

PSYCHOLOGICAL EFFECTS OF THE HYBRID
WORK REVOLUTION ON MODERN
WORKFORCE

BY

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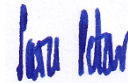
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DEDICATION

I would like to dedicate this research paper to my family, whose unwavering support and encouragement have been the driving force behind my research journey.

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ABSTRACT

PSYCHOLOGICAL EFFECTS OF THE HYBRID WORK REVOLUTION ON MODERN WORKFORCE

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The COVID-19 pandemic has profoundly altered our working practices, leading to a significant shift toward hybrid employment. Employees have the option to work from home or in the office in a hybrid workplace. This arrangement has some advantages, like more flexibility and shorter commute times, but it also brings with it several new challenges. The psychological impact on workers is one of the most pressing issues. The purpose of this study is to investigate the mental health, and work-life balance, job satisfaction, and other psychological effects of hybrid workers. Organizations and policymakers will greatly benefit from this study's findings as they navigate the ever-evolving work landscape and strive to create employee-friendly hybrid workplaces.

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CHAPTER I

INTRODUCTION

1.1 Introduction

The COVID-19 pandemic has thrown off the norm of working nine to five in an office and accelerated the adoption of remote work arrangements. Many businesses are opting for a hybrid model, allowing employees to work from home or on-site as they gradually reopen their offices. While hybrid work reduces commute time and gives employees more flexibility, it also brings new challenges. The psychological impact on workers is one of the most pressing issues. People have been forced to blur the lines between their personal and professional lives as a result of the sudden shift toward remote work, which has resulted in feelings of isolation, burnout, and decreased job satisfaction. In the same way, going back to work has its own set of challenges, like more stress and less time for family and work.

To discover the psychological impact on employees and to increase employee job performance, which in turn leads to job satisfaction, it is justifiable that we understand individual employee perceptions regarding the choice to work in-person and remotely or the sudden shift to work in-person after the pandemic, and a few other reasons will help us to identify the reason behind the psychological stress the employees are facing and also it

is legitimate that we recognize an organization's mindset on how to utilize the outcomes connected with managerial strategies to improve employee job performance, which ultimately results in their job satisfaction. Learning more and analyzing deeper could help us cope with hybrid workplace management in the future.

Even though hybrid work is becoming more common, little research has been done on how this new way of working affects employees' psychological well-being. Work demands, autonomy, and organizational support are some of the individual and organizational factors that influence the psychological impact of hybrid work. In addition, research is required to comprehend how different employee groups, including those who are already marginalized or underrepresented in the workplace, may be affected differently by hybrid work arrangements.

There is a dearth of research on the psychological effects of hybrid work arrangements on employees, despite the growing body of research on the psychological effects of remote work. Due to a lack of research, it is difficult for organizations and policymakers to comprehend the complexities of this new work paradigm and to create hybrid work environments that are inclusive and supportive of employees.

The fact that the psychological effects of hybrid work on employees are complex and multifaceted and depend on a variety of individual and organizational factors, such as work demands, autonomy, and organizational support, only serves to exacerbate the issue. In

addition, research is required to comprehend how different employee groups, including those who are already marginalized or underrepresented in the workplace, may be affected differently by hybrid work arrangements.

This study aims to understand the individual and organizational factors that influence the positive and negative psychological outcomes associated with hybrid work arrangements and the psychological effects they have on employees. Organizations and policymakers looking to create hybrid work environments that are inclusive and supportive of employees will greatly benefit from this study's findings.

Research is urgently required to fully comprehend the psychological effects of hybrid work on employees, considering these obstacles. Understanding how hybrid work arrangements affect employees' psychological well-being is critical because of the broad repercussions. By emphasizing the significance of the subject and the requirement for additional research into the psychological effects of hybrid work, this introduction sets the stage for the research. In addition, it establishes expectations for the results of the research and provides a concise justification for them. This kind of research will have important repercussions for businesses and policymakers who want to create hybrid workplaces that are inclusive and supportive of employees.

1.2 Research Problem

Working remotely has been shown to help employees maintain a healthy work-life balance by allowing them to adjust their working hours to suit their personal and family obligations. However, employees who engage in remote work arrangements may be impacted by the following situations:

1. **Work-Life Balance** - The work-life balance can be contrary to popular belief, even for highly autonomous people, these flexible work arrangements might result in a workload increase. Additionally, the irregular and unpredictable nature of remote work and work schedules may emphasize the opposite of work-life balance.
2. **Health** – Remote employees are even more susceptible to health concerns due to the intensive use of information and communication technologies, which may result in a high level of stress, headaches, eyestrain, burnout, anxiety, and fatigue.
3. **Performance** – In the digitally connected workforce, virtual absenteeism is becoming more common. While it may force remote employees to complete duties while ill, it can also be even more harmful to their health and ultimately diminish their overall performance.

These factors are very closely related and may have varying degrees of impact on distant employees. Now, more than ever, is the time to pay close attention to all of these negative aspects that remote workers experience.

The managers will need to extend their understanding of psychological safety, one of the most reliable indicators of team effectiveness, to sort out hybrid work arrangements. Managers have typically prioritized encouraging transparency and dissent over job topics when it comes to psychological safety. The issue is that the line separating business and personal life is getting blurrier.

Managers must make decisions regarding staffing, scheduling, and coordination while taking into account the unique circumstances of each employee. As a result, the implementation of hybrid workplace management is subject to a great number of limitations that prevent the beginning or advancement of many managerial projects. These limitations invariably have a significant negative impact on the performance of the organization as a whole as well as the overall satisfaction of the workforce.

This reflection attests to me that psychological behavior and job satisfaction are essential requisites in the hybrid workplace that will assist in achieving business success through various managerial strategies. If so, what is the psychological impact on employees in a hybrid workplace? What strategies do business leaders have to use to steer employee job performance?

To discover the psychological impact on employees and to increase employee job performance, which in turn leads to job satisfaction, it is justifiable that we understand individual employee perceptions regarding the choice to work in-person and remotely or the sudden shift to work in-person after the pandemic. A few other reasons will help us identify the reason behind the psychological stress the employees are facing, and it is also legitimate that we recognize an organization's mindset on how to utilize the outcomes connected with managerial strategies to improve employee job performance, which ultimately results in their job satisfaction.

This research project will provide an overview of the psychological stress employees face while choosing a hybrid workplace. This paper analyses the positivity and psychological effectiveness of an on-site and hybrid working model. In addition, it will propose a conceptual framework for managing such constraints.

1.3 Significance of the Study

The study's importance stems from its potential to provide organizations, workers, and researchers with important knowledge and understanding. The future of work and employee well-being may be significantly impacted by thorough and in-depth research on the psychological effects of the hybrid workplace.

- i. **Organizational Impact:** The study's conclusions can aid businesses in better comprehending how the hybrid workplace affects workers psychologically. It can shed light on the elements that affect workers' productivity, job satisfaction, and general well-being in a hybrid work environment. With the use of this knowledge, organizations may build practical plans and guidelines that will improve morale at work, increase employee involvement, and boost productivity.

- ii. **Employee Well-Being and Job Satisfaction:** The study can provide information on how the hybrid workplace influences employee well-being and job satisfaction. The research can pinpoint the elements that encourage good well-being, such as autonomy, flexibility, work-life balance, and social connection, by examining the psychological implications of hybrid employment. Employees who are better equipped to deal with the opportunities and challenges presented by the hybrid workplace will be more satisfied with their jobs and experience better mental health overall.

- iii. **Flexibility and Work-Life Balance:** The research can help us comprehend flexibility and work-life balance in the context of the hybrid workplace. When working in a hybrid environment, it might shed light on how employees view and experience the balance between work and personal life. The research findings can help organizations create work-life integration policies and procedures that enable workers to successfully balance their personal and professional obligations.

- iv. **Policy and Decision-Making:** When developing policies pertaining to remote work, flexible work schedules, and work design, policymakers and decision-makers can benefit from the study's findings. The study can offer evidence-based perceptions of the potential advantages and difficulties of the hybrid workplace model, assisting policymakers in creating rules that uphold employee rights and support healthy workplaces.

- v. **Future Research Directions:** The study can serve as a starting point for more investigation into the psychological effects of the hybrid workplace. It can point up areas that need additional research, fill in any gaps in the body of knowledge, and provide a foundation for more focused and in-depth studies. Future research can help improve work environments and employee well-being by extending our understanding of this subject, which will be discussed in detail in Chapter VI.

- vi. **Practical Implications:** The study's conclusions may have practical ramifications for businesses and individuals looking to implement or modify a hybrid work style. In order to maximize employee wellbeing, job satisfaction, and productivity in a hybrid work environment, the research can offer suggestions and best practices. It can help organizations create efficient methods for support, collaboration, and communication that take into account the particular opportunities and difficulties of the hybrid workplace.

In conclusion, the study's importance resides in its ability to influence organizational practices, improve worker happiness and well-being, direct policy formation, and influence future research trajectories. This study can help create healthier, more adaptable, and productive work environments in the evolving world of work by examining the psychological effects of the hybrid workplace on employees.

1.4 Research Objectives:

The main aim of this study is to explore if a hybrid workplace has the potential to disrupt a traditional on-site workplace with a focus on aspects of psychological stress, job performance, and job safety. This will lead to the following objectives:

1. To examine the individual and organizational factors that contribute to the positive and negative outcomes associated with hybrid work arrangements, as well as the psychological effects of hybrid work arrangements on employees.
2. To determine the primary obstacles that employees in the hybrid workplace face as well as the factors that contribute to these obstacles.
3. To study the connection between hybrid work arrangements and work-life balance, including the effects on stress levels and conflict between work and family.
4. To understand the factors that influence employee job satisfaction and engagement as well as the impact that hybrid work arrangements have on these outcomes.
5. To comprehend how hybrid work arrangements affect employee motivation and engagement, as well as organizational commitment and motivation at work.

These goals will enable a deeper comprehension of the factors that influence hybrid work's positive and negative outcomes, as well as a more comprehensive picture of the psychological impact that hybrid work has on employees. Organizations and policymakers will benefit from this study's findings in their efforts to create inclusive and supportive hybrid workplaces for employees.

The findings of this study may aid in the creation of hybrid work environments that are more productive and supportive, as well as in gaining a deeper understanding of the psychological effects of hybrid work on employees and businesses.

1.5 Research Purpose/ Hypothesis and Questions

The adoption of a hybrid workplace model, where employees have the flexibility to work both remotely and on-site, can lead to changes in employee well-being and job satisfaction. This is because the hybrid workplace model is a new and different way of working compared to the traditional workplace model, where employees work exclusively on-site or remotely. The hybrid model introduces new challenges such as maintaining work-life balance, managing communication and collaboration, and maintaining a sense of connection and belonging to the organization. These challenges can impact employee well-being and job satisfaction in different ways, either positively or negatively.

There are several potential contributors to the potential negative effects of remote work on employee well-being and job satisfaction. Loneliness and social exclusion are two of the main contributors. When employees work from home, they may experience feelings of loneliness and social isolation because they are no longer connected to their coworkers or the organization. Employees may feel less supported and less connected to the organization's mission and goals as a result, which can influence job satisfaction and well-being.

The blurring of the lines between work and personal life is another factor that can have a negative impact on employee well-being and job satisfaction. Because there is no physical separation between work and home, working remotely can make it more difficult to achieve

a healthy work-life balance. Employees may experience feelings of stress and overwork as a result, which may influence job satisfaction and overall well-being.

Communication and collaboration can also be affected by remote work, which can have a negative impact on job satisfaction and well-being. Effective collaboration and communication can be more challenging when employees are not physically present at the same location. Misunderstandings, frustration, and a lack of productivity are all possible outcomes of this, which can influence job satisfaction and well-being.

It is essential to keep in mind that working from home does not always have a negative impact on employee happiness and job satisfaction. Remote work can be a positive experience for many employees because of the freedom and flexibility it offers.

Psychological stress can result from the impact of the hybrid workplace model on employee well-being. The increased pressure to perform can contribute to psychological stress in the hybrid workplace. Employees may be expected to always be available and responsive as a result of increased flexibility in work schedules. A sense of pressure to always be "on" can result from this, which can raise stress levels and cause feelings of anxiety and burnout.

This can have a negative effect on their mental health, resulting in symptoms like irritability, tiredness, and poor concentration. Additionally, working from home can increase feelings of isolation, which can make psychological stress even worse.

Additionally, the psychological strain of hybrid work can be exacerbated by technological difficulties and disruptions. Employees may find it challenging to effectively collaborate and communicate with their coworkers as a result of technical issues that can lead to frustration, delays, and confusion. Anxiety and frustration can result from these difficulties, which can ultimately influence employee well-being and job satisfaction.

In general, the hybrid workplace model may influence the well-being of employees and cause psychological stress. In order to assist employees in managing their stress and preserving their psychological well-being, employers should be aware of these potential obstacles and offer resources and assistance. However, it is essential for businesses to be aware of the potential difficulties and adverse effects of remote work and to put in place procedures and policies to assist employees in preserving their well-being and job satisfaction.

The main aim of this study is to explore if a hybrid workplace has the potential to disrupt a traditional on-site workplace with a focus on aspects of psychological stress, job performance, and job safety. To do so, the following research questions need to be addressed:

1. What are the economic, social, and environmental merits, opportunities, and challenges of remote work?
2. Is offering employees to work remotely a psychological advantage or psychological stress to both individuals and the organization as a whole in comparison to the prior traditional office-centric type of work?
3. What strategies do business leaders have to do to steer employee job performance?

1.6 Research delimitations & limitations including Ethical considerations

1.6.1 Research delimitations & limitations

1. Study's Exploratory Nature: The research study on the psychological effects of the hybrid workplace on employees is extremely exploratory in nature and is both quantitative and qualitative in nature. It seeks to learn more about the subject by thoroughly examining and analyzing the experiences and viewpoints of different people. Although the results might not apply to a larger population, they might definitely offer insightful quantitative and qualitative information.
2. Limited Existing Literature: The researcher found that there was a dearth of literature, especially addressing HRM issues and the HRM-productivity issue in the context of the hybrid workplace. The lack of established theories or frameworks to use as reliable references for the research was caused by the absence of relevant literature in the field.
3. Cooperation of Participants: The researcher appreciates the participants' valuable input and cooperation in this study. The respondents voluntarily took part and offered insightful information about their experiences with the mixed workplace. Their openness to sharing their thoughts and experiences was essential to the accomplishment of this research.

1.6.2 Ethical Consideration:

1. Confidentiality and Anonymity: The researcher protected the participants' identities and the privacy of their personal data to ensure their confidentiality and anonymity. Only aggregated or re-identified data was utilised for research and reporting, and all obtained data was handled with strict secrecy.
2. Voluntary Participation: Participants were able to choose whether or not to take part in the research project willingly. They received information on the study's objectives, methods, potential dangers, and advantages. They were free to deny participation or leave the study at any time without suffering any repercussions.
3. Impartiality and Unbiased Approach: Throughout the research process, the researcher made an effort to remain impartial and unbiased. To make sure that the findings and analyses truly reflected the viewpoints and experiences of the participants, the researchers' personal ideas, values, and presumptions were set aside.
4. Informed Consent: A participants' informed consent was requested before to their participation in the research project after receiving clear and through information about it. They were informed of their rights as participants, the fact

that participating was entirely voluntary, and the confidentiality of the information they provided.

The research study makes sure that its findings and conclusions are transparent, ethically sound, and reliable by acknowledging these delimitations, restrictions, and ethical considerations. The research was carried out with the utmost expertise and ethical responsibility, which is crucial to emphasise. The researcher's goal was to give a thorough and objective analysis of the psychological effects of the hybrid workplace on workers while preserving their rights and privacy. The results of this study add to the expanding body of knowledge in this field and are supported by a careful analysis of the data.

CHAPTER II

REVIEW OF LITERATURE

2.1 INTRODUCTION

2.1.1 Hybrid workplace

A hybrid workplace is a flexible work environment type created to enable a distributed workforce that includes both in-office and remote workers. Before the COVID-19 pandemic, it was only rarely permitted in organizations; however, in light of the pandemic, businesses have chosen to temporarily implement this model and may do so again if it proves to be successful (Zachariah, Avanes, and Arjunan, 2022).

A vast majority of businesses have adopted flexible working conditions, lowering the number of employees on the premises, as part of a safety-first principle during the COVID-19 pandemic (Radonić, Vukmirović and Milosavljević, 2021). The ICT firms that enabled teleworking for their employees, empowering safety and flexibility through remote work policies and flexible working hours, have been the first to record the global best practices, and hybrid working models can become a continuous, ongoing process in various industries.

While the rigorous traditional idea of “showing up” in the office from Monday through Friday is probably going to lose favor, a flexible hybrid workplace can be established

because some tasks are not greatly impacted by whether they are completed at home or in an office (Yang, Kim and Hong, 2021).

The COVID-19 pandemic has altered the features of the workplace in many different industries (Donnelly and Johns, 2021; Hamouche and Chabani, 2021). The rapid growth of remote e-working has been spurred by the need to work more effectively and safely as well as improvements in information and communication technology (ICT) (Adekoya, Adisa and Aiyenitaju, 2022a). Indeed, distant e-working is a new reality, and this trend will persist even after the pandemic ends (Williamson, Colley, and Hanna-Osborne, 2020a; Dayaram and Burgess, 2021a; Vyas, 2022a).

To ensure the continuity of their business operations, companies are rapidly adopting electronic management systems to impact the performance and behavior of their employees by creating an interactive, self-service, real-time, and information-based remote working environment (Basu *et al.*, 2022).

2.1.2 Hybrid workplace effectiveness

Particularly in the wake of the COVID-19 epidemic, businesses are becoming more dependent on remote e-working (Adekoya, Adisa, and Aiyenitaju, 2022b). Even so, some other names and words broadly refer to the same idea as what we mean by remote e-working. The literature frequently refers to distributed working outside of the office as “working from home,” “remote working”, “virtual working”, “e-work”, “agile working”, “smart working”, “home working”, and “teleworking” (Charalampous *et al.*, 2019a).

This study focuses on any sort of work arrangement that involves using an electronic connection of media and involves three dimensions: time allocation, use of ICT, and work location that might be anywhere (outside of the usual Office). Therefore, we define remote e-working as the replacement of work that is placed in a specific physical location where the employee must commute rather than the employer sending the work to the employee (Smith, Patmos, and Pitts, 2018). Additionally, we referred to workers who access work primarily through ICTs while working outside of traditional office settings as “e-workers” (Charalampous *et al.*, 2019a).

In the 1970s, the idea of remote e-working was originally offered, but it did not immediately become widespread (Adekoya, Adisa, and Aiyenitaju, 2022b). Initially, companies saw remote e-working as a choice that could be used to lighten workers' duties by enabling them to work for a predetermined amount of time away from their regular

office. Companies were able to reduce the cost of maintaining their physical infrastructure as an outcome (Davidescu *et al.*, 2021). Before COVID-19, the adoption of remote e-working did not go as planned despite anticipation that ICT developments would encourage more firms to embrace these arrangements (Torten, Reaiche, and Caraballo, 2016).

Therefore, past studies on remote e-working have concentrated on examining the benefits and drawbacks of the practice for both enterprises and individuals. According to research by Beño (2021) and Wang, Albert, and Sun (2020), these studies have demonstrated that remote e-working provides several benefits, including employment autonomy; lighter job flexibility; better productivity; decreased travel costs; improved office space; decreased intents of turnover; and increased employee engagement. However, there have also been recorded adverse impacts, including diminished well-being brought on by excessive workload, social isolation, poor time management, a lack of knowledge exchange, and a loss of control over workflow on the part of employers (Popovici and Popovici, 2020; Baakeel, 2021).

One of the most remarkable changes resulting from COVID-19 is the widespread adoption of remote e-working arrangements throughout all professions, even when such arrangements were not previously feasible (Dayaram and Burgess, 2021b). To protect both employee health and business continuity during the COVID-19 epidemic, remote e-working has been declared essential and the norm for the majority of businesses (Chang, Chien, and Shen, 2021). Due to COVID-19's limitations and social segregation

requirements, businesses were forced to move employees to work from offices to homes overnight, mandating remote e-working for all parties. As a result, the workers had to determine whether they were qualified for and motivated to carry out this type of work, adjust to new working surroundings and conditions, and make the first use of new technologies (Williamson, Colley, and Hanna-Osborne, 2020b).

2.2 Theoretical Framework

Employees are facing multifaceted effects of the hybrid work model, mainly on employee well-being, job satisfaction, and job safety. To gain a comprehensive understanding of these effects, we will utilize a range of established theoretical frameworks that provide valuable insights into the psychological dynamics within work environments.

Theoretical frameworks serve as conceptual structures that enable us to navigate the complexities of Hybrid work environment. By employing these frameworks, we can better analyze and interpret the intricate interactions and factors at play in the hybrid work model. The aim is to shed light on the psychological implications of this evolving work arrangement, ultimately offering valuable insights for organizations and policymakers seeking to create supportive and inclusive hybrid workplaces.

The hybrid work model represents a shift in the traditional workplace paradigm, where employees have the flexibility to work both remotely and on-site. This novel approach introduces various challenges and opportunities that can impact employees' well-being, job satisfaction, and job safety. By utilizing theoretical frameworks, we can examine the underlying mechanisms and processes that shape these outcomes, enabling us to provide evidence-based recommendations for individuals, organizations, and policymakers.

The frameworks we will draw upon have been widely studied and established in the field of organizational psychology. They offer rich perspectives and conceptual lenses through which we can explore the psychological dynamics of the hybrid workplace. These frameworks provide us with a structured approach to examine the interplay of individual and organizational factors, understand the challenges and opportunities that arise in the hybrid work model, and identify strategies to enhance employee well-being and job satisfaction.

By integrating these theoretical frameworks into the research, we can systematically analyze the complexities of the hybrid work model and its impact on employees. The insights gained from these frameworks will inform our research design, data collection methods, and data analysis techniques, ensuring a rigorous examination of our research questions. Additionally, the application of these frameworks will enable us to establish meaningful connections with existing literature and contribute to the theoretical understanding of the psychological implications of the hybrid workplace.

By employing these theoretical frameworks, our study aims to advance knowledge and understanding of the psychological impact of the hybrid workplace. The insights generated from our research will not only contribute to the academic literature but also provide practical guidance for organizations and policymakers in fostering positive work environments and supporting the well-being of employees in the hybrid work era.

2.3 Job Demands-Resources Model

The Job Demands-Resources (JD-R) Model, proposed by (Demerouti et al., 2001) and further developed by (Bakker and Demerouti, 2007), provides a comprehensive framework for understanding the impact of job characteristics on employee well-being and job outcomes. According to this model, job characteristics can be categorized into two primary dimensions: job demands and job resources.

Job demands encompass various aspects of the job that require physical, psychological, or emotional effort from employees. These demands can include factors such as high workload, time pressure, and role ambiguity (Demerouti et al., 2001). When employees face excessive job demands without sufficient resources, it can result in strain, fatigue, and negative outcomes. In the context of the hybrid workplace, job demands may differ between remote work and on-site work as employees navigate different challenges and responsibilities in each setting.

On the other hand, job resources refer to the supportive and facilitating aspects of the job that help employees achieve work goals, reduce job demands, and promote well-being. Examples of job resources include autonomy, social support, feedback, and opportunities for skill development (Demerouti *et al.*, 2001; Bakker and Demerouti, 2007). These resources play a crucial role in buffering the negative effects of job demands and enhancing employee well-being, job satisfaction, and job safety.

In the hybrid workplace, the distribution and availability of job resources may vary between remote work and on-site work. For instance, remote work may provide employees with greater autonomy and flexibility in managing their work schedules, while on-site work may offer more opportunities for face-to-face social interactions and immediate feedback. Understanding how the interplay between job demands and resources influences employee outcomes in the hybrid workplace is vital for organizations aiming to create supportive and effective work environments.

By applying the JD-R Model to the context of the hybrid workplace, we can examine how different job demands and resources associated with remote work and on-site work impact employee well-being, job satisfaction, and job safety. For example, a high workload coupled with limited social support in a remote work setting may lead to increased psychological stress and reduced job satisfaction. Conversely, having access to adequate resources, such as clear job expectations, supportive supervisors, and opportunities for skill development, can contribute to enhanced employee well-being, job satisfaction, and job safety.

2.4 Social Exchange Theory

Social Exchange Theory, initially proposed by (Blau, 1964) and expanded by (Alvin, 1960), provides a valuable framework for understanding the social interactions and relationships between individuals and organizations. This theory posits that individuals engage in social exchanges with organizations, wherein they invest various resources, such as time, effort, skills, and loyalty, in exchange for rewards and benefits provided by the organization. These rewards can include salary, recognition, opportunities for growth, and support from supervisors and colleagues.

Central to the Social Exchange Theory is the concept of reciprocity. When individuals perceive fair treatment, trust, and support from the organization, they are more likely to reciprocate with increased job satisfaction, commitment, and engagement. Positive social exchanges foster a sense of mutual obligation and create a supportive work environment where employees feel valued, respected, and motivated to contribute to the organization's goals.

The Social Exchange Theory may be used in the context of the hybrid workplace to comprehend the effects of the work paradigm on employee well-being, job satisfaction, and organizational outcomes. Communication styles, social networks, and support networks may alter significantly as a result of the transition to hybrid employment. For instance, remote employment may decrease in-person encounters and make them more

difficult to build and sustain social ties inside the company. On the other side, it can also present fresh chances for online cooperation and adaptability in communication.

Applying the Social Exchange Theory allows us to examine how these changes in social exchanges influence employee outcomes. For instance, reduced social interactions in a remote work setting may lead to a decline in perceived support and trust, potentially impacting job satisfaction and commitment. Conversely, organizations that actively foster positive social exchanges by providing virtual support systems, promoting inclusive communication, and recognizing remote employees' contributions can enhance employee well-being, job satisfaction, and organizational performance.

2.5 Self-Determination Theory

A well-known psychological framework, self-determination theory, was proposed by (Deci et al., 1985; Deci and Ryan, 2000). It focuses on the fundamental psychological needs that drive human motivation and well-being. This theory states that people have three fundamental psychological needs: independence, capability, and relatedness. Independence alludes to the requirement for self-bearing and command over one's activities and choices. The need to believe that one is capable of achieving one's goals is what we mean when we talk about competence. The need for social connections, a sense of belonging, and meaningful relationships with other people are all parts of relatedness.

According to the Self-Determination Theory, when these psychological requirements are met, people exhibit intrinsic motivation, psychological well-being, and favorable results in a variety of areas of their lives, including their employment. When people are motivated by internal rewards or pleasure rather than only by external pressures or rewards, they are said to be motivated by intrinsic factors. When people feel they have options and can freely express their preferences and ideals at work, they feel as though they have a sense of autonomy. When people feel competent, they have faith in their capacity to carry out activities successfully and produce the required results. People feel linked to others and are in a positive social environment when they have a sense of relatedness.

Self-Determination Theory can be utilized to comprehend the psychological impact of the work model on employee motivation, engagement, and overall job satisfaction in the context of the hybrid workplace. Employees may have more opportunities to exercise autonomy in managing their work schedule, tasks, and environment thanks to the flexibility and autonomy offered by remote work. They might encounter a feeling of strength and command over their work, which can emphatically impact their inspiration and commitment.

In addition, the cross-breed work model may likewise influence representatives' feelings of capability as they explore mechanical difficulties and adjust to better working approaches. Additionally, the hybrid work model may alter social connections and interactions due to decreased face-to-face contact, influencing the need for relatedness. Therefore, in order to evaluate employees' overall well-being and job satisfaction, it is essential to comprehend how the hybrid work model affects their sense of autonomy, competence, and relatedness.

2.6 Role Theory

Role theory, developed by (Biddle, 2013) and expanded by (Kahn et al., 1964), provides a valuable framework for understanding the roles individuals play in organizations and society. According to this theory, roles encompass a set of expectations, rights, and responsibilities that define how individuals should behave in specific situations. Roles can have a significant impact on individuals' psychological experiences, well-being, and job satisfaction.

In the context of the hybrid workplace, role theory can be applied to analyze the role transitions and adjustments required when balancing remote work and on-site work. The hybrid work model presents unique challenges as employees navigate between different work settings and adapt to new ways of operating. Understanding how individuals manage their roles, particularly in relation to work-life balance, communication, and collaboration, is crucial for comprehending their experiences and outcomes in the hybrid workplace.

Individuals in the hybrid work model frequently have to switch between on-site and remote work, sometimes in the same week or even on the same day. As individuals navigate the various expectations and norms associated with each workplace, these transitions can have an effect on their sense of identity. When employees work from home, for instance, they may have more freedom and autonomy, but it can be hard to keep a line between work and

personal life. On the other hand, when people work on-site, they might have to get used to talking to people in person and follow certain organizational rules.

In addition, the hybrid work model frequently necessitates adjustments to communication and collaboration procedures. Remote work depends vigorously on virtual specialized instruments and stages, which can impact the elements of relational connections, data sharing, and navigation. It's possible that people will need to change how they talk to each other, find new ways to make friends, and make sure that team members working from home and on the road can work well together.

2.7 Technostress Theory

Technostress Theory, proposed by (Ragu-Nathan *et al.*, 2008; Tarafdar, Tu and Ragu-Nathan, 2010), offers valuable insights into the stress and negative outcomes that can arise from the use of technology in the workplace. With the rapid advancement and increasing reliance on technology, employees often encounter difficulties, disruptions, and challenges in adapting to and effectively utilizing technological tools and systems. Technostress refers to the stress experienced when individuals struggle to cope with the demands and expectations associated with technology.

With regards to the half-breed working environment, the technostress hypothesis turns out to be especially important as representatives explore the intricacies of involving innovation for remote work, virtual coordinated effort, and correspondence. New technological factors, such as digital platforms and communication tools, are introduced by the hybrid work model and have the potential to significantly impact employee well-being, job satisfaction, and job safety.

The difficulty of learning and mastering new technologies is one aspect of technostress. It may be difficult for employees to comprehend and use communication tools, project management software, and virtual collaboration platforms effectively. These difficulties can prompt dissatisfaction, uneasiness, and a feeling of inadequacy, adding to pessimistic results like diminished work fulfilment and decreased efficiency.

Moreover, the continuous connectivity enabled by technology can blur the boundaries between work and personal life. Remote work, in particular, can result in an "always-on" culture where employees feel compelled to be constantly available and responsive. This can lead to work overload, feelings of being overwhelmed, and a lack of work-life balance. Technostress theory can help identify how technological factors influence work-related stress, employee well-being, and job safety in the hybrid workplace.

To mitigate the negative impact of technostress, organizations can adopt strategies to support employees in managing technology effectively. This may include providing training and resources to enhance employees' technological skills and knowledge, promoting digital well-being practices, and fostering a supportive and collaborative work culture that encourages open communication and feedback regarding technology-related challenges.

These theoretical frameworks form the basis for comprehending and analyzing the psychological implications of the hybrid workplace for employees. Integrating these frameworks into the study allows researchers to gain a holistic understanding of the factors that shape employee outcomes and well-being within the hybrid work model. However, it is crucial to customize and adjust these frameworks to suit the particular research context and objectives, taking into account the distinct characteristics of the hybrid workplace and its influence on employees.

2.8 Job performance, work-life balance, and hybrid workplace effectiveness

Considering remote workers cannot be tracked in the same way as office workers, the effectiveness of remote e-working has not been thoroughly investigated in a prior study (Adekoya, Adisa and Aiyenitaju, 2022b; Afrianty, Artatanaya and Burgess, 2022). It is essential to thoroughly research and identify the factors that influence how effective remote e-working is.

Grant et al. (2018) suggest that to evaluate cost savings, capture productivity gains, and sustain employee well-being, businesses should assess the effectiveness of remote e-working. Consequently, job effectiveness and work-life balance evaluations are needed when analyzing the efficacy of remote e-working.

Job effectiveness is the appraisal of the results of an employee's job performance (Gashi, Kutllovci, and Zhushi, 2021), often assessed by how closely operational results correspond to the intended objective (Borman, 1991), and is associated with higher productivity across all occupational roles that a worker performs (Hanaysha, 2016).

According to (Charalampous *et al.*, 2019a), job effectiveness in remote working depends on a specific set of abilities and competencies needed to guarantee that e-workers are dedicated to meeting performance goals and attaining their job objectives. They contend that both favorable and unfavorable effects of technology on e-workers must be taken into

account. The area in which e-workers in particular need to have or acquire specific skills and competencies that align with distant e-working practices is the ability to self-manage one's work, which includes but is not limited to setting appropriate goals and making sure that goals are fulfilled (Grant, Wallace and Spurgeon, 2013).

A positive perspective on the integration of several facets of one's life, including work and family, and reducing conflict between various duties is what is indicated by "work-life balance" (Jang and Zippay, 2011). Maintaining a minimal amount of friction between a person's obligations to their family and their professional commitments is part of maintaining a healthy work-life balance (Sirgy and Lee, 2018). It is believed that maintaining a work-life balance satisfies expectations about the responsibilities that a person performs in both their professional and non-professional lives (Haar and Brougham, 2022).

Due to the enhanced flexibility of the home setting, the ability to manage activities more effectively and avoid role conflicts more readily is listed as one of the key benefits of remote e-working (Vyas, 2022b). Many workers find working remotely advantageous since it makes it simpler for them to access their employment while still taking care of their personal or family obligations. Remote e-working can improve work-life balance and reduce conflict at work. Organizations, on the other hand, view remote e-working as a method to offer flexibility and consider the well-being of their employees (Beño, 2021b).

2.9 Psychological Stress and Hybrid Workplace

Before the pandemic, research into the link between stress and remote employment had yielded conflicting results. On the one hand, certain studies (Duxbury and Halinski, 2014) have found that telework reduces work-related stress; however, the effect's size seems to be modest. The studies also revealed that a rise in job autonomy served as a mediator for stress reduction, with the amount of autonomy a teleworker had being correlated with their level of stress (Song and Gao, 2020). On the other hand, several studies have discovered that telework raises stress levels, especially by causing more work-life conflict (Russell, O'Connell, and McGinnity, 2009) or disrupting work-life balance (Sullivan, 2012).

Working remotely during the pandemic, however, differs from previous remote working arrangements in several ways. It was not voluntary, for either the employer or the employee; it did not take into account individual characteristics or organizational culture; all tasks that could be completed remotely were to be done so, regardless of the employee's capacity to deal with social isolation or of the employer's culture; it was intensive, in that it did not take into account individual traits or organizational culture; and it did not take into account individual traits. All these factors emphasize the complexities of working remotely more than their advantages.

A review of the literature uncovered various aspects of lifestyle and mental health that relate to working from home. Reduced commuting time was one of work-from-home's

most often mentioned advantages (Liu, Xu, and Ma, 2021). Employees also favored remote work's increased flexibility and freedom to create their schedules. There were more options for family, leisure, and self-care when working from home (Steidtmann, McBride, and Mishkind, 2021; Birimoglu Okuyan and Begen, 2022). Social network size and working from home were also highly correlated (Jaspal, Lopes, and Lopes, 2020).

Despite the numerous benefits of remote work, data analysis offers significant proof of its possible drawbacks as well. For instance, studies frequently mention the difficulty of juggling work and personal obligations and establishing professional boundaries. Similarly, telework was linked to a higher incidence of work-family conflict-related anxiety, and 32.6% of workers who moved to work from home reported having no access to a workroom (Niu et al., 2021).

Some people's work productivity suffered as a result of remote working. Additionally, remote working eliminated the need to commute to work, which reduced options for leisure time activities and made people feel socially isolated (Oakman *et al.*, 2020). The inconveniences of having limited access to technology were something else that distant employees frequently experienced (Steidtmann, McBride, and Mishkind, 2021).

Additionally, remote working personnel noticed a marked decline in their physical health, as evidenced by an increase in sedentary behavior, eye strain, and back pain symptoms. In comparison to office workers, remote workers had a higher rate of alcohol intake.

However, there was no connection between working from home and alcohol use. Evidence on the relationship between remote work and sleep quality also showed that remote workers had greater rates of insomnia than traditional workers (Liu, Xu, and Ma, 2021), with 18.8% to 24.3% of work-from-home employees meeting the criteria for clinical insomnia. Additionally, the literature claimed that remote working staff suffered from a variety of mental health conditions, including emotional weariness, despair, and anxiety (Liu, Xu, and Ma, 2021).

2.10 Job Satisfaction and Hybrid Workplace

A person's general attitude toward their employment and how effectively their expectations are met are both factors that contribute to their level of job satisfaction (Aziri, 2011). Since job satisfaction is linked to desired work behaviors and attitudes, employees gain from it. Employees that are content with their jobs perform better than unhappy ones (Katebi et al., 2022).

One of the employee behaviors that emerges from work experience is job satisfaction (Oluwatayo and Adetoro, 2020). If workers are content with the nature of their employment, they will be loyal to their employers and like their jobs (Giri and Pavan Kumar, 2010). Therefore, higher job satisfaction is the perk of remote e-working that is most frequently mentioned (Battisti, Alfiero, and Leonidou, 2022).

Researchers contend that remote e-working gives employees more control over their relationships with others, lowers the costs associated with working, reduces stress because bosses and co-workers are less likely to interrupt, and enables them to better meet non-work-related family obligations (Ingusci *et al.*, 2022). As a result, there are fewer chances of work-family conflicts, which raises job satisfaction. (Irawanto, Novianti and Roz, 2021). A person's job satisfaction is positively connected with the number of days they work remotely (Niebuhr *et al.*, 2022). Because technology enables workers to modify their work

schedules to better fit their demands and family obligations, remote e-working has an impact on job satisfaction (Zammitti *et al.*, 2022).

However, some studies have also asserted that e-workers are less content with their professions because it results in fewer social interactions with managers and co-workers and heightens feelings of loneliness (Donati *et al.*, 2021). Additionally, inter-role conflicts, covert overtime, juggling personal and professional obligations, an unsuitable working environment at home, a lack of support from colleagues, and obstacles to career advancement all hurt job satisfaction (Charalampous *et al.*, 2019b).

While adding additional expenses for the employee, working from home raises certain existing ones. The costs of space and utilities, as well as the home office setup (technology, accountability, expenditures, and maintenance), are transferred from employers to employees. When employees work from home, which has sparked discussion about whether organizations should support employees working from home in the medium to long term (Yang, Kim, and Hong, 2021).

2.11 Summary

The hybrid workplace has become increasingly popular, offering a flexible work environment that combines both in-office and remote work. This model, which gained traction during the COVID-19 pandemic, is expected to continue across various industries.

Research indicates that the hybrid workplace can have both positive and negative effects on employees. On the positive side, it offers increased autonomy, job flexibility, and improved productivity. It also reduces travel costs. However, challenges such as excessive workloads, feelings of social isolation, difficulties with time management, and a sense of losing control over workflow can arise.

To understand the impact of job characteristics on employee well-being and job outcomes in the hybrid workplace, researchers have utilized the Job Demands-Resources (JD-R) Model. This framework distinguishes between job demands, which require effort from employees, and job resources, which provide support and help employees achieve their work goals. The distribution and availability of these demands and resources may differ between remote and on-site work, affecting employee well-being and job satisfaction.

The Social Exchange Theory focuses on the social interactions and relationships between individuals and organizations. According to this theory, individuals engage in social exchanges with organizations, investing resources in exchange for rewards and benefits.

Positive social exchanges foster trust, job satisfaction, and commitment. In the hybrid workplace, changes in social exchanges, such as reduced social interactions, can impact employee outcomes.

The Self-Determination Theory highlights the fundamental psychological needs that drive human motivation and well-being, including autonomy, competence, and relatedness. In the hybrid workplace, employees may experience greater autonomy and competence, leading to increased motivation and engagement. However, changes in social interactions may also influence employees' sense of relatedness.

Role theory examines the roles individuals play in organizations and society, which define expectations, rights, and responsibilities. In the hybrid workplace, individuals must navigate role transitions and adjustments between remote work and on-site work. Understanding how individuals manage their roles, particularly in terms of work-life balance, communication, and collaboration, is crucial for understanding their experiences and outcomes in the hybrid workplace.

Applying these theoretical frameworks enables researchers to analyze the complexities of the hybrid work model and its impact on employees' well-being, job satisfaction, and job safety. The insights gained from this research can inform organizational policies and practices, helping to create supportive and inclusive hybrid workplaces.

CHAPTER III

METHODOLOGY

3.1 Overview of Research Problem

Working remotely has been shown to help employees maintain a healthy work-life balance by allowing them to adjust their working hours to suit their personal and family obligations. However, the employees who engage in remote work arrangements may be impacted by the following situations:

1. **Work-Life Balance** - The work-life balance Contrary to popular belief, even for highly autonomous people, these flexible work arrangements might result in a workload increase. Additionally, the irregular and unpredictable nature of remote work and work schedules may emphasize the opposite of work-life balance.
2. **Health** – Remote employees are even more susceptible to health concerns due to the intensive use of information and communication technologies, which may result in a high level of stress, headaches, eyestrain, burnout, anxiety, and fatigue.
3. **Performance** – In the digitally connected workforce, virtual absenteeism is becoming more common. While it may force remote employees to complete duties

while ill, it can also be even more harmful to their health and ultimately diminish their overall performance.

These factors are very closely related and may have varying degrees of impact on distant employees. Now, more than ever, is the time to pay close attention to all of these negative aspects that remote workers experience.

The managers will need to extend their understanding of psychological safety, one of the most reliable indicators of team effectiveness, to sort out hybrid work arrangements. Managers have typically prioritized encouraging transparency and dissent over job topics when it comes to psychological safety. The issue is that the line separating business and personal life is getting blurrier.

Managers must make decisions regarding staffing, scheduling, and coordination while taking into account the unique circumstances of each employee. As a result, the implementation of hybrid workplace management is subject to a great number of limitations that prevent the beginning or advancement of many managerial projects. These limitations invariably have a significant negative impact on the performance of the organization as a whole as well as the overall satisfaction of the workforce.

This reflection attests to me that psychological behavior and job satisfaction is an essential requisite in the hybrid workplace that will assist in achieving business success through

various managerial strategies. If so, what is the psychological impact on employees in a hybrid workplace? What strategies do business leaders have to do to steer employee job performance?

To discover the psychological impact on employees and to increase employee job performance, which in turn leads to job satisfaction, it is justifiable that we understand individual employee perceptions regarding the choice to work in-person and remotely or the sudden shift to work in-person after the pandemic. A few other reasons will help us identify the reason behind the psychological stress the employees are facing, and it is also legitimate that we recognize an organization's mindset on how to utilize the outcomes connected with managerial strategies to improve employee job performance, which ultimately results in their job satisfaction.

This research project will provide an overview of the psychological stress employees face while choosing a hybrid workplace. This paper analyses the positivity and psychological effectiveness of an on-site and hybrid working model. In addition, it will propose a conceptual framework for managing such constraints.

3.2 Operationalization of Theoretical Constructs

Several crucial steps were taken in this research paper to operationalize the theoretical constructs in the specific context of the hybrid workplace. First, the concept of job demands was put into practice by looking at things like workload, time constraints, and task complexity. These variables were estimated utilizing approved scales.

Second, the concept of job resources was made real by looking at things like autonomy, social support, and access to the tools and resources that are needed. These dimensions were captured by means of instruments like the Work Design Questionnaire (WDQ) (Morgeson and Humphrey, 2006).

Thirdly, by evaluating the quality of social exchanges between employees and the organization, the social exchange theory construct was made operational. This was accomplished by employing established scales.

Fourthly, self-determination theory was operationalized by examining the extent to which employees perceive autonomy, competence, and relatedness in their work environment.

Finally, role theory was operationalized by assessing role transitions and adjustments between remote work and on-site work, as well as factors influencing work-life balance, communication, and collaboration. These aspects were evaluated using interview protocols

and qualitative analysis to capture the dynamic and context-specific nature of role transitions in the hybrid workplace.

By operationalizing these theoretical constructs, this research paper ensures that the variables of interest are effectively measured and analyzed. This approach enables a comprehensive understanding of the factors influencing employee well-being, job satisfaction, and job safety in the hybrid workplace. The utilization of validated measures and scales enhances the reliability and validity of the findings, contributing to the rigor and robustness of the research.

3.3 Research Purpose & Questions

The adoption of a hybrid workplace model, where employees have the flexibility to work both remotely and on-site, can lead to changes in employee well-being and job satisfaction. This is because the hybrid workplace model is a new and different way of working compared to the traditional workplace model, where employees work exclusively on-site or remotely. The hybrid model introduces new challenges such as maintaining work-life balance, managing communication and collaboration, and maintaining a sense of connection and belonging to the organization. These challenges can impact employee well-being and job satisfaction in different ways, either positively or negatively.

There are several potential contributors to the potential negative effects of remote work on employee well-being and job satisfaction. Loneliness and social exclusion are two of the main contributors. When employees work from home, they may experience feelings of loneliness and social isolation because they are no longer connected to their coworkers or the organization. Employees may feel less supported and less connected to the organization's mission and goals as a result, which can influence job satisfaction and well-being.

The blurring of the lines between work and personal life is another factor that can have a negative impact on employee well-being and job satisfaction. Because there is no physical separation between work and home, working remotely can make it more difficult to achieve

a healthy work-life balance. Employees may experience feelings of stress and overwork as a result, which may influence job satisfaction and overall well-being.

Communication and collaboration can also be affected by remote work, which can have a negative impact on job satisfaction and well-being. Effective collaboration and communication can be more challenging when employees are not physically present at the same location. Misunderstandings, frustration, and a lack of productivity are all possible outcomes of this, which can influence job satisfaction and well-being.

It is essential to keep in mind that working from home does not always have a negative impact on employee happiness and job satisfaction. Remote work can be a positive experience for many employees because of the freedom and flexibility it offers.

Psychological stress can result from the impact of the hybrid workplace model on employee well-being. The increased pressure to perform can contribute to psychological stress in the hybrid workplace. Employees may be expected to always be available and responsive as a result of increased flexibility in work schedules. A sense of pressure to always be "on" can result from this, which can raise stress levels and cause feelings of anxiety and burnout.

This can have a negative effect on their mental health, resulting in symptoms like irritability, tiredness, and poor concentration. Additionally, working from home can increase feelings of isolation, which can make psychological stress even worse.

Additionally, the psychological strain of hybrid work can be exacerbated by technological difficulties and disruptions. Employees may find it challenging to effectively collaborate and communicate with their coworkers as a result of technical issues that can lead to frustration, delays, and confusion. Anxiety and frustration can result from these difficulties, which can ultimately influence employee well-being and job satisfaction.

In general, the hybrid workplace model may influence the well-being of employees and cause psychological stress. In order to assist employees in managing their stress and preserving their psychological well-being, employers should be aware of these potential obstacles and offer resources and assistance. However, it is essential for businesses to be aware of the potential difficulties and adverse effects of remote work and to put in place procedures and policies to assist employees in preserving their well-being and job satisfaction.

The main aim of this study is to explore if a hybrid workplace has the potential to disrupt a traditional on-site workplace with a focus on aspects of psychological stress, job performance, and job safety. To do so, the following research questions need to be addressed:

1. What are the economic, social, and environmental merits, opportunities, and challenges of remote work?
2. Is offering employees to work remotely a psychological advantage or psychological stress to both individuals and the organization as a whole in comparison to the prior traditional office-centric type of work?
3. What strategies do business leaders have to do to steer employee job performance?

3.4 Research Design

For this research paper, a mixed-methods research design was chosen to comprehensively explore the impact of the hybrid workplace on employee well-being and job satisfaction. The use of a mixed-methods design allows for the integration of quantitative data obtained through surveys and qualitative data gathered through semi-structured interviews. This design enables a more nuanced understanding of the complex phenomena associated with the hybrid workplace.

The quantitative component of the study involves administering a structured survey to a large sample of employees from IT companies in tier 1 cities in India. The survey measures variables such as job demands, job resources, social exchange, and self-determination using validated scales and Likert-type items. This quantitative data will be analyzed using statistical techniques like regression analysis and correlation analysis to examine the relationships between variables and identify significant predictors of employee well-being and job satisfaction.

The qualitative component of the study involves conducting semi-structured interviews with a smaller subset of participants. The interviews will explore participants' experiences, perceptions, and challenges related to the hybrid workplace in more depth. Open-ended questions will be used to elicit rich and detailed responses, which will be analyzed using thematic analysis to identify key themes and patterns.

By combining quantitative and qualitative data, this mixed methods design allows for a more comprehensive understanding of the hybrid workplace phenomenon. The quantitative data provides numerical insights and statistical trends, while the qualitative data offers contextualized and nuanced perspectives. The integration of both types of data will enhance the validity and reliability of the findings and provide a more holistic view of the research problem.

Applying a mixed-methods design to this study enables the exploration of not only the relationships between variables but also the underlying reasons, experiences, and perceptions of employees in the hybrid workplace. This approach acknowledges the multidimensionality and complexity of the research problem, allowing for a more robust and insightful analysis.

3.5 Population & Sample

The research focuses on examining the experiences and perceptions of employees in the hybrid work model within IT companies located in Tier 1 cities in India. The population of interest consists of employees from various IT companies, such as Wipro, Genpact, Accenture, Tech Mahindra, Infosys, Capgemini, Microsoft, Deloitte, and Sutherland Global Services. These companies were chosen based on their prominence and representation in the IT industry.

To ensure a representative subset of the population, a sample size of 1000 participants was selected. Stratified sampling was employed to achieve diversity within the sample. The population was divided into homogeneous subgroups based on factors such as company affiliation and city location. Participants were then randomly selected from each stratum to ensure proportional representation and to capture the perspectives of employees across different organizations and cities.

3.6 Participant Selection

The objective of this research is to explore the experiences and perceptions of employees in the hybrid work model within IT companies located in tier 1 cities in India. The study focuses on understanding the impact of the hybrid work arrangement on employee well-being, job satisfaction, and productivity. A critical aspect of conducting this research is the careful selection and recruitment of participants who can provide relevant insights into the hybrid work environment.

Participants will be selected from a predetermined sample of employees working in IT companies in tier 1 cities such as Delhi, Bangalore, Hyderabad, Pune, Kolkata, and Chennai. Inclusion and exclusion criteria have been established to ensure that the participants represent the target population and possess relevant experiences in the hybrid workplace. This includes considering job positions or roles within the companies, such as managers, project leads, and team members, to capture diverse perspectives.

Another criterion for participant selection is the length of experience in the hybrid workplace. Participants with varying levels of exposure to the hybrid work model have been included to gather insights from individuals who have had different durations of working in a hybrid environment.

Recruitment methods involve reaching out to potential participants through various channels, such as email invitations, online surveys, and company communication platforms. The purpose of the study will be clearly communicated, emphasizing confidentiality, anonymity, and the potential benefits of participation to encourage voluntary involvement.

3.7 Instrumentation

To collect relevant data for this study on the hybrid work model in IT companies located in Tier 1 cities in India, a combination of questionnaires and interviews was employed. The questionnaires will be designed to capture quantitative data, while the interviews will provide a platform for in-depth qualitative insights from participants.

The questionnaire is developed based on established scales and validated measures from previous studies related to employee well-being, job satisfaction, and productivity in the context of the hybrid workplace. These scales include dimensions such as work-life balance, job demands, job resources, social support, and job safety. The questionnaire items will be adapted and customized to align with the specific research objectives and the unique characteristics of the hybrid work model in IT companies.

To ensure the validity and reliability of the questionnaire, a pilot test is conducted with a small group of participants to identify any potential issues or areas for improvement. Based on the feedback and results of the pilot test, necessary revisions and adjustments are made to enhance the clarity, relevance, and comprehensiveness of the questionnaire.

In addition to the questionnaire, semi-structured interviews are conducted to gather qualitative data and gain deeper insights into the experiences and perceptions of employees in the hybrid work model. An interview protocol is developed, consisting of open-ended

questions and prompts that cover topics such as work arrangements, communication, collaboration, challenges, and benefits of the hybrid work model. The interview protocol is designed to encourage participants to share their thoughts, experiences, and suggestions related to the hybrid work environment.

The validity and reliability of the interview protocol will be ensured through a rigorous development process, including input from experts in the field. The interview responses will be recorded and transcribed for analysis, ensuring confidentiality and anonymity.

Overall, the combination of questionnaires and interviews will provide a comprehensive and multi-dimensional understanding of the hybrid work model and its impact on employee outcomes. The validity and reliability of the measurement tools will be assessed and reported to establish the credibility of the data collected.

3.8 Data Collection Procedures

The research study contains two types of data. Interviews were conducted after a questionnaire was given to the participants to collect primary data. A Google form with a set of questions was given to the participants, and they were asked to fill out their responses. Video conference interviews and face-to-face meetings whenever possible complemented this. During the interviews, comprehensive notes were taken to record the participants' responses and obtain additional insights.

Interviews and survey responses are common data collection methods for qualitative research studies like this one. In this study, questionnaires and in-depth interviews served as the primary sources of information.

On the other hand, secondary data came from relevant studies and literature reviews. In order to gather previous knowledge and insights that were pertinent to the subject of the research, articles, textbooks, and journals were examined.

The information assortment process started with acquiring assent from the members. A consent form and an explanation of the research's objectives, procedures, and purpose were given to each participant. Participants were given 15 days to complete and return the questionnaire once consent was obtained. The questionnaire was sent to them electronically, for example, via email. The survey was expected to take between 8 and 15

minutes to complete. The results were compiled and recorded after the survey responses were received.

Following the overview, members were welcome to join a meeting either through a video conference or in-person. The duration of each interview was roughly 20 to 30 minutes for every member. With the participants' consent, extensive verbatim comments, observations, and feedback from the participants' experiences were recorded and consolidated during the interview.

To summarize, questionnaires and interviews were used to collect primary data, while relevant studies and literature reviews provided secondary data. Consent was obtained, surveys were administered, interviews were conducted, and the information that was collected was recorded and compiled.

3.9 Data Analysis

Data analysis is a crucial step in the research process that involves transforming raw data into meaningful insights and findings. In this study, both quantitative and qualitative data were collected and analyzed to address the research objectives. The analysis methods used for each type of data are described below.

3.9.1 Quantitative Data Analysis

The quantitative data collected through the survey were analyzed using various statistical methods. Descriptive statistics, such as mean and median, were computed to summarize the characteristics of the data. These statistics provide a concise overview of the participants' responses and help identify trends and patterns.

A correlation analysis was conducted to examine the relationships between different variables in the survey. This analysis assesses the strength and direction of associations, enabling researchers to explore connections between variables of interest.

3.9.2 Qualitative Data Analysis

The qualitative data obtained from the semi-structured interviews was analyzed using thematic analysis. This approach involves systematically identifying and analyzing

patterns or themes in the participants' responses. The interviews were transcribed, and the transcripts were carefully reviewed to identify recurring ideas, concepts, and perspectives.

The identified themes were then organized and interpreted to develop a comprehensive understanding of the research topic. Researcher used techniques such as coding, categorization, and interpretation to extract meaningful insights from the qualitative data.

3.9.3 Reliability and Validity of the Study

Ensuring the reliability and validity of the study is essential to establishing the credibility and trustworthiness of the findings. Reliability refers to the consistency and stability of the data and analysis procedures. Validity, on the other hand, relates to the accuracy and appropriateness of the research methods in capturing the intended constructs or phenomena.

To enhance the reliability of the study, the researcher employed standardized questionnaires with established psychometric properties. These instruments have undergone rigorous testing and validation to ensure reliable measurements of the variables under investigation.

Regarding validity, multiple measures were taken to enhance the credibility of the study. First, the survey and interview protocols were developed based on existing literature and

research frameworks. This alignment with established theories and concepts increases the validity of the study. Second, the researcher employed a diverse sample of participants to capture a range of perspectives and enhance the external validity of the findings. Finally, we conducted a thorough review of the data, analysis procedures, and interpretations to ensure internal validity.

By adhering to these practices, the study aims to enhance the reliability and validity of the findings, providing a robust basis for drawing conclusions and making inferences about the hybrid work phenomenon.

3.10 Research Design Limitations

The validity and trustworthiness of this research are established through the incorporation of credibility, transferability, dependability, and conformability criteria. To ensure trustworthiness, a triangulation approach is adopted, combining multiple data collection methods such as questionnaires, interviews, observations, document analysis, and literature analysis. By triangulating these different sources of data, the study enhances data consistency and repeatability, thereby improving trustworthiness.

The research benefits from a good sample size, which contributes to higher validity and reliability (Maxwell, 2012). However, it is important to recognize potential limitations, such as personal biases, among the participants who are subject matter experts or experienced professionals in their respective fields. These biases may influence their responses and lead to a particular direction in the data. Despite this limitation, the data collected from the participants is assumed to be honest, integral, and unbiased as they provided consent and voluntarily participated in the study.

By acknowledging and addressing these limitations, researchers can mitigate potential biases and enhance the overall trustworthiness of the research. The use of a triangulation approach, coupled with a good sample size and participant consent, strengthens the credibility, reliability, and validity of the study. Researchers should continue to critically

evaluate and interpret the data, considering the potential influence of personal biases while drawing meaningful conclusions and recommendations based on the findings.

3.11 Conclusion

In conclusion, this chapter provides a comprehensive overview of the methodology employed in this research project. It covers several essential elements that form the backbone of the study. These include identifying the research problem, defining and operationalizing theoretical constructs, and establishing the research purpose and questions. Furthermore, the chapter delves into intricate details concerning the research design, the chosen population and sample, participant selection criteria, instrumentation, data collection procedures, data analysis methods, and limitations of the research design.

By addressing these key methodological aspects, this chapter sets the stage for the subsequent chapters, where the findings and implications of the study will be presented and discussed. The research methodology serves as a vital framework for conducting a systematic and rigorous investigation into the research problem under examination.

Throughout the research process, special emphasis has been placed on ensuring the trustworthiness and validity of the findings. To enhance the reliability of the data, a triangulation approach has been adopted, utilizing multiple data collection methods. This approach ensures consistency and reinforces the robustness of the study's outcomes. Additionally, the inclusion of a diverse sample representative of the target population contributes to the generalizability of the study's findings.

It is crucial to acknowledge that every research design has its limitations. The discussed research design limitations shed light on potential personal biases among the participants and their influence on the collected data. These limitations will be carefully considered during the interpretation and analysis of the findings to ensure a well-rounded and nuanced understanding.

In summary, this chapter presents a comprehensive and solid outline of the research methodology. It serves as the foundation for the subsequent chapters, where the findings and implications of the study will be explored in greater depth.

CHAPTER IV

RESULTS

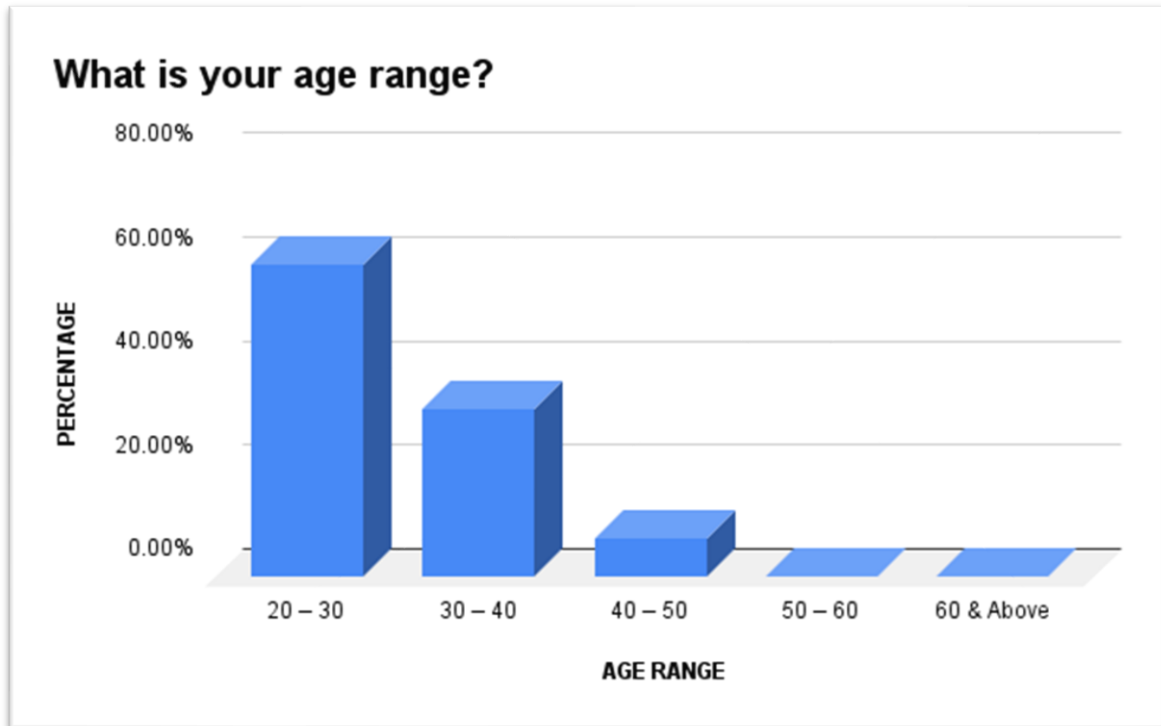
4.1 Results Based on Survey Questionnaire

4.1.1 What is your age range?

Table 4.1.1

AGE RANGE	NO OF RESPONDENTS	PERCENTAGE
20 – 30	601	60.1%
30 – 40	325	32.5%
40 – 50	74	7.4%
50 – 60	0	0
60 & Above	0	0

Figure 4.1.1



Data Analysis

The survey shows that 60.1% are from the age group of 20–30 years, 32.5% are from the age group of 30–40 years, and 7.4% are from the age group of 40–50 years.

Data Interpretation

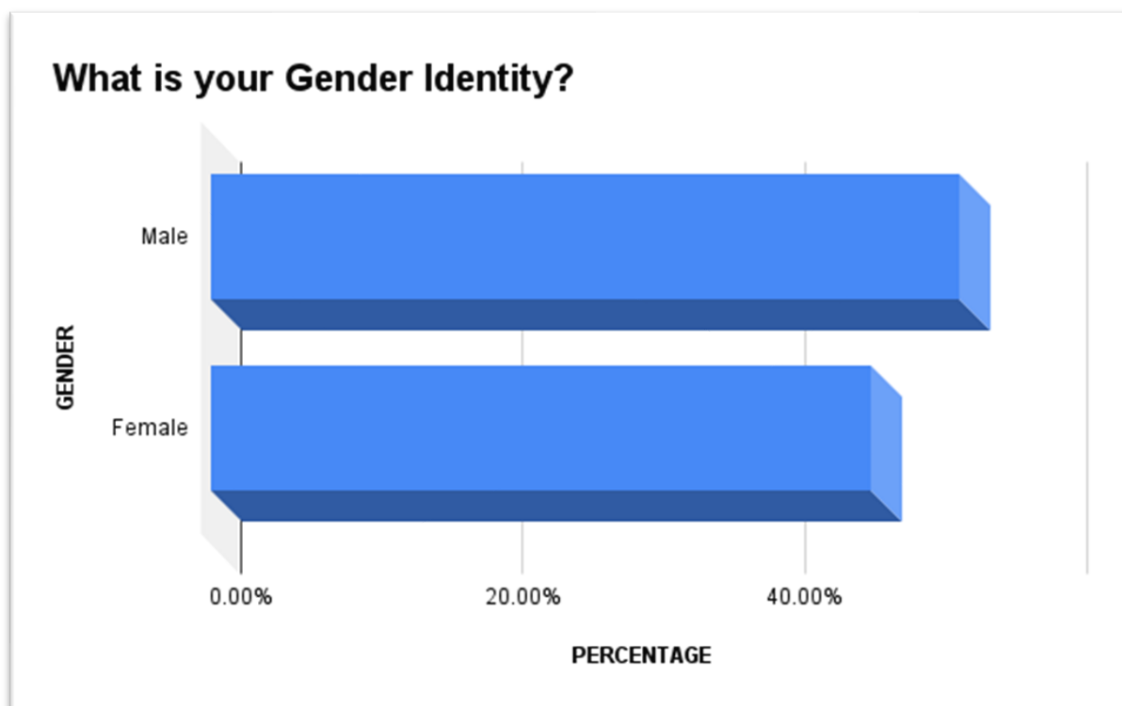
The majority of the respondents are in the age group of 20–30 years.

4.1.2 What is your Gender Identity?

Table 4.1.2

GENDER	NO OF RESPONDENTS	PERCENTAGE
Male	531	53.1%
Female	469	46.9%

Figure 4.1.2



Data Analysis

The survey shows that 53.1% of respondents are male and 46.9% are female.

Data Interpretation

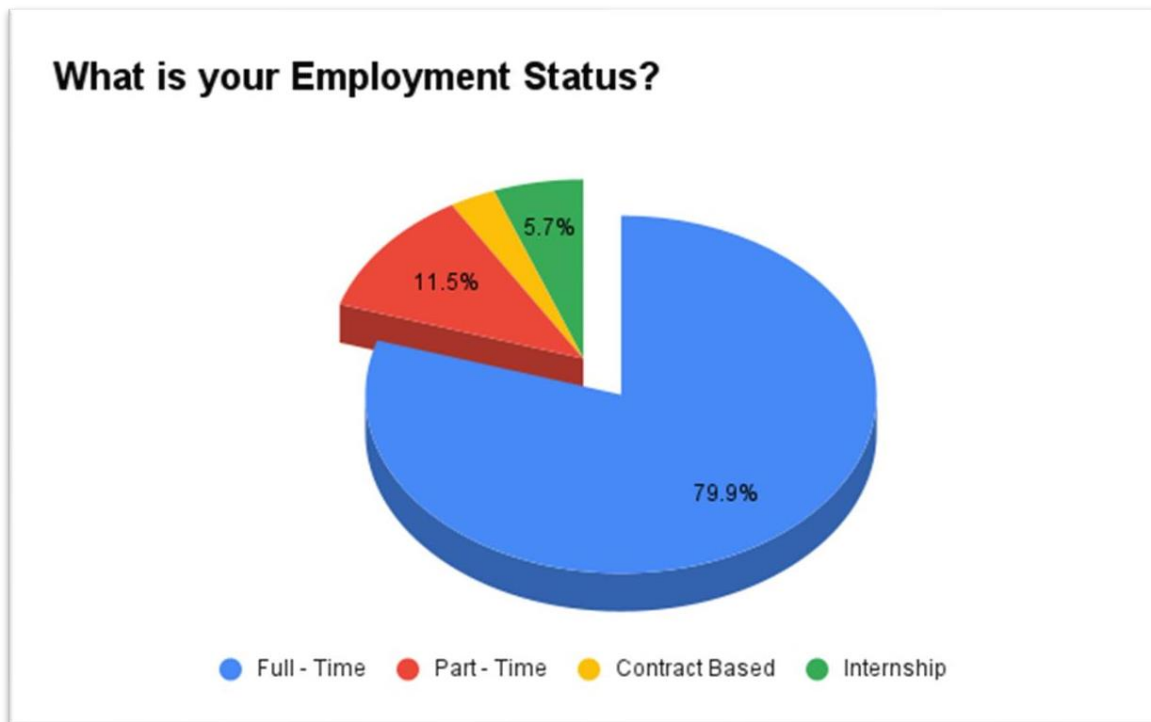
The majority of the respondents are male.

4.1.3 What is your Employment Status?

Table 4.1.3

EMPLOYEE STATUS	NO OF RESPONDENTS	PERCENTAGE
Full - Time	799	79.9%
Part - Time	115	11.5%
Contract Based	29	2.9%
Internship	57	5.7%

Figure 4.1.3



Data Analysis

The survey shows that 79.9% of respondents are full-timers, 11.5% are part-timers, 2.9% of respondents' employee status is contract-based, and 5.7% of respondents' employee status is internship.

Data Interpretation

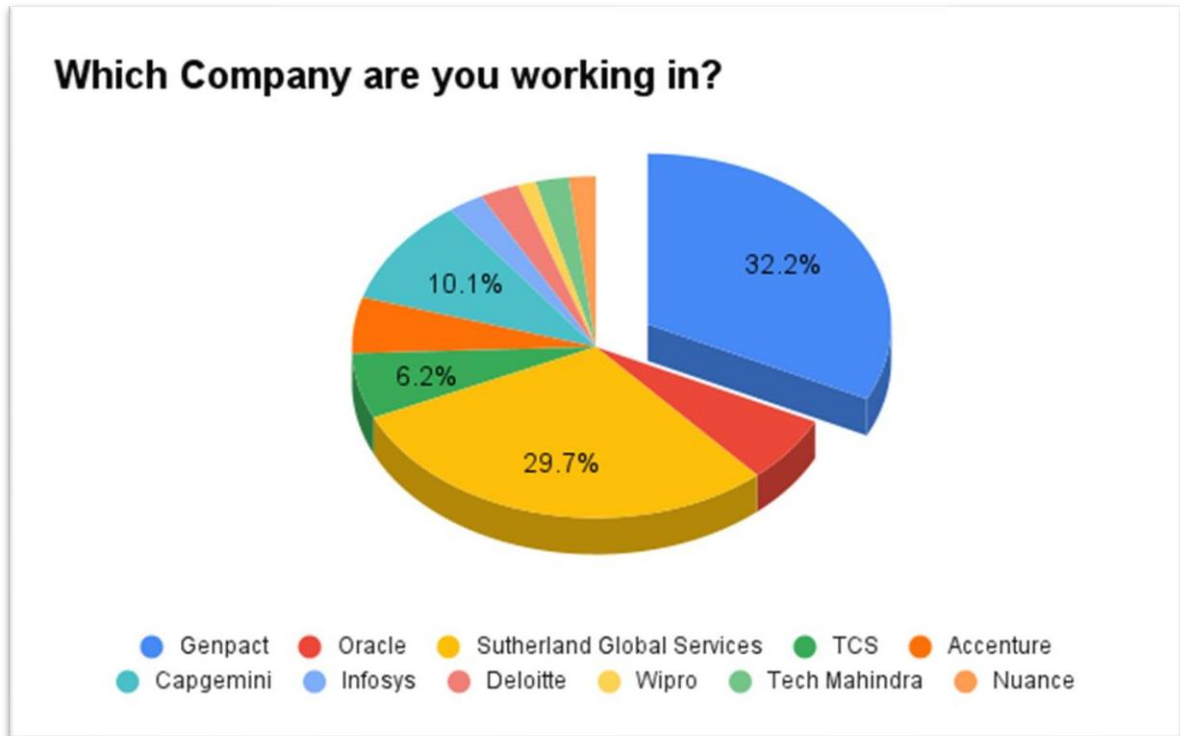
The majority of the respondents' employee status is full-time.

4.1.4 Which company are you working in?

Table 4.1.4

COMPANY	NO OF RESPONDENTS	PERCENTAGE
Genpact	322	32.2%
Oracle	63	6.3%
Sutherland Global Services	297	29.7%
TCS	62	6.2%
Accenture	53	5.3%
Capgemini	101	10.1%
Infosys	24	2.4%
Deloitte	26	2.6%
Wipro	12	1.2%
Tech Mahindra	22	2.2%
Nuance	18	1.8%

Figure 4.1.4



Data Analysis

The survey shows that 32.2% of respondents work at Genpact, 6.3% work at Oracle, and 29.7% work at Sutherland Global Services. 6.2% respondents work at TCS, 5.3% respondents work at Accenture, 10.1% respondents work at Capgemini, 2.4% respondents work at Infosys, 2.6% respondents work at Deloitte, 1.2% respondents work at Wipro, 2.2% respondents work at Tech Mahindra, and 1.8% respondents work at Nuance Ltd.

Data Interpretation

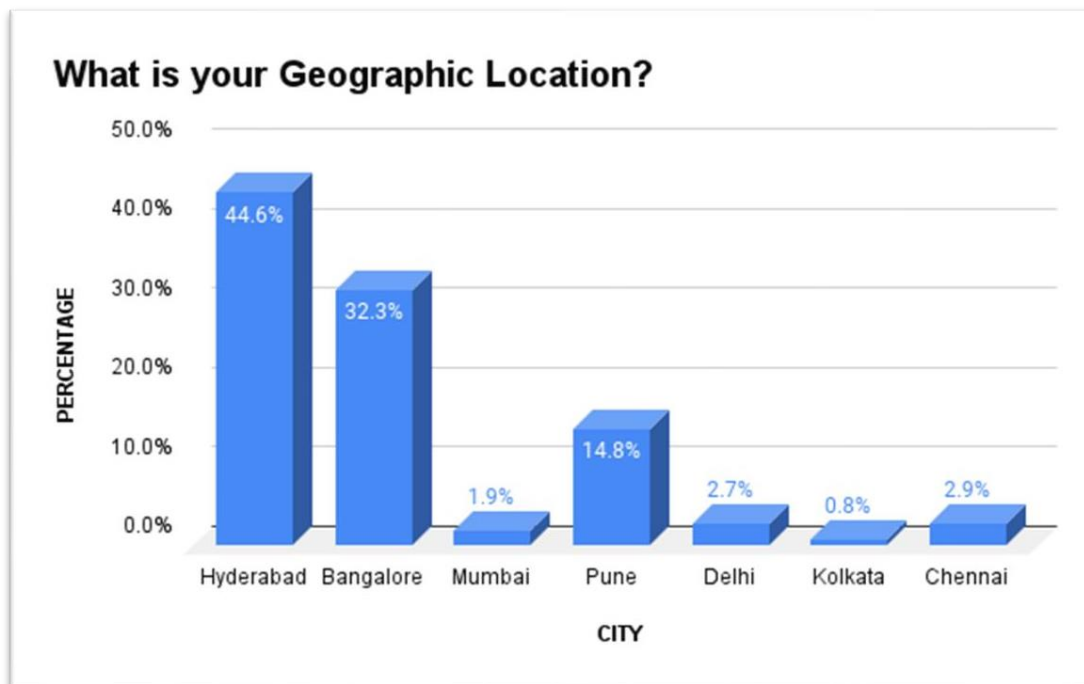
The majority of the respondents work at Genpact.

4.1.5 What is your geographic location?

Table 4.1.5

CITY	NO OF RESPONDENTS	PERCENTAGE
Hyderabad	446	44.6%
Bangalore	323	32.3%
Mumbai	19	1.9%
Pune	148	14.8%
Delhi	27	2.7%
Kolkata	8	0.8%
Chennai	29	2.9%

Figure 4.1.5



Data Analysis

The survey shows that 44.6% of respondents belong to Hyderabad City, 32.3% belong to Bangalore City, 1.9% belong to Mumbai City, 14.8% belong to Pune City, 2.7% belong to Delhi City, 0.8% belong to Kolkata City, and 2.9% belong to Chennai City.

Data Interpretation

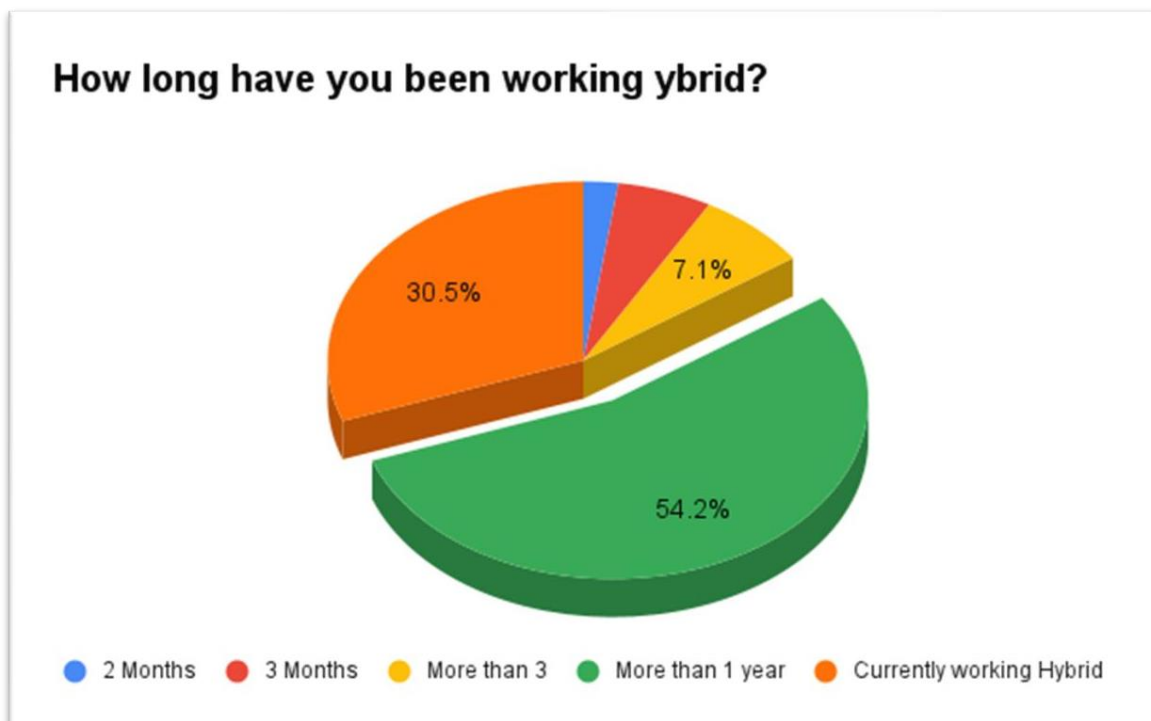
The majority of the survey respondents belong to Hyderabad City.

4.1.6 How long have you been working hybrid?

Table 4.1.6

TENURE	NO OF RESPONDENTS	PERCENTAGE
2 Months	22	2.2%
3 Months	60	6.0%
More than 3	71	7.1%
More than 1 year	542	54.2%
Currently working Hybrid	305	30.5%

Figure 4.1.6



Data Analysis

The survey shows that 2.2% of respondents have been working hybrid for 2 months; 6.0% have been working hybrid for 3 months; 7.1% have been working hybrid for more than 3 months; 54.2% have been working hybrid for more than 1 year; and 30.5% are currently working hybrid.

Data Interpretation

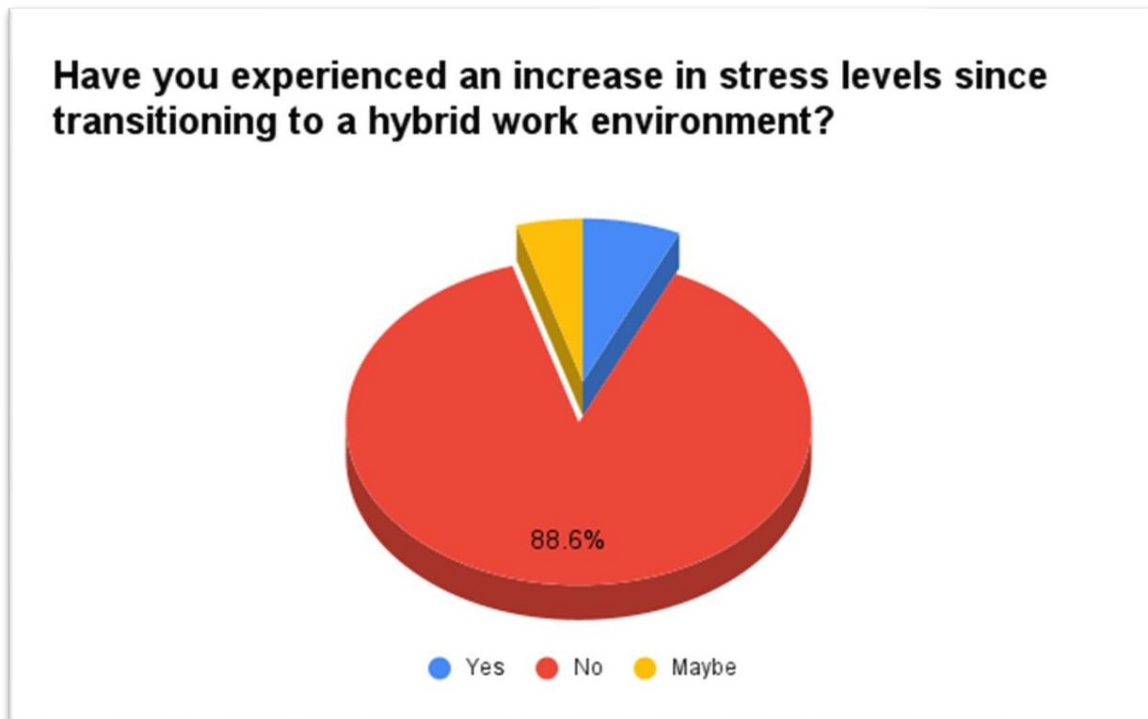
The majority of the survey respondents have worked in a hybrid environment for more than a year.

4.1.7 Have you experienced an increase in stress levels since transitioning to a hybrid work environment?

Table 4.1.7

OPINION	NO OF RESPONDENTS	PERCENTAGE
Yes	68	6.8%
No	886	88.6%
Maybe	46	4.6%

Figure 4.1.7



Data Analysis

The survey shows that 6.8% of respondents' opinions are yes, 88.6% of respondents' opinions are no, and 4.6% of respondents' opinions are maybe.

Data Interpretation

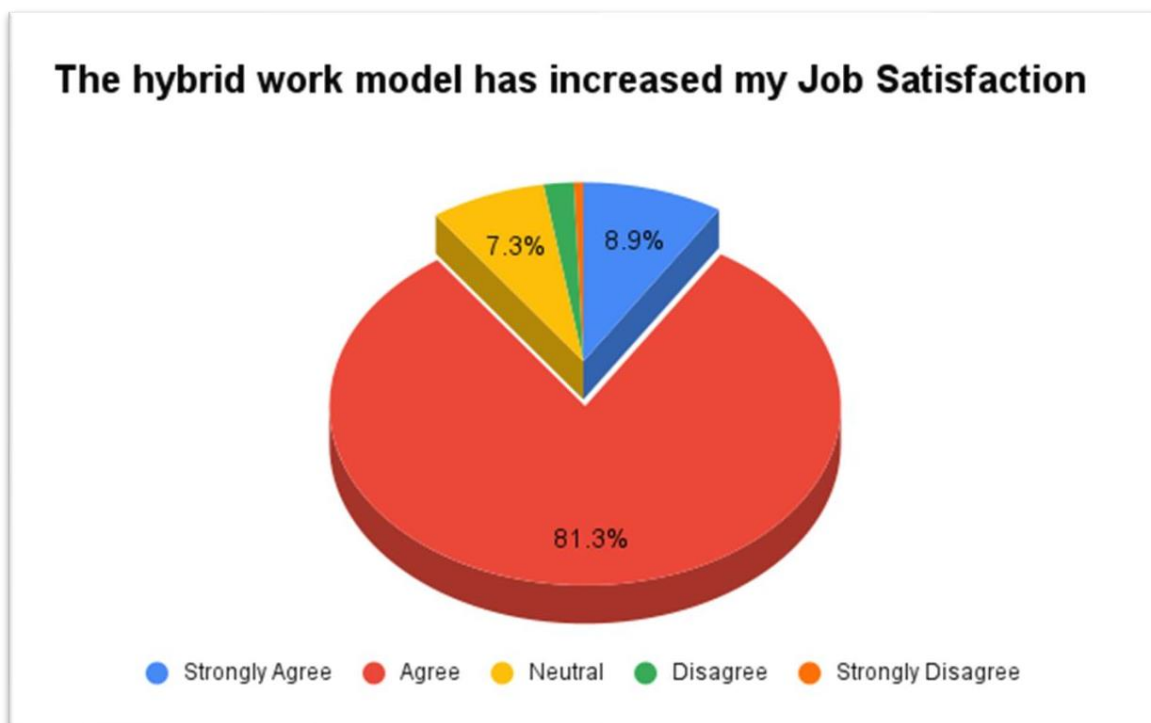
The majority of the respondents' opinion is that they did not experience any increase in stress levels since transitioning to a hybrid work environment.

4.1.8 The hybrid work model has increased my Job Satisfaction

Table 4.1.8

OPINION	NO OF RESPONDENTS	PERCENTAGE
Strongly Agree	89	8.9%
Agree	813	81.3%
Neutral	73	7.3%
Disagree	19	1.9%
Strongly Disagree	6	0.6%

Figure 4.1.8



Data Analysis

The survey shows that 8.9% of respondents strongly agree and 81.3% agree with the opinion that the hybrid work model has increased job satisfaction, whereas 7.3% are neutral, 1.9% disagree, and 0.6% strongly disagree with the opinion that the hybrid work model has increased job satisfaction.

Data Interpretation

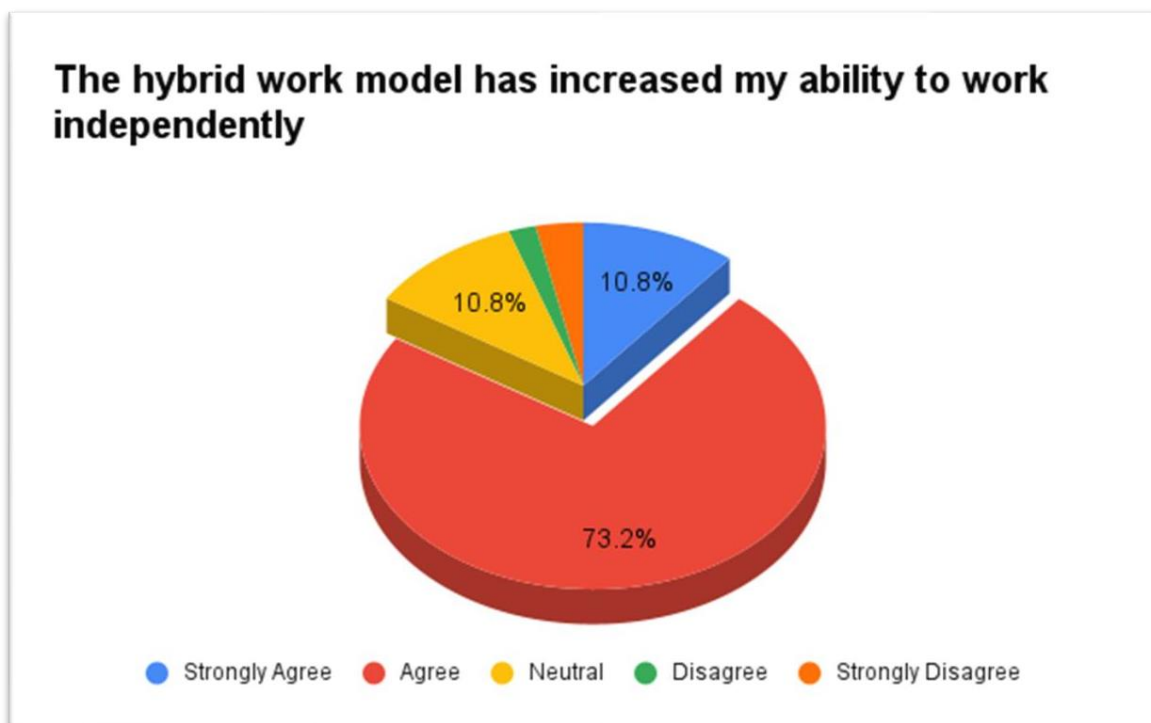
The majority of the survey respondents agree that the hybrid work model has increased their job satisfaction.

4.1.9 The hybrid work model has increased my ability to work independently

Table 4.1.9

OPINION	NO OF RESPONDENTS	PERCENTAGE
Strongly Agree	108	10.8%
Agree	732	73.2%
Neutral	108	10.8%
Disagree	19	1.9%
Strongly Disagree	33	3.3%

Figure 4.1.9



Data Analysis

The survey shows that 10.8% of respondents strongly agree and 73.2% agree on the opinion that the hybrid work model has increased the ability to work independently, whereas 10.8% are neutral, 1.9% disagree, and 3.3% strongly disagree.

Data Interpretation

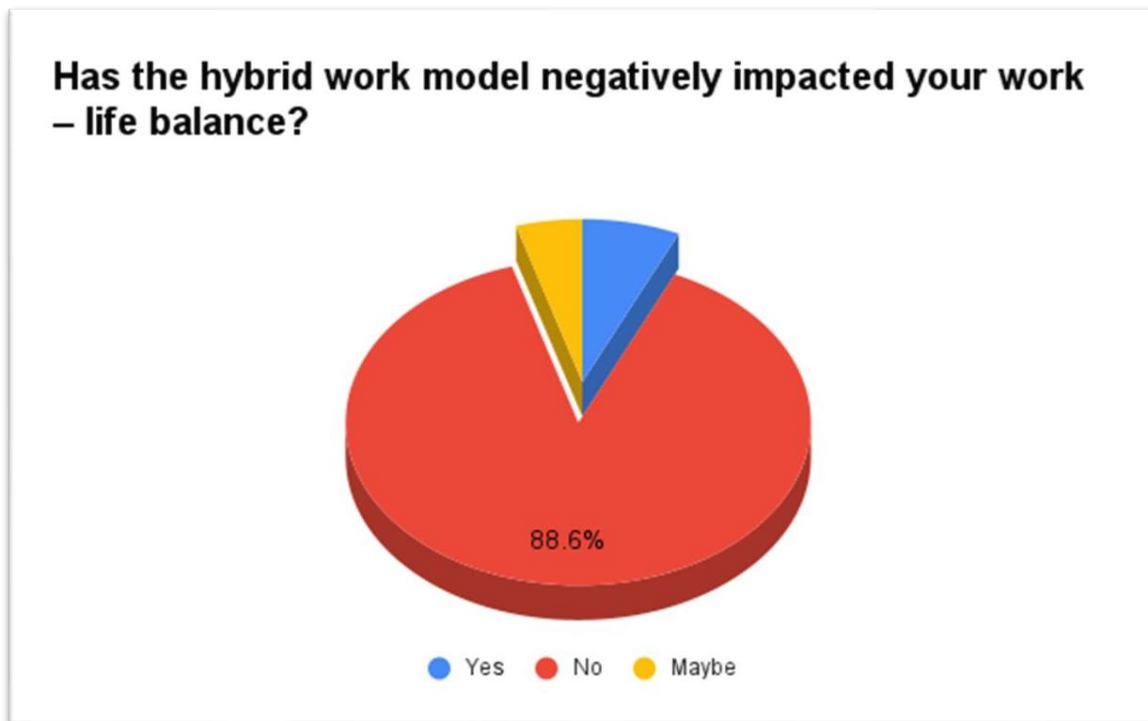
The majority of the survey respondents agree that the hybrid work model has increased their ability to work independently.

4.1.10 Has the hybrid work model negatively impacted your work – life balance?

Table 4.1.10

OPINION	NO OF RESPONDENTS	PERCENTAGE
Yes	68	6.8%
No	886	88.6%
Maybe	46	4.6%

Figure 4.1.10



Data Analysis

The survey shows that 7.6% of respondents' opinions are yes, 87.3% of respondents' opinions are no, and 5.1% of respondents' opinions are maybe.

Data Interpretation

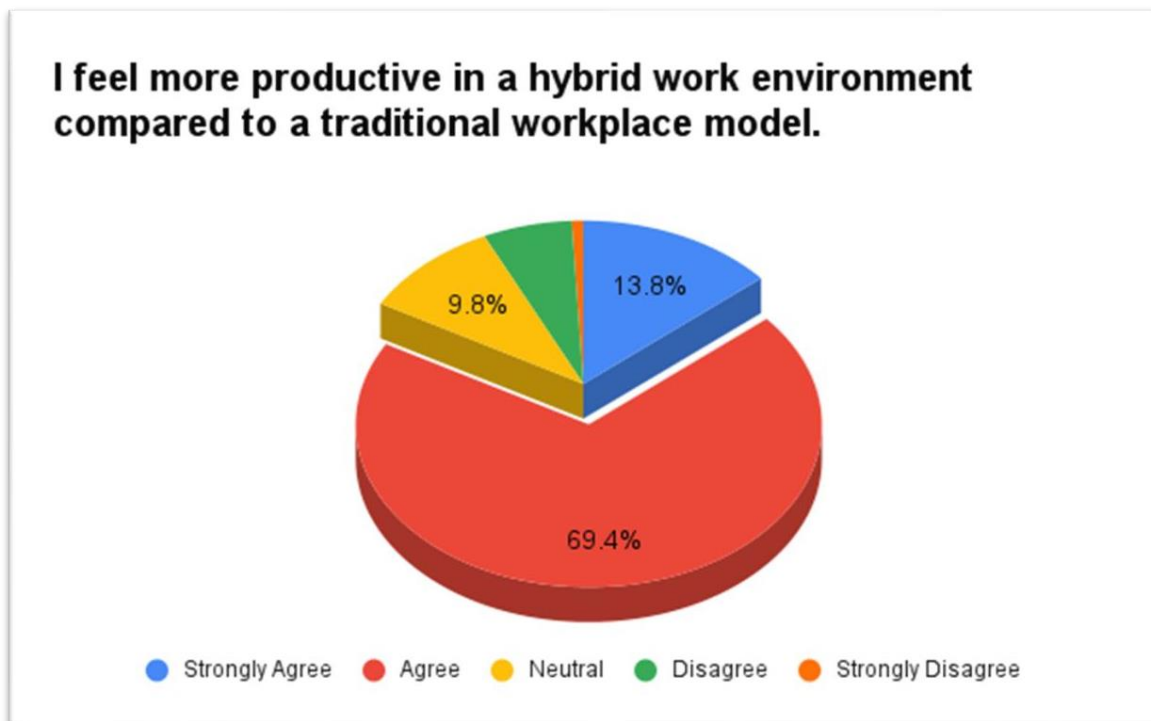
The majority of the survey respondents' opinion is that they do not have a negative impact on work-life balance in the hybrid work model.

4.1.11 I feel more productive in a hybrid work environment compared to traditional workplace model.

Table 4.1.11

OPINION	NO OF RESPONDENTS	PERCENTAGE
Strongly Agree	138	13.8%
Agree	694	69.4%
Neutral	98	9.8%
Disagree	62	6.2%
Strongly Disagree	8	0.8%

Figure 4.1.11



Data Analysis

The survey shows that 13.8% of respondents strongly agree and 69.4% agree that they feel more productive in a hybrid work environment compared to a traditional workplace model, whereas 9.8% are neutral, 6.2% disagree, and 0.8% strongly disagree.

Data Interpretation

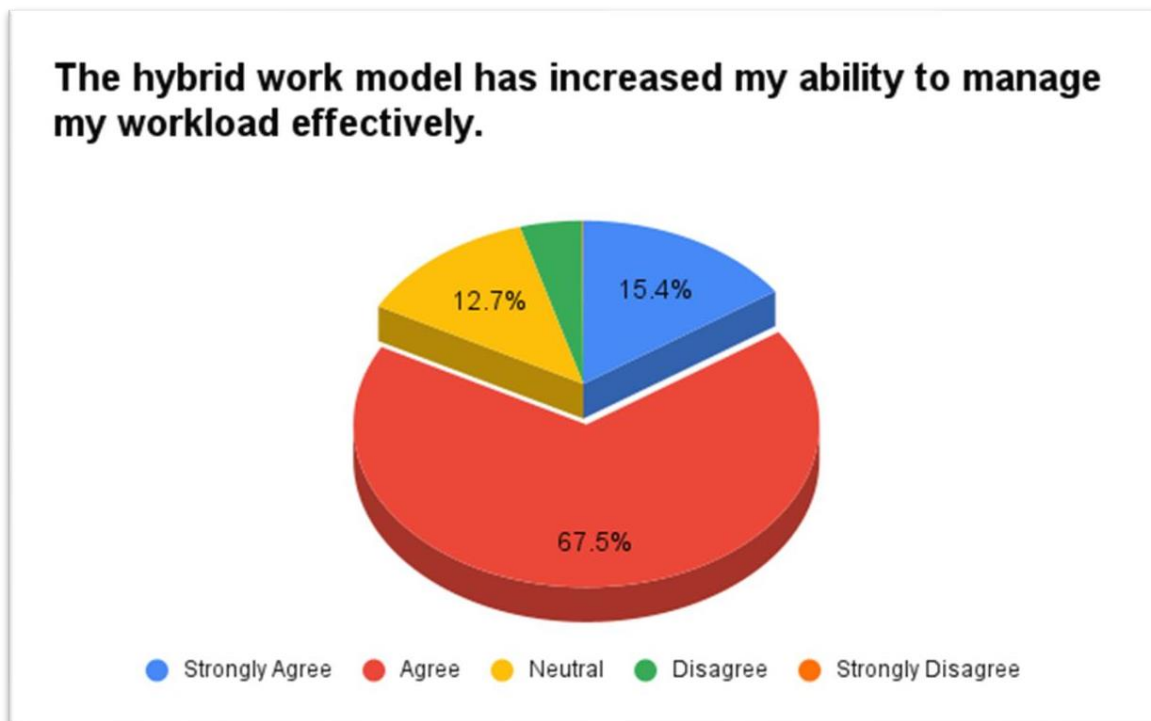
The majority of the survey respondents agree with the opinion that they feel more productive in a hybrid work environment compared to a traditional workplace model.

4.1.12 The hybrid workplace model has increased my ability to manage my workload effectively.

Table 4.1.12

OPINION	NO OF RESPONDENTS	PERCENTAGE
Strongly Agree	154	15.4%
Agree	675	67.5%
Neutral	127	12.7%
Disagree	43	4.3%
Strongly Disagree	1	0.1%

Figure 4.1.12



Data Analysis

The survey shows that 15.4% of respondents strongly agree and 67.5% agree on the opinion that the hybrid work model has increased their ability to manage the workload effectively, whereas 12.7% are neutral, 4.3% disagree, and 0.1% strongly disagree.

Data Interpretation

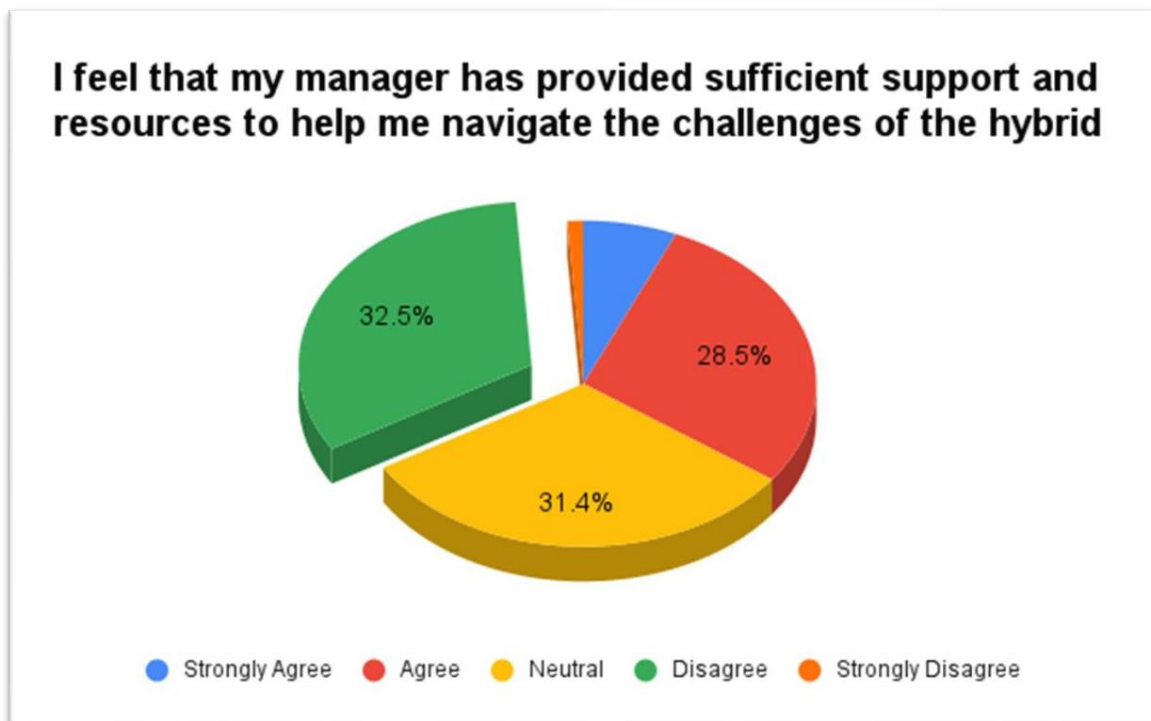
The majority of the survey respondents agree with the opinion that the hybrid work model has increased their ability to manage their workload effectively.

4.1.13 I feel that my manager has provided sufficient support and resources to help me navigate the challenges of the hybrid work model.

Table 4.1.13

OPINION	NO OF RESPONDENTS	PERCENTAGE
Strongly Agree	65	6.5%
Agree	285	28.5%
Neutral	314	31.4%
Disagree	325	32.5%
Strongly Disagree	11	1.1%

Figure 4.1.13



Data Analysis

The survey shows that only 6.5% of respondents strongly agree and 28.5% agree on the opinion that they feel that their manager has provided sufficient support and resources to help them navigate the challenges of the hybrid workplace model, whereas 31.4% are neutral, 32.5% disagree, and 1.1% strongly disagree.

Data Interpretation

The majority of the survey respondents disagree with the opinion that their manager has provided sufficient support and resources to help them navigate the challenges of the hybrid workplace model.

Chi – Square Test

I feel that my manager has provided sufficient support and resources to help me navigate the challenges of the hybrid work model.	Observed Value(O)	Expected Value (E)	O – E	(O - E)²	((O – E)²/E
Strongly agree	65	200	-135	18225	91.125
Agree	285	200	85	7225	36.125
Neutral	314	200	114	12996	64.98
Disagree	325	200	125	15625	78.125
Strongly disagree	11	200	-189	35721	178.605
Grand Total	1000			Calculate d Value	448.96
				Table Value	9.49

Null Hypothesis

Respondents feel that their manager has provided sufficient support and resources to help them navigate the challenges of the hybrid work model.

Alternative Hypothesis

Respondents do not feel that their manager has provided sufficient support and resources to help them navigate the challenges of the hybrid work model.

Significance: 0.05 (alpha)

Degrees Of Freedom = Number of Buckets – 1 = 5 – 1 = 4

Expected Value(E) = Mean of the Observed Values = $1000/2 = 200$

Calculated Value = 448.96

Tabulated Value = 9.49

Since Calculated Value > Tabulated Value, we reject Null Hypothesis and accept the Alternative Hypothesis.

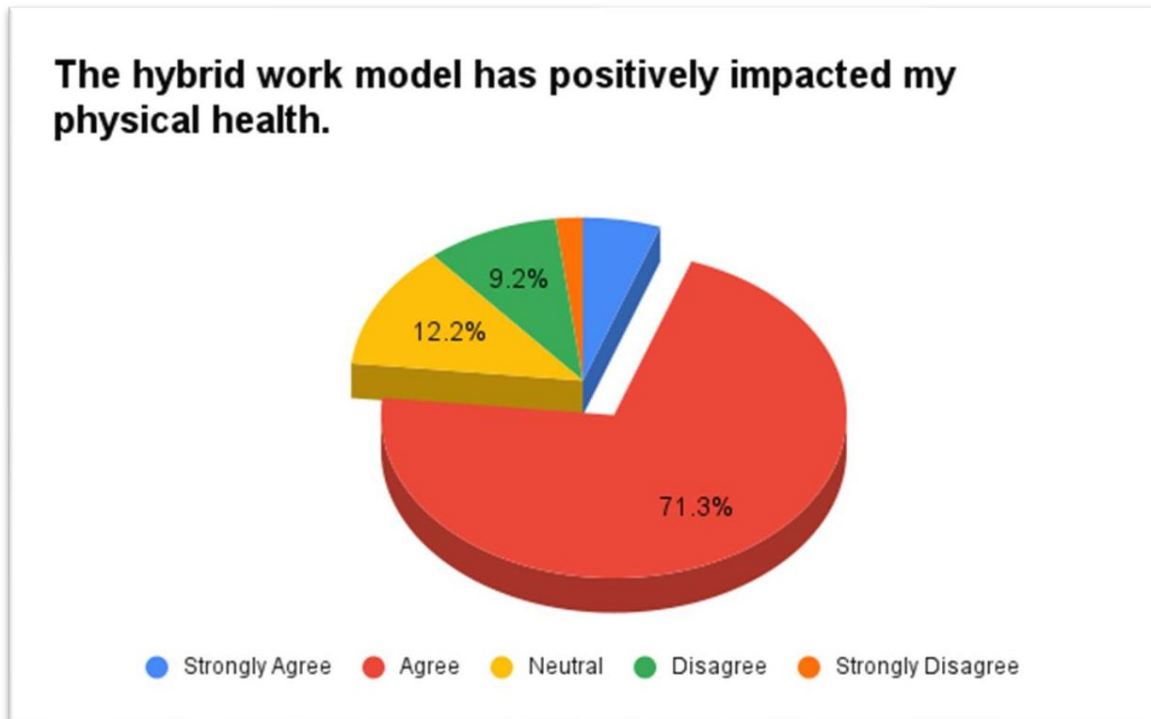
Inference: On applying Chi – Square Test for the responses received on this question it is evident that Respondents do not feel that their manager has provided sufficient support and resources to help them navigate the challenges of the hybrid work model.

4.1.14 The hybrid work model has positively impacted my physical health

Table 4.1.14

OPINION	NO OF RESPONDENTS	PERCENTAGE
Strongly Agree	54	5.4%
Agree	713	71.3%
Neutral	122	12.2%
Disagree	92	9.2%
Strongly Disagree	19	1.9%

Figure 4.1.14



Data Analysis

The survey shows that 5.4% of respondents strongly agree and 71.3% agree that the hybrid work model has positively impacted their physical health, whereas 12.2% of respondents are neutral, 9.2% disagree, and 1.9% strongly disagree.

Data Interpretation

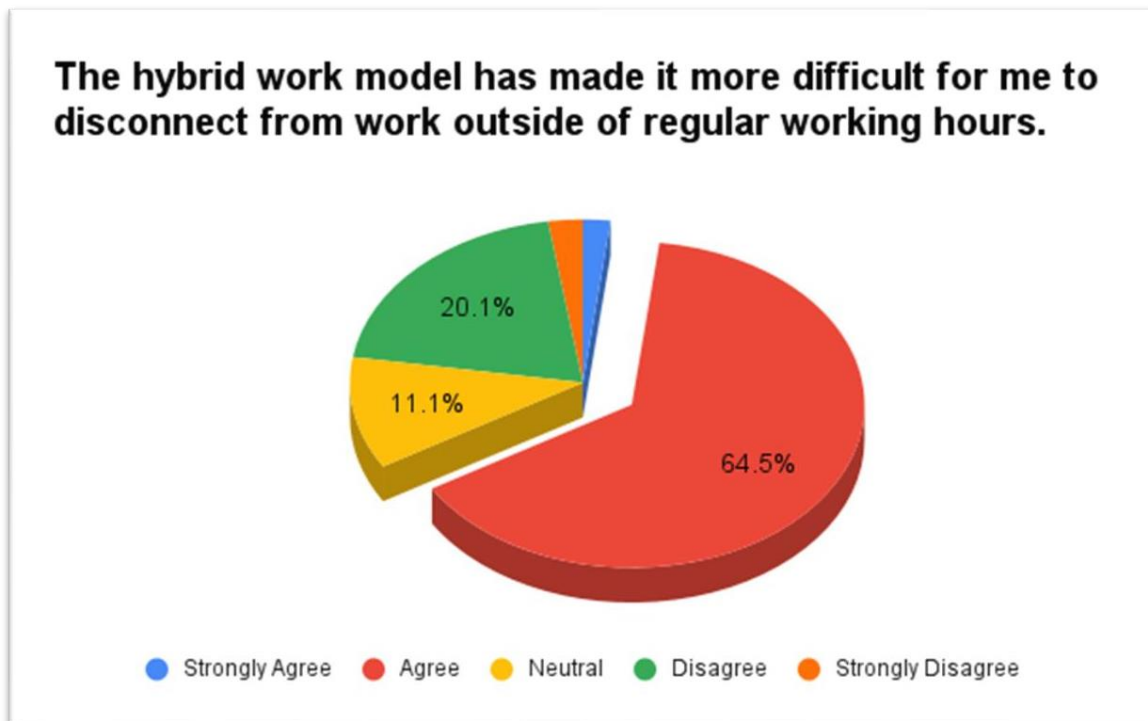
The majority of the survey respondents agree with the opinion that the hybrid work model has positively impacted their physical health.

4.1.15 The hybrid work model has made it more difficult for me to disconnect from work outside of regular working hours.

Table 4.1.15

OPINION	NO OF RESPONDENTS	PERCENTAGE
Strongly Agree	19	1.9%
Agree	645	64.5%
Neutral	111	11.1%
Disagree	201	20.1%
Strongly Disagree	24	2.4%

Figure 4.1.15



Data Analysis

The survey shows that 1.9% of respondents strongly agree and 64.5% agree that the hybrid work model has made it more difficult for them to disconnect from work outside of regular working hours, whereas 11.1% are neutral, 20.1% disagree, and 2.4% strongly disagree.

Data Interpretation

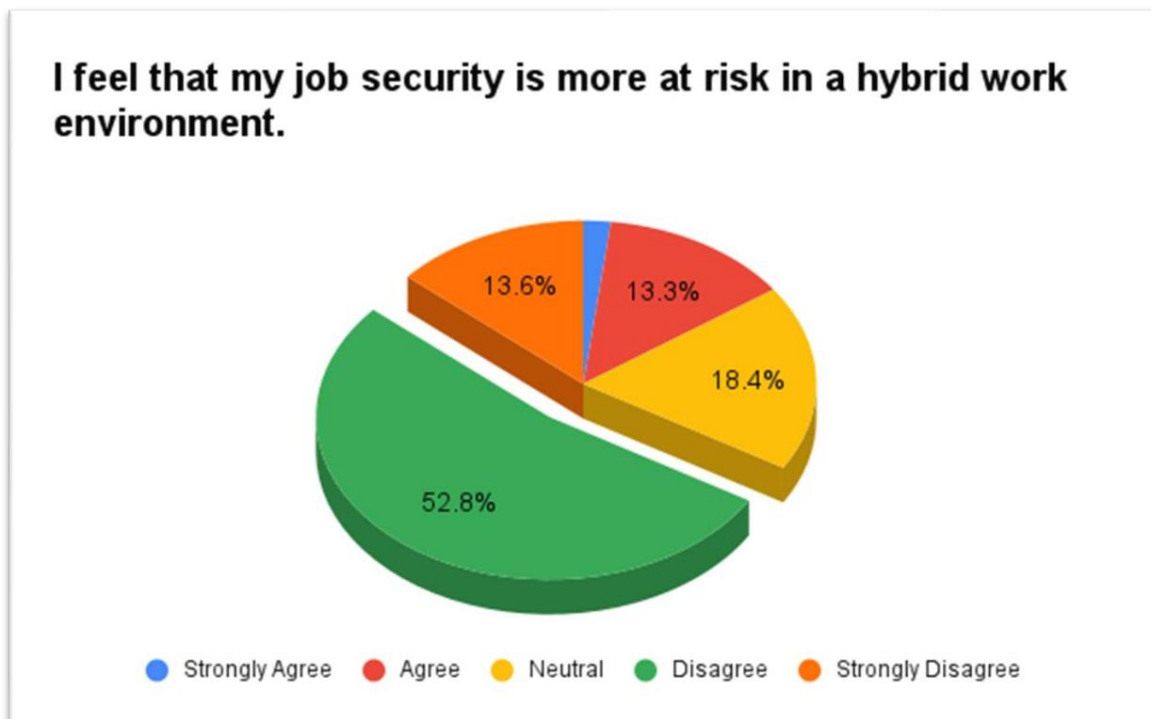
The majority of the survey respondents agree with the opinion that the hybrid work model has made it more difficult for them to disconnect from work outside of regular working hours.

4.1.16 I feel that my Job Security is more at risk in a hybrid work environment.

Table 4.1.16

OPINION	NO OF RESPONDENTS	PERCENTAGE
Strongly Agree	19	1.9%
Agree	133	13.3%
Neutral	184	18.4%
Disagree	528	52.8%
Strongly Disagree	136	13.6%

Figure 4.1.16



Data Analysis

The survey shows that 1.9% of respondents strongly agree and 13.3% agree on the opinion, whereas 18.4% are neutral, 52.8% disagree, and 13.6% strongly disagree that on the opinion their job security is more at risk in the hybrid work model.

Data Interpretation

The majority of the survey respondents disagree with the opinion that their job security is more at risk in the hybrid work model.

Chi – Square Test

I feel that my Job Security is more at risk in a hybrid work environment.	Observed Value(O)	Expected Value(E)	O – E	(O - E)²	((O – E)²)/E
Strongly agree	19	200	-181	32761	163.805
Agree	133	200	-67	4489	22.445
Neutral	184	200	-16	256	1.28
Disagree	528	200	328	107584	537.92
Strongly disagree	136	200	-64	4096	20.48
Grand Total	1000			Calculate	745.93
				d Value	
				Table	9.49
				Value	

Null Hypothesis

Respondents feel that their Job Security is more at risk in a hybrid work environment.

Alternative Hypothesis

Respondents do not feel that their Job Security is more at risk in a hybrid work environment.

Significance: 0.05 (alpha)

Degrees Of Freedom = Number of Buckets – 1 = 5 – 1 = 4

Expected Value(E) = Mean of the Observed Values = $1000/2 = 200$

Calculated Value = 745.93

Tabulated Value = 9.49

Since Calculated Value > Tabulated Value, we reject Null Hypothesis and accept the Alternative Hypothesis.

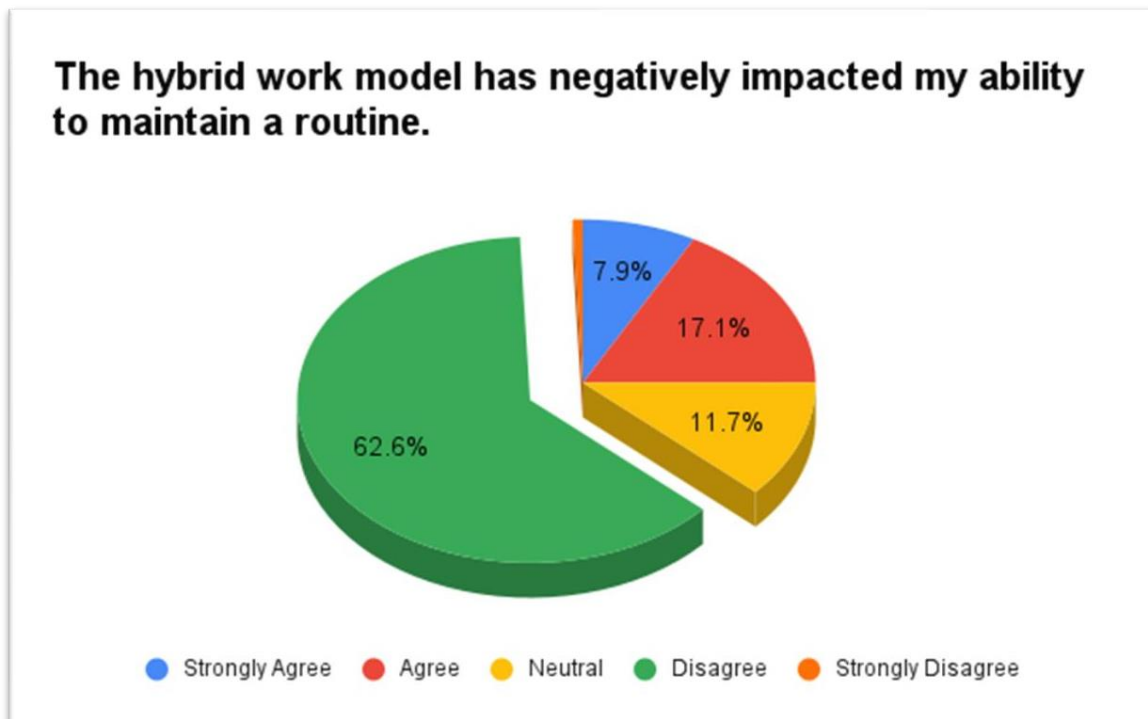
Inference: On applying Chi – Square Test for the responses received on this question it is evident that Respondents do not feel that their Job Security is more at risk in a hybrid work environment.

4.1.17 The hybrid work model has negatively impacted my ability to maintain as routine

Table 4.1.17

OPINION	NO OF RESPONDENTS	PERCENTAGE
Strongly Agree	79	7.9%
Agree	171	17.1%
Neutral	117	11.7%
Disagree	626	62.6%
Strongly Disagree	7	0.7%

Figure 4.1.17



Data Analysis

The survey shows that 7.9% of respondents strongly agree and 17.1% agree that the hybrid work model has negatively impacted their ability to maintain a routine, whereas 11.7% are neutral, 62.6% disagree, and 0.7% strongly disagree.

Data Interpretation

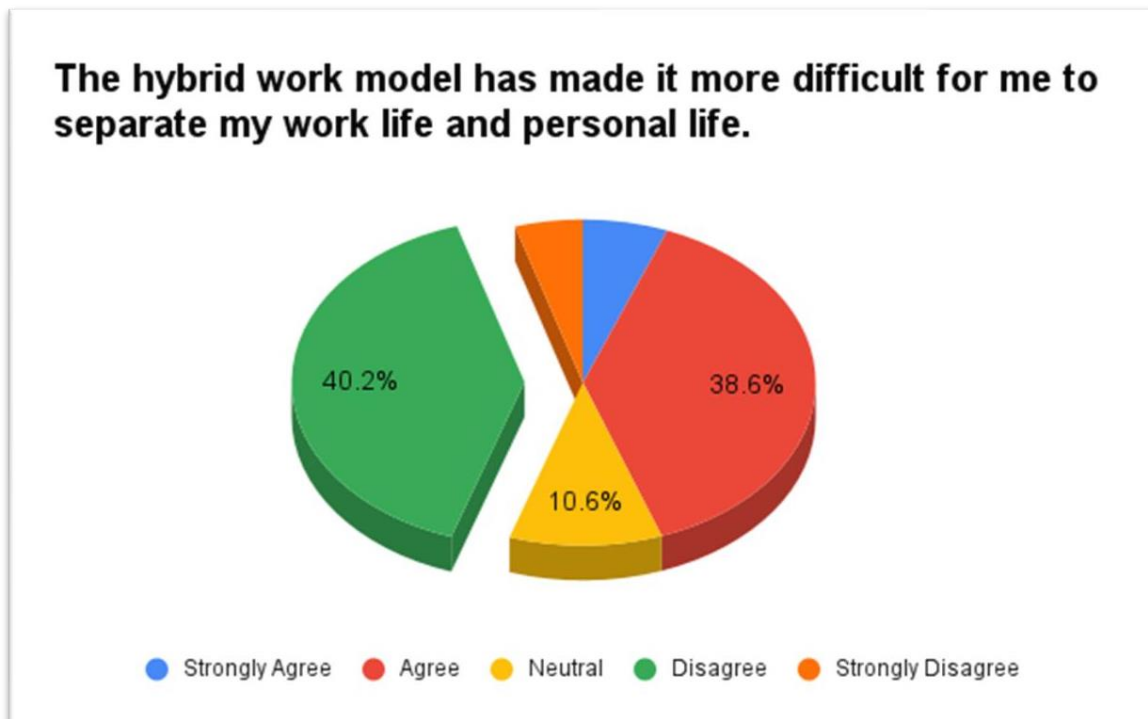
The majority of the survey respondents disagree with the opinion that the hybrid work model has negatively impacted their ability to maintain a routine.

4.1.18 The hybrid work model has made it more difficult for me to separate my work life and personal life

Table 4.1.18

OPINION	NO OF RESPONDENTS	PERCENTAGE
Strongly Agree	59	5.9%
Agree	386	38.6
Neutral	106	10.6%
Disagree	402	40.2%
Strongly Disagree	47	4.7%

Figure 4.1.18



Data Analysis

The survey shows that 5.9% of respondents strongly agree and 38.6% agree on the opinion that the hybrid work model has made it more difficult for them to separate work life and personal life, whereas 10.6% are neutral, 40.2% disagree, and 4.7% strongly disagree.

Data Interpretation

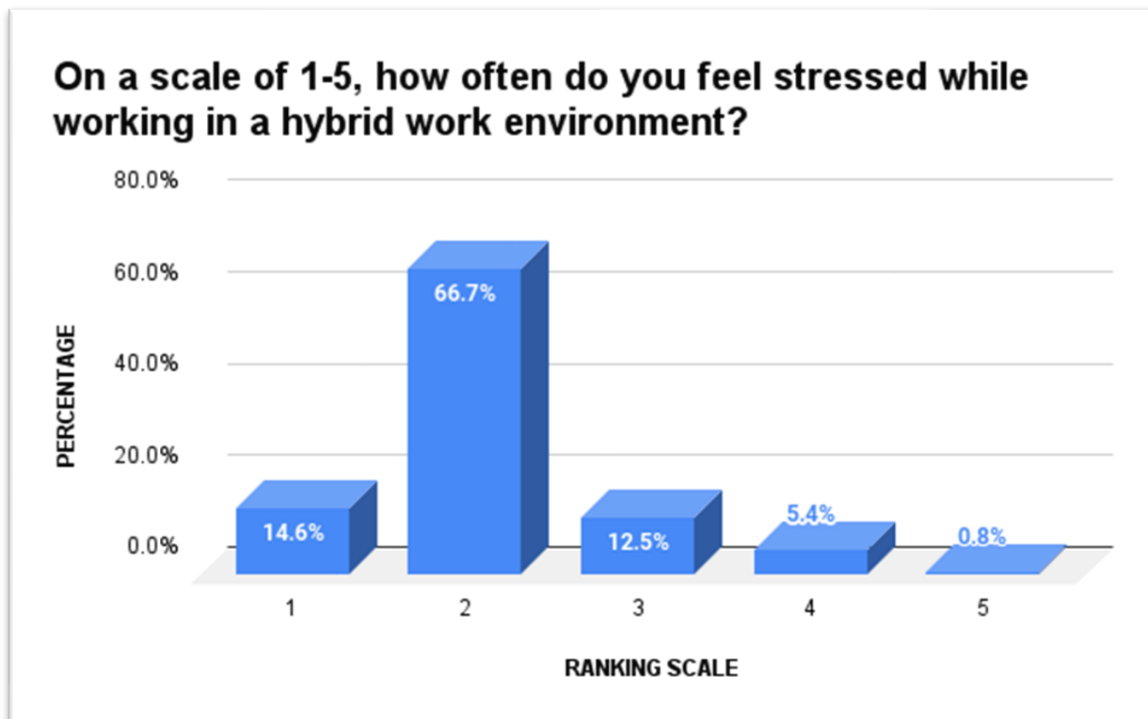
The majority of the survey respondents disagree with the opinion that the hybrid work model has made it more difficult for them to separate work and personal lives.

4.1.19 On a Scale of 1 – 5, how often do you feel stressed while working in a hybrid work environment?

Table 4.1.19

RANKING SCALE	NO OF RESPONDENTS	PERCENTAGE
1 (Less Stressed)	146	14.6%
2	667	66.7%
3	125	12.5%
4	54	5.4%
5 (Highly Stressed)	8	0.8%

Figure 4.1.19



Data Analysis

The survey shows that 14.6% of respondents strongly agree and 66.7% agree that they often feel less stressed while working in a hybrid work model, whereas 12.5% are neutral, 5.4% disagree, and 0.8% strongly disagree that they are highly stressed.

Data Interpretation

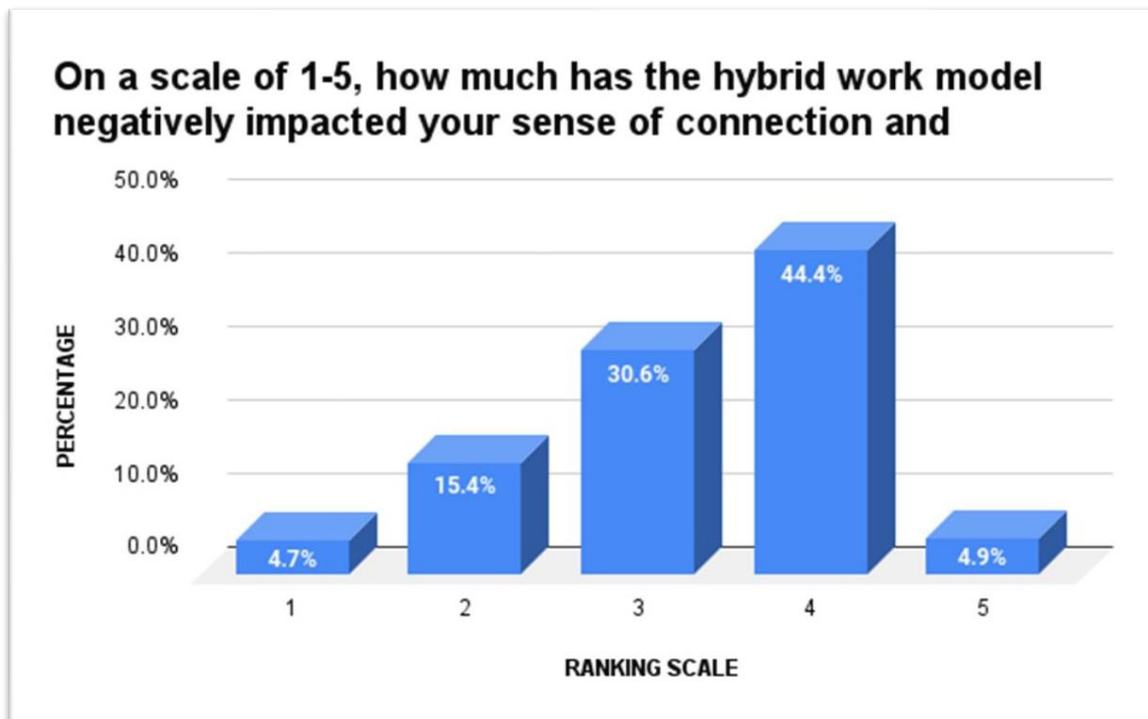
The majority of the respondents agree that they feel less stressed while working in a hybrid work model.

4.1.20 On a scale of 1 – 5, how much has the hybrid work model negatively impacted your sense of connection and belonging to the organization?

Table 4.1.20

RANKING SCALE	NO OF RESPONDENTS	PERCENTAGE
1 (Poor Connection)	47	4.7%
2	154	15.4%
3	306	30.6%
4	444	44.4%
5 (Very Good Connection)	49	4.9%

Table 4.1.20



Data Analysis

The survey shows that 4.7% of respondents have very poor connection and 15.4% have poor connection, whereas 30.6% are neutral, 44.4% have good connection, and 4.9% have very good connection.

Data Interpretation

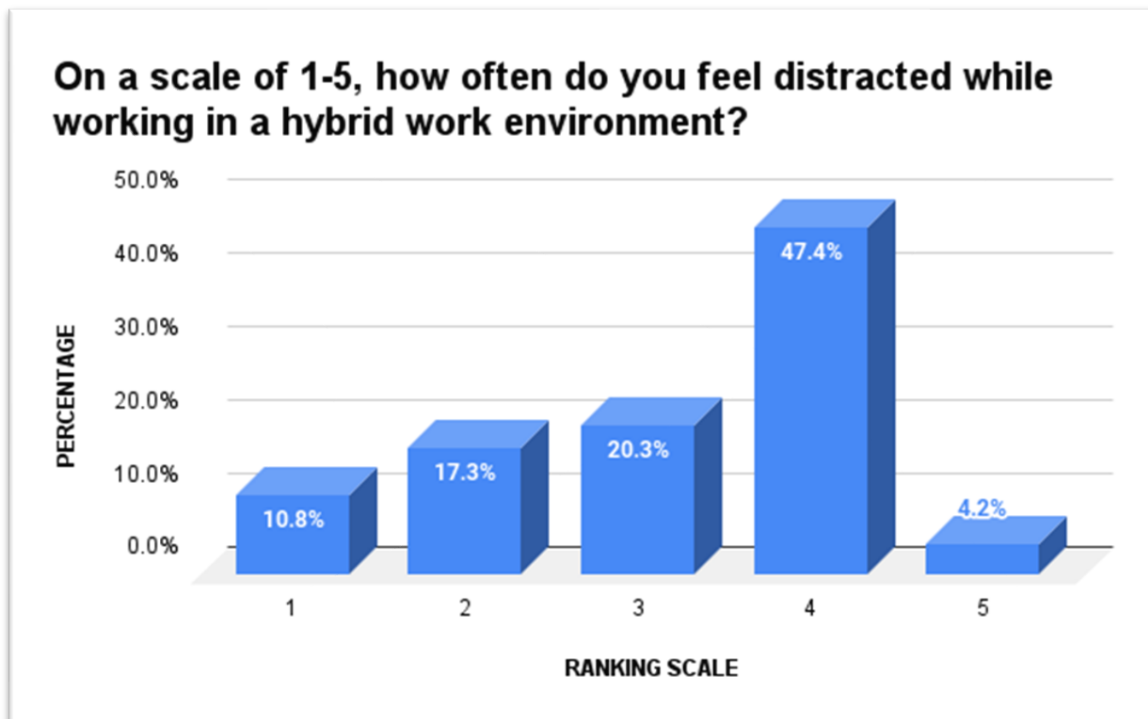
The majority of the survey respondents' opinion is that they have a good connection with the organization during the hybrid work model.

4.1.21 On a scale of 1 – 5, how often do you feel distracted while working in a hybrid work environment?

Table 4.1.21

RANKING SCALE	NO OF RESPONDENTS	PERCENTAGE
1 (No Distraction)	108	10.8%
2	173	17.3%
3	203	20.3%
4	474	47.4%
5 (Very High Distraction)	42	4.2%

Figure 4.1.21



Data Analysis

According to the survey, 10.8% of respondents are not distracted at all, 17.3% are slightly distracted, 20.3% are neutral, 47.4% are frequently distracted, and 4.2% are extremely distracted while working hybrid.

Data Interpretation

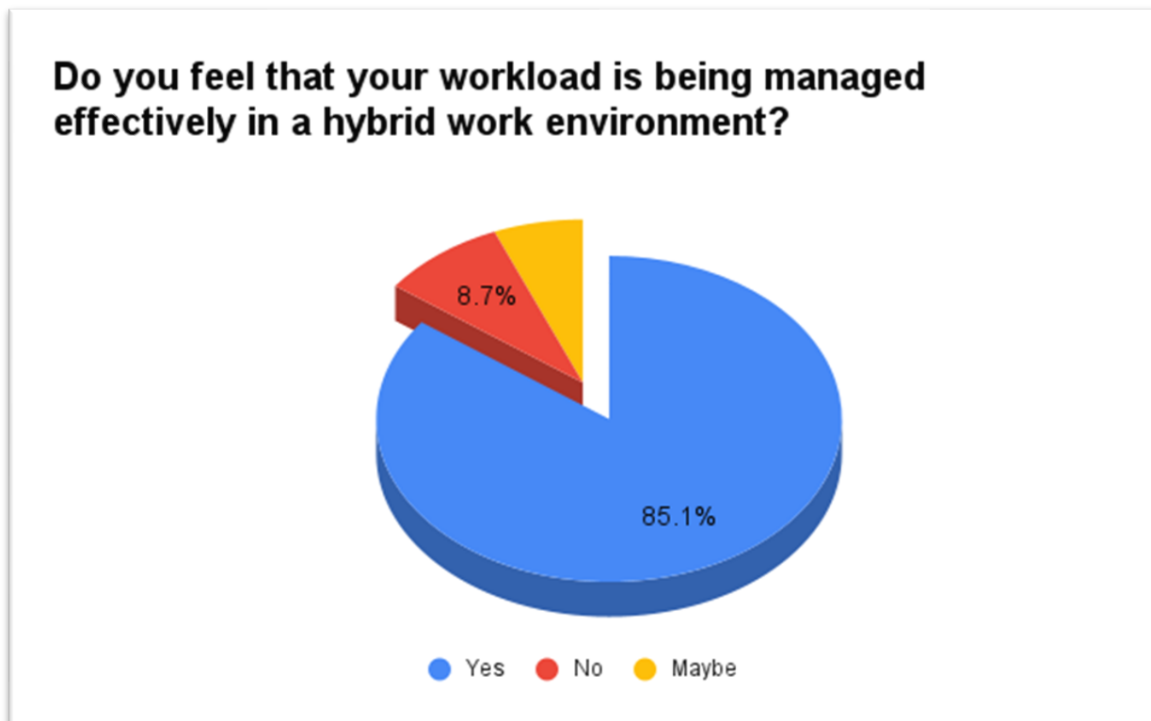
The majority of the respondents' opinion is that they get distracted in the work environment quite often.

4.1.22 Do you feel that your workload is being managed effectively in a hybrid work environment?

Table 4.1.22

OPINION	NO OF RESPONDENTS	PERCENTAGE
Yes	851	85.1%
No	87	8.7%
Maybe	62	6.2%

Figure 4.1.22



Data Analysis

The survey shows that 85.1% of respondents' opinions are yes, meaning that they feel that the workload is being managed effectively in the hybrid work environment, whereas 8.7%'s opinions are no, and 6.2%'s opinions are maybe.

Data Interpretation

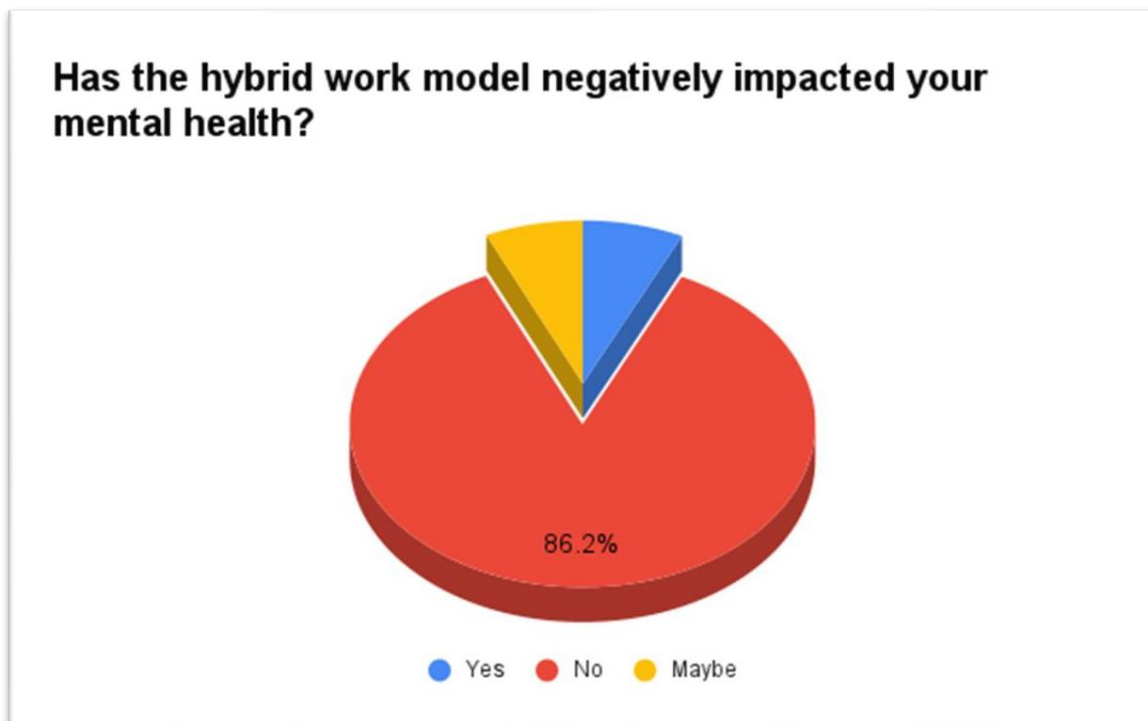
The majority of the survey respondents' opinion is that yes, they feel that the workload is being managed effectively in the hybrid work environment.

4.1.23 Has the hybrid work model negatively impacted your mental health?

Table 4.1.23

OPINION	NO OF RESPONDENTS	PERCENTAGE
Yes	70	7%
No	862	86.2%
Maybe	68	6.8%

Figure 4.1.23



Data Analysis

The survey shows that 7% of respondents' opinions are yes, 86.2% of respondents' opinions are no, and 6.8%'s opinions are maybe.

Data Interpretation

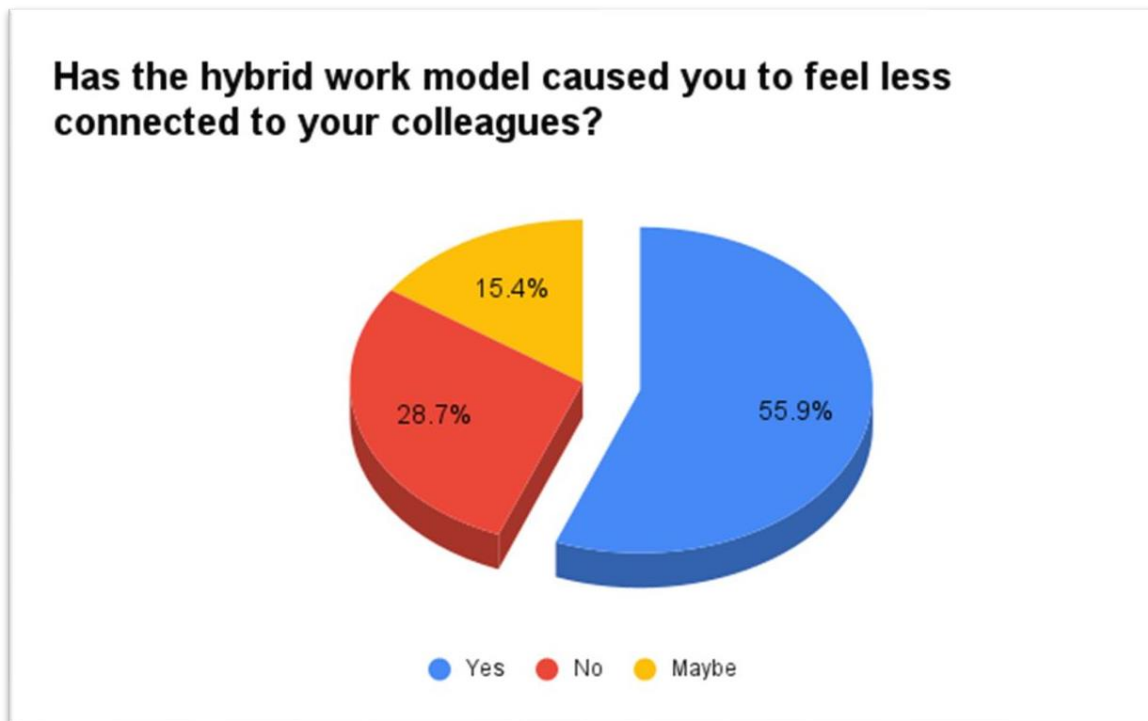
The majority of the respondents' opinion is that the hybrid work model negatively impacted their mental health.

4.1.24 Has the hybrid work model caused you to feel less connected to your colleagues?

Table 4.1.24

OPINION	NO OF RESPONDENTS	PERCENTAGE
Yes	559	55.9%
No	287	28.7%
Maybe	154	15.4%

Figure 4.1.24



Data Analysis

The survey shows that 55.9% of respondents' opinions are yes, 28.7% are no, and 15.4% are maybe.

Data Interpretation

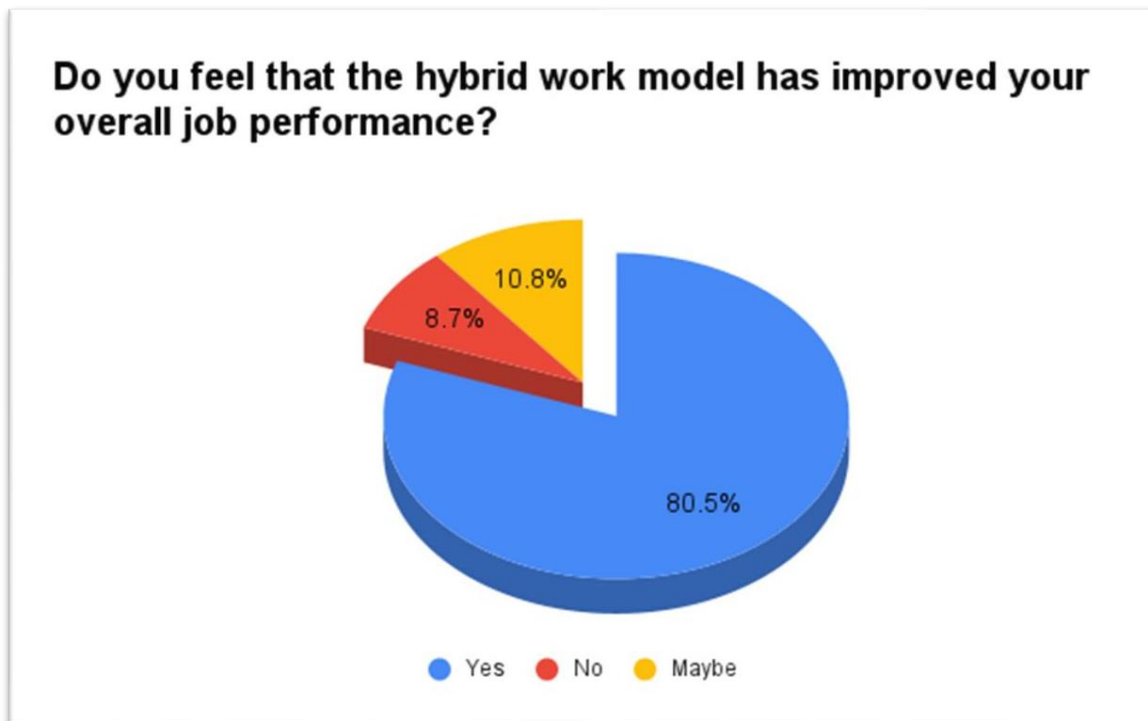
The majority of the respondents' opinion is that the hybrid work model caused them to feel less connected to their colleagues.

4.1.25 Do you feel that the hybrid work model has improved your overall Job Performance?

Table 4.1.25

OPINION	NO OF RESPONDENTS	PERCENTAGE
Yes	805	80.5%
No	87	8.7%
Maybe	108	10.8%

Figure 4.1.25



Data Analysis

The survey shows that 80.5% of respondents' opinions are yes, 8.7% of respondents' opinions are no, and 10.8% of respondents' opinions are maybe.

Data Interpretation

The majority of the respondents' opinion is that they feel that the hybrid work model has improved their overall job performance.

4.2 Results based on Interview

4.2.1 Introduction

Based on the initial survey questionnaire, a purposive sampling technique was employed to select a subset of respondents for further exploration through semi-structured interviews. Out of the total population, 150 participants were randomly chosen and sent invitations to participate in the second round of data collection. Ten individuals willingly accepted the invitation and agreed to take part in the interviews, representing a diverse range of backgrounds and experiences.

Each interview session lasted between 15 to 20 minutes, providing ample time for participants to express their perspectives on the advantages and challenges associated with the hybrid work environment. The interviews were conducted in a semi-structured manner, allowing for flexibility in probing deeper into specific themes and eliciting rich, nuanced responses from the participants.

The interview process involved using the survey questionnaire results as a foundation for further inquiry. Follow-up questions and counter-questions were tailored to each respondent based on their initial survey responses, aiming to gain a comprehensive understanding of their experiences, opinions, and insights. This approach facilitated a more in-depth exploration of the research topic and allowed for the identification of emerging themes and patterns.

By incorporating qualitative interviews alongside the quantitative survey data, the research achieved a more holistic view of the subject matter. The interviews provided contextualized information and personal narratives that complemented the survey findings, offering a deeper understanding of the pros and challenges arising from the hybrid work environment.

The inclusion of both survey data and qualitative interviews ensured a comprehensive analysis and interpretation of the research findings. The rich qualitative data gathered from the interviews enriched the study's overall validity and contributed to a more robust and nuanced understanding of the topic at hand.

Abbreviation

Interviewees are referred to as HWE – Hybrid Work Employees.

4.2.2 How does your hybrid work arrangement impact your work-life balance?

Work-life balance holds immense significance within the framework of hybrid work arrangements, which blend remote work and on-site work. This unique work model presents a range of challenges and opportunities that can affect individuals' ability to strike a harmonious equilibrium between their professional and personal lives. Work-life balance assumes critical importance in hybrid work arrangements for several reasons.

HWE 1, HWE 2, HWE 5 Stated that

"Adopting a hybrid work model has hit so hard on work-life balance at the initial days; the sudden change to this role led to heightened stress levels, and there is no proper balance between work and personal life."

"It took continuous efforts for months to get to this comfort zone, and now this working culture is too good, and I feel almost all companies should adopt this hybrid work model."

Work-life balance plays a fundamental role in supporting individuals' overall well-being and mental health. When work and personal lives become imbalanced, it can lead to heightened stress levels, increased burnout, and diminished job satisfaction. By actively pursuing a healthy work-life balance, individuals can prevent exhaustion and allow

themselves the necessary time and space to recharge, thereby contributing to improved mental health and overall well-being.

HWE 6, HWE 9 stated that

“I never felt stressed, and there is really a good balance of work and life. The company has engaged almost all employees in different activities such as employee engagement activities, self-care activities, creative activities, etc., which actually work as stress boosters and ultimately provide me with job satisfaction.”

“There is no meaning in continuing the work if there is no satisfaction in the work we do.” Job satisfaction is healthier for both the individual employee and the organization. “From the organization's point of view, there would be a lower turnover rate when there is high job satisfaction from employees.”

Work-life balance assumes paramount importance within the realm of hybrid work arrangements. By striking a healthy balance between work and personal life, individuals can experience improved well-being, heightened productivity, increased employee retention, better physical health, and stronger personal relationships. Attaining work-life balance in hybrid work arrangements is a shared responsibility that yields positive outcomes for both individuals and organizations alike.

4.2.3 Do you feel that you are highly connected with colleagues and the organization while working in a hybrid work arrangement? If not, what is the reason and how did it impact you?

Developing strong connections with colleagues and the organization holds immense importance in hybrid work environments. There are several compelling reasons why these connections are vital for success.

HWE 6 stated that

"In the hybrid culture, every alternate day we were supposed to work remotely, and it has become very tough to connect to my colleagues while working remotely." It has become impossible for me to complete a project without your colleagues, as it was a team effort. "Due to that, there was a great delay in the completion of the project, which ultimately put me into trouble, due to which I lost my previous job."

Fostering strong connections with colleagues and the organization is critical in hybrid work environments. It facilitates collaboration, teamwork, a sense of belonging, alignment with organizational goals, and a crucial support system. Conversely, a lack of connection can result in adverse consequences such as isolation, disengagement, and diminished job satisfaction.

HWE 7, HWE 2, HWE 9, and HWE 10 stated that

“There was a very average connection in the initial stages; it was very stressful to work from home when it comes to teamwork.” “But later, by adopting new technologies and having regular meetings, support from the organization has changed a lot in the working culture.”

4.2.4 Do you feel valued and appreciated while working in a hybrid work arrangement?

Being valued, rewarded and appreciated is very much important not only in a hybrid work environment but also in a traditional environment.

HWE 1, HWE 3, HWE4, HWE 6, HWE 8, HWE 9, HWE 10 stated the following

“Without a good mechanism for observing the work and rewarding it, it would demotivate the employees, which ultimately results in high turnover.”

“While working remotely, higher managers never know what we are working on, how we are working, when we are working, etc., which sometimes makes us work overtime, resulting in mental stress.”

“Even after overtime work, there is no proper compensation provided; not even an appreciation is given, though we deserve it.”

It's crucial for organizations to implement strategies that make employees feel valued and appreciated. This can be achieved through various means, such as regular feedback and recognition for achievements, opportunities for professional growth and development, inclusion in decision-making processes, and open and transparent communication.

4.2.5 Do you feel hybrid work model is productive compared to traditional work model?

Remote work can sometimes pose challenges in terms of communication and collaboration, especially if there is a lack of effective communication tools or processes in place. Apart from these are some advantages too. Here are some key takeaways from the respondents

HWE 1, HWE 3 and HWE 4 stated that

“There were many challenges that made it difficult to adopt; it’s completely new to the technology, I have no idea how to use the tools, and I have no proper equipment or work setup at home.”

HWE 1, HWE 4, HWE 6, HWE 9 stated that

“It took time to adopt the technology, and now I am super familiar with it, and I’m really enjoying this work culture.” “I also made a great savings while working hybrid by reducing the travel expenses by half.”

“The hybrid workplace model has provided greater flexibility and autonomy in managing the work schedules and environments, which leads to increased productivity as I tailor the work hours to peak performance at times and create a workspace that suits my needs.”

While a hybrid work environment has the potential to enhance productivity through flexibility, reduced distractions, improved work-life balance, and increased engagement, it also requires careful consideration of communication, collaboration, and technological aspects to fully realize its benefits.

4.3 Summary

This research study aimed to explore the experiences and perceptions of individuals working in a hybrid work environment. The findings indicate several key points.

Firstly, work-life balance was a prominent theme. Many respondents expressed difficulty separating their work life from their personal life, highlighting the challenge of maintaining boundaries in a hybrid work model.

In terms of demographics, the majority of participants fell within the age range of 20–30 and were equally distributed between males and females. The respondents mainly consisted of full-time employees from companies such as Genpact and Sutherland Global Services, with a concentration in the cities of Hyderabad and Bangalore.

The duration of hybrid work experience among the respondents was notable, as a significant number reported having been in a hybrid work arrangement for more than a year. This suggests a substantial level of familiarity and experience with this work model.

Stress levels were assessed, and the majority of respondents did not report an increase in stress in the hybrid work environment. This suggests that the hybrid work model may not significantly contribute to heightened stress levels for most individuals.

Job satisfaction emerged as a positive outcome of the hybrid work model. A high percentage of respondents agreed or strongly agreed that they felt more satisfied with their work in this arrangement.

The hybrid work model also seemed to enhance respondents' ability to work independently and manage their workload effectively. The majority of respondents expressed positive sentiments in this regard.

However, the impact on work-life balance and connection to colleagues was more varied. While many respondents did not feel that their work-life balance was negatively affected, a significant number reported feeling less connected to their colleagues in a hybrid work environment.

Regarding job performance and job security, the hybrid work model was generally perceived positively. Most respondents believed that their overall job performance had improved, and the majority did not feel that their job security was at risk.

The findings also highlighted the impact on mental and physical health. The hybrid work model was associated with positive effects on mental health for a significant majority of respondents. Additionally, a substantial proportion of participants believed that the hybrid work model had a positive impact on their physical health.

Respondents had mixed opinions about maintaining a routine in a hybrid work environment, with some finding it more challenging and others not. Distractions were also a point of contention, with a considerable portion of respondents reporting moderate to high levels of distraction while working in a hybrid setting.

The availability of support and resources from managers was perceived neutrally by most respondents, with a significant number expressing a desire for more support.

These findings are important as they shed light on the experiences, perceptions, and challenges faced by individuals in a hybrid work environment. Understanding these aspects can help organizations and individuals adapt to this evolving work model and implement strategies to maximize productivity, well-being, and job satisfaction.

In conclusion, the hybrid work model has both positive and negative impacts on various aspects of work and well-being. Organizations can leverage these insights to refine policies, provide support, and create a conducive hybrid work environment that meets the needs of their employees while maintaining organizational productivity and effectiveness.

CHAPTER V

DISCUSSION

5.1 Discussion on Existing Literature

Hybrid work, which combines remote and on-site work, brings forth various economic, social, and environmental merits, opportunities, and challenges.

5.1.1 Economic Merits:

1. Cost Savings:

One of the significant economic advantages of hybrid work is cost savings for both employers and employees. Employers can reduce expenses associated with maintaining large office spaces, such as rent, utilities, and maintenance. By adopting hybrid work models, organizations can optimize their office space by potentially downsizing or implementing flexible workspace arrangements. This reduction in real estate costs can lead to significant savings and improve overall financial efficiency.

Employees also experience cost savings in a hybrid work environment. With remote work options, employees can save on commuting expenses, including fuel or public transportation costs. Furthermore, employees may also reduce expenses related to

professional attire, dining out, or purchasing lunches. These cost savings can have a positive impact on employees' disposable income and overall financial well-being.

2. Increased Productivity:

Numerous studies have indicated that remote work can enhance productivity levels among employees. Without the distractions often present in traditional office settings, employees can concentrate better on their tasks and achieve higher levels of focus. Additionally, the flexibility offered by hybrid work allows employees to adapt their work schedules to their most productive hours, potentially leading to improved output.

Moreover, remote work eliminates time-consuming activities associated with commuting, such as traffic congestion and long travel times. Employees can utilize this saved time for work-related activities, contributing to increased productivity. Additionally, remote work provides a more conducive environment for deep work, allowing employees to engage in uninterrupted concentration and complete complex tasks efficiently.

3. Access to Global Talent:

Hybrid work models open up opportunities for companies to access a broader talent pool beyond their geographic limitations. By allowing employees to work remotely, organizations can hire talented individuals from different locations, enabling the recruitment of top-notch professionals regardless of their proximity to the physical office. This expanded talent pool brings diverse perspectives, skills, and experiences, fostering innovation and creativity within the organization.

Furthermore, hiring employees from various locations can also provide organizations with a competitive advantage in terms of expertise. Access to a diverse talent pool allows companies to tap into specific regional or global knowledge and insights, potentially expanding their market reach and improving their problem-solving capabilities.

4. Business Continuity:

Hybrid work offers a crucial advantage in ensuring business continuity during unexpected events that may disrupt regular operations. For example, during natural disasters, pandemics, or other emergencies, where employees cannot access the

physical office, hybrid work enables employees to seamlessly transition to remote work arrangements.

By having the necessary technological infrastructure in place, organizations can maintain productivity levels even when employees are unable to work from the office. This ability to adapt quickly and continue operations regardless of external circumstances enhances business resilience and mitigates potential disruptions that could impact revenue and customer satisfaction.

It is important to note that while these economic merits are often associated with hybrid work, the extent of their impact may vary depending on the industry, organizational culture, and specific circumstances. Therefore, organizations must carefully analyze their unique situations to fully understand and capitalize on the economic advantages hybrid work can provide.

5.1.2 Social Merits:

1. Work-Life Balance:

One of the key social advantages of hybrid work is the improved work-life balance it offers employees. With the flexibility to work remotely, employees have the opportunity to better integrate their personal and professional responsibilities. They can allocate time for family, personal hobbies, self-care, and other non-work activities, resulting in reduced stress and enhanced overall well-being.

Hybrid work allows employees to customize their work schedules and adapt them to their individual needs. This flexibility enables them to attend to personal commitments, such as childcare, eldercare, or pursuing further education, without sacrificing their professional responsibilities. By achieving a better work-life balance, employees are more likely to experience job satisfaction, increased motivation, and higher levels of engagement.

2. Diversity and Inclusion:

Remote work options inherent in hybrid work models can significantly contribute to promoting diversity and inclusion within the workforce. Traditional office settings may pose barriers for individuals with disabilities, caregivers, or those living in remote areas, limiting their participation in the labor market. However, by providing the flexibility of remote work, organizations can create an inclusive environment that accommodates diverse needs and backgrounds.

Remote work enables individuals with disabilities to participate in the workforce by removing physical accessibility barriers. It also allows caregivers, such as parents or those taking care of elderly family members, to balance their professional responsibilities with their caregiving duties. Additionally, individuals residing in remote or rural areas, who may have limited access to job opportunities, can now contribute to organizations regardless of their geographical location.

Promoting diversity and inclusion through remote work can enhance the representation of different perspectives, experiences, and skills within organizations. This diversity can lead to increased innovation, creativity, and problem-solving capabilities, ultimately driving organizational success.

3. Reduced Commuting Stress:

Hybrid work models can significantly reduce commuting stress for employees. Daily commutes, particularly in densely populated areas, often involve long travel times, traffic congestion, and crowded public transportation. These factors can contribute to increased stress levels and have negative impacts on employees' mental well-being.

By reducing the frequency of commuting to the office, hybrid work allows employees to reclaim valuable time and energy that would otherwise be spent on stressful journeys. This saved time can be used for self-care activities, engaging in hobbies, or spending quality time with family and friends. Furthermore, reduced exposure to commuting-related stressors can contribute to improved mental health, job satisfaction, and overall work performance.

It's worth noting that while hybrid work offers these social merits, organizations must also address potential challenges associated with remote work, such as feelings of isolation or disconnection. By implementing strategies to foster effective communication, collaboration, and social connection among remote employees, organizations can fully harness the social benefits of hybrid work while mitigating potential drawbacks.

5.1.3 Environmental Merits:

1. Reduced Carbon Footprint:

Hybrid work models contribute to a significant reduction in carbon emissions associated with transportation. With fewer employees commuting to the office daily, there is a decrease in the use of private vehicles, public transportation, and the associated greenhouse gas emissions. This reduction in transportation-related emissions positively impacts air quality and helps mitigate climate change.

According to a study by Global Workplace Analytics, if employees who have the potential to work remotely did so just half the time, it would reduce greenhouse gas emissions by over 54 million tonnes per year. This reduction is equivalent to taking approximately 10 million cars off the road annually. By reducing the need for daily commuting, hybrid work can play a vital role in achieving environmental sustainability goals.

2. Energy Conservation:

Hybrid work also leads to energy conservation in office buildings. With fewer employees physically present on-site, there is a decreased demand for electricity,

heating, cooling, and other energy-intensive resources. Reduced occupancy levels in offices translate to lower energy consumption, resulting in cost savings and a reduced environmental impact.

Additionally, the adoption of energy-efficient practices can be more easily implemented in hybrid work environments. Organizations can optimize energy use by implementing smart building technologies, such as motion sensors for lighting and temperature control systems. These technologies can automatically adjust energy consumption based on occupancy levels, further reducing energy waste.

3. Sustainable Practices:

Remote work, a key component of hybrid work models, encourages the adoption of sustainable practices within organizations. By embracing digital communication and collaboration tools, remote teams can reduce their reliance on paper-based workflows and document printing. This shift towards paperless operations minimizes the consumption of paper and reduces waste generation, leading to significant environmental benefits.

Moreover, remote work promotes the use of virtual meetings and conferences, reducing the need for extensive travel. By leveraging video conferencing and online

collaboration platforms, organizations can reduce the carbon footprint associated with business travel, including air travel. These virtual alternatives not only save time and costs but also contribute to a more sustainable approach to conducting meetings and interactions.

Furthermore, remote work allows organizations to rethink their overall resource consumption and waste management practices. With fewer employees physically present in office spaces, there is an opportunity to optimize resource usage, such as water and electricity, and implement effective recycling and waste reduction programs.

By embracing sustainable practices, hybrid work models can contribute to environmental conservation, promote corporate social responsibility, and align organizations with global sustainability goals.

It's important to note that while hybrid work offers these environmental merits, organizations should also consider the potential challenges associated with remote work, such as increased energy consumption at home offices. By promoting energy-efficient practices and providing guidelines for sustainable remote work, organizations can maximize the environmental benefits of hybrid work.

5.1.4 Opportunities and Challenges:

1. Flexibility and Agility:

Hybrid work provides organizations with the opportunity to be flexible and agile when responding to changing circumstances. By allowing employees to work remotely and on-site as needed, organizations can quickly adapt to disruptions such as natural disasters, pandemics, or unforeseen events. This flexibility enables businesses to maintain operations and productivity, even in challenging situations.

Additionally, hybrid work allows organizations to optimize work arrangements based on individual and business needs. Employees can have greater flexibility in choosing their work hours and locations, leading to improved work-life balance and job satisfaction. For organizations, this flexibility can result in enhanced productivity and employee retention.

2. Enhanced Collaboration:

Hybrid work models foster new opportunities for collaboration through the use of digital tools and platforms. Virtual meetings, project management software, and cloud-

based document sharing enable seamless communication and knowledge sharing among remote and on-site team members.

Digital collaboration tools enhance team productivity by facilitating real-time communication, file sharing, and project tracking. They break down geographical barriers and enable employees to work together regardless of their physical location. This can lead to increased innovation, diverse perspectives, and improved decision-making within the organization.

3. Technological Infrastructure:

Successful implementation of hybrid work relies on robust and secure technological infrastructure. Organizations need to invest in reliable hardware, software, and network systems to support remote work and ensure effective communication and collaboration.

A reliable and secure technology infrastructure includes high-speed internet connectivity, virtual private networks (VPNs) for secure data access, and collaboration tools with strong data protection measures. Adequate training and technical support should be provided to employees to ensure they can effectively navigate and utilize the technological tools and platforms required for hybrid work.

4. Employee Engagement and Well-being:

Maintaining employee engagement and addressing potential challenges associated with hybrid work is crucial. Remote work can sometimes lead to feelings of isolation, disconnection, or reduced visibility within the organization. Organizations need to implement strategies to foster a sense of belonging and support the well-being of remote employees.

Regular and effective communication becomes vital in hybrid work environments. Managers should proactively engage with remote employees, providing feedback, recognition, and opportunities for professional development. Virtual team-building activities, social events, and online communities can help foster connections and strengthen the sense of teamwork and camaraderie among remote workers.

Organizations should also prioritize employee well-being by promoting work-life balance, setting clear boundaries between work and personal life, and providing resources for mental health support. Regular check-ins and open channels of communication can help address any concerns and ensure that employees feel supported and valued.

By leveraging the opportunities presented by hybrid work and proactively addressing the associated challenges, organizations can create a productive, engaged, and resilient workforce that embraces the benefits of remote and on-site collaboration.

It is important to note that the merits, opportunities, and challenges of hybrid work may vary across industries, job roles, and individual preferences. Organizations need to carefully plan and implement hybrid work models to maximize benefits while addressing potential challenges to ensure a successful transition to this new way of working.

5.2 Discussion on Research Questions

Understanding the experiences and perceptions of employees regarding work-life balance in the hybrid work model is essential for organizations. It highlights the need for supportive measures and strategies to address the challenges faced by individuals who struggle to effectively separate work and personal lives. Organizations can consider implementing initiatives such as providing guidelines for setting boundaries, promoting time management techniques, and encouraging regular breaks to promote work-life balance.

Moreover, individual employees can benefit from recognizing the importance of establishing boundaries and self-care practices to maintain a healthy work-life balance. This may involve creating designated workspaces, setting specific work hours, and engaging in activities that promote relaxation and personal well-being outside of work.

By acknowledging the potential difficulty of separating work and personal life in a hybrid work model, organizations can proactively address these challenges, foster a healthier work-life balance, and promote employee well-being and job satisfaction. Ultimately, striking a balance between work and personal life is crucial for individuals to thrive both professionