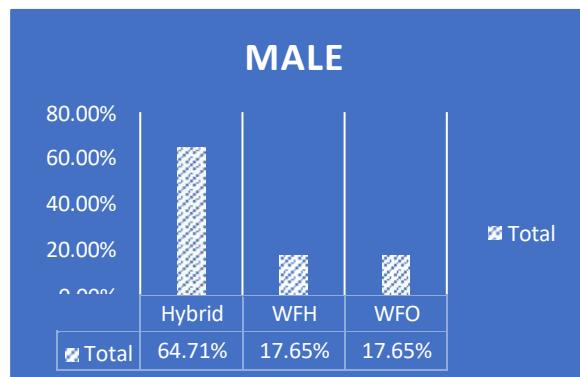
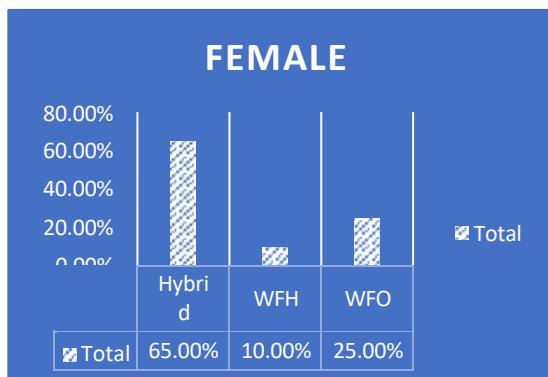
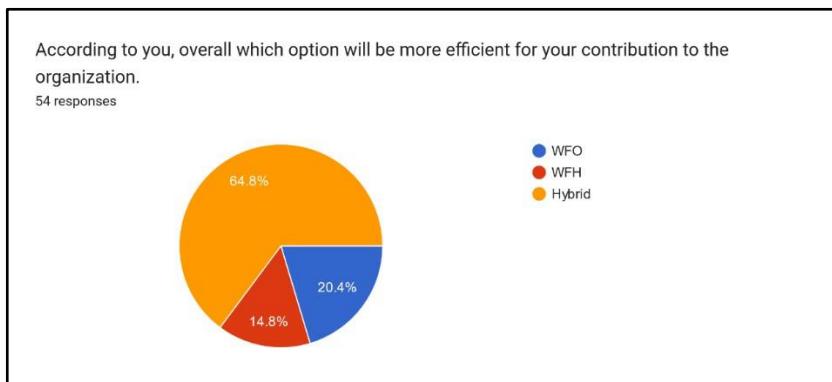
- When it comes to different experience level, entry level employees, employees having experience 5 to 10 years, they prefer work from office with a percentage of 63.64% and 56.52% respectively.
- However, employees having experience 1 to 5 years and 10 to 20 years they prefer hybrid mode with a percentage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

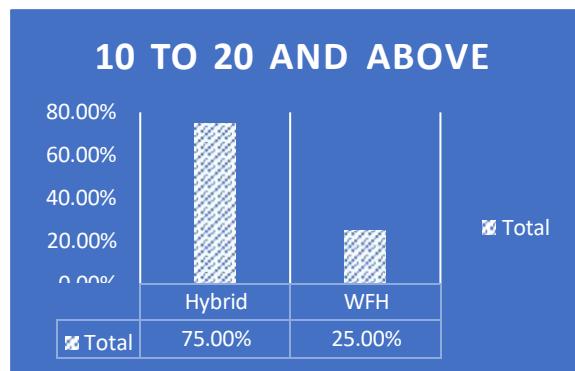
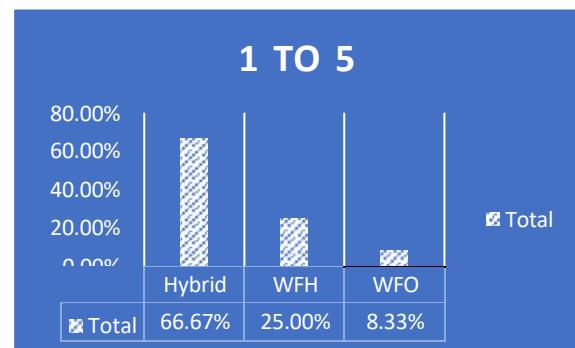
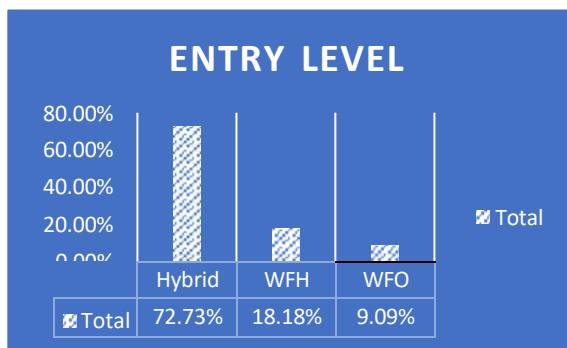
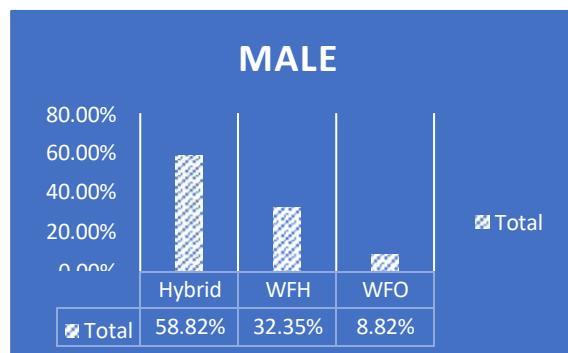
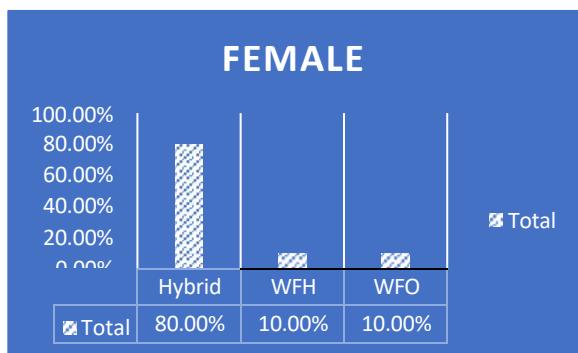
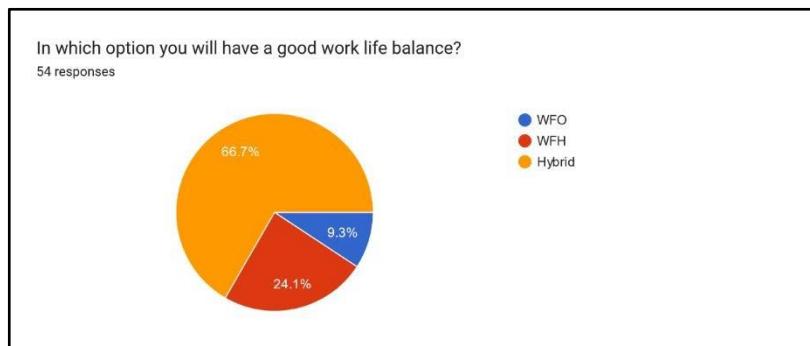
4.1.10 Overall most efficiency



- 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: ³ 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

A 5% threshold of significance is used to test the aforementioned hypothesis. The cross-tabulation between work style and job dedication is displayed in Table 1(a), and the Chi-Square result is displayed in Table 1(b).

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 ^a	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

⁵ A 5% threshold of significance is used to test the aforementioned hypothesis. The null hypothesis is rejected in the preceding table since the Pearson Chi-Square statistic (32.86) and p value (0.001) of Chi-Square are both less than 0.05. This leads to the conclusion that work style and commitment to one's job are significantly correlated.

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

A 5% threshold of significance is used to test the aforementioned hypothesis. The efficacy and work preferences are cross-tabulated in Table 2(a), and the Chi-Square result is displayed in Table 2(b).

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 ^a	4	<.001
Likelihood Ratio	42.433	4	<.001
N of Valid Cases	54		

a. The anticipated count for 4 cells (44.4%) is fewer than 5. 1.33 is the bare minimum predicted count.

Result

A 5% threshold of significance is used to test the aforementioned hypothesis. The null hypothesis is rejected in the above table since the Pearson Chi-Square statistic (52.78) and p value (0.001) of Chi-Square are both less than 0.05. This leads to the conclusion that their effectiveness and job preferences are significantly correlated.

Hypothesis 3

H0: Conflict resolution and work style do not significantly correlate.

H1: Work style and conflict resolution are significantly correlated.

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

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

A 5% threshold of significance is used to test the aforementioned hypothesis. The cross-tabulation between conflict resolution and work style is displayed in Table 3(a), and the Chi-Square result is displayed in Table 3(b).

Chi square test (work style and conflict resolution) Table 4.6

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	12.535 ^a	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

A 5% threshold of significance is used to test the aforementioned hypothesis. The null hypothesis is rejected in the above table since the Pearson Chi-Square statistic (12.535) and the Chi-Square p value (0.014) are both less than 0.05. This suggests that there is no meaningful connection between conflict resolution and work style.

5

Hypothesis 4

H₀: The way of working and relationships with coworkers don't significantly correlate.

H₁: There is significant relationship between mode of work and relationship with colleague..³

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

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

A 5% threshold of significance is used to test the aforementioned hypothesis. Table 4(b) displays the Chi-Square result, while Table 4(a) displays the cross-tabulation between work style and relationship with coworkers.

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 ^a	4	.233
Likelihood Ratio	6.108	4	.191
N of Valid Cases	54		

a. The predicted count is fewer than 5 in 7 cells (77.8%). The predicted count must be at least.50.

Result

A 5% threshold of significance is used to test the aforementioned hypothesis. The null hypothesis is accepted in the above table since the Pearson Chi-Square statistic (5.577) and the Chi-Square p value (0.233) are both greater than 0.05. This leads to the conclusion that relationships with coworkers and work preferences are not significantly correlated.

Hypothesis 5

³ **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

A 5% threshold of significance is used to test the aforementioned hypothesis. The cross-tabulation of work efficiency and mode is displayed in Table 5(a), and the Chi-Square result is displayed in Table 5(b).

³ **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 ^a	4	<.001
Likelihood Ratio	42.433	4	<.001
N of Valid Cases	54		

a. The anticipated count for 4 cells (44.4%) is fewer than 5. 1.33 is the bare minimum predicted count.

Result

A 5% threshold of significance is used to test the aforementioned hypothesis. The null hypothesis is rejected in the above table since the Pearson Chi-Square statistic (52.786) and p value (0.001) of Chi-Square are both less than 0.05. This leads to the conclusion that work efficiency and manner of operation are significantly correlated.

Hypothesis 6

H0: The mode of work and work-life balance are not significantly correlated.

H1: Work-life balance and mode of work are significantly correlated.

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
Which mode of work would you prefer?	Hybrid	Hybrid	WFH	WFO	
		31	4	1	36
	Work from home	1	8	0	9
	Work from office	4	1	4	9
Total		36	13	5	54

A 5% threshold of significance is used to test the aforementioned hypothesis. Work-life balance and work style are cross-tabulated in Table 6(a), and the Chi-Square result is displayed in Table 6(b).

Table 4.12: Chi square test (work-life balance and mode of work)

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	40.221 ^a	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

A 5% threshold of significance is used to test the aforementioned hypothesis. The null hypothesis is rejected in the preceding table since the Pearson Chi-Square statistic (40.221) and p value (0.001) of Chi-Square are both less than 0.05. This leads to the conclusion that work-life balance and method of work are significantly correlated.

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

A 5% threshold of significance is used to test the aforementioned hypothesis. Table 7(a) displays the monthly income and educational qualification cross-tabulation, and Table 7(b) displays 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 ^a	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

A 5% threshold of significance is used to test the aforementioned hypothesis. The null hypothesis is rejected in the preceding table since the Pearson Chi-Square statistic (17.435 and p value (0.042) of Chi-Square is less than 0.05. This suggests that there is a substantial correlation between monthly income and educational attainment.

An overview of the tested hypothesis

The results of the hypothesis derived from the statistical analysis are summarized in the table below.

Table 4.15: An overview of the tested hypothesis

Hypothesis	Statement	Remarks
H0 ₁	There is no meaningful correlation between work style and commitment to one's job.	5 Null Hypothesis got rejected.
H0 ₂	There is no significant relationship between mode of work and contribution towards organization.	5 Null Hypothesis got rejected.
H0 ₃	There is no significant relationship between mode of work and conflict resolution.	5 Null Hypothesis got rejected.
H0 ₄	There is no significant relationship between mode of work and relationship with colleague.	Null Hypothesis got accepted.
H0 ₅	The efficiency of work and the method of labor do not significantly correlate.	Null Hypothesis got rejected.
H0 ₆	Work-life balance and method of work do not significantly correlate.	Null Hypothesis got rejected.
H0 ₇	The monthly income and educational background do not significantly correlate.	Null Hypothesis got rejected

4.3 Result

The purpose of this study was to determine whether or not hybrid strategy has an impact on organizational performance. I've now employed a hybrid technique to assess organizational performance utilizing a number of criteria, including commitment to work, productivity, effectiveness, conflict resolution, relationships with coworkers, 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: The development of explicit guidelines is essential to ensuring the success of the hybrid work paradigm. This means setting rules for cooperation, correspondence, 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: In order to ensure the success of the hybrid work paradigm, performance evaluation is essential. It is imperative to create unambiguous performance metrics and conduct periodic reviews of progress.

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 ² study on the effects of a hybrid strategy on organisational performance.

CHAPTER 5 – CONCLUSION

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 benefits of hybrid strategy have been amply demonstrated by the research on how it impacts organizational performance. Businesses that employ a hybrid strategy usually exhibit greater degrees of resilience, flexibility, and adaptation—all of which are critical for success in the dynamic business world. By fusing tried-and-true strategies with innovative ideas and tactics, organizations can respond to changing consumer preferences, market conditions, and technological advancements more rapidly.

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 ² 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.

Remembering that hybrid work models do provide some challenges is important. One of the biggest issues ⁴ between people who work remotely and those who are physically present is effective communication and teamwork. Maintaining team cohesion, creating a feeling of community, and ensuring that all employees have fair access to opportunities and resources may be more challenging in a hybrid workplace. ² Organizations must invest in technology and communication solutions to facilitate seamless communication and collaboration, regardless of an employee's location or work arrangement.

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, ² 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 organization 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 organization 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.

Organization 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. ² 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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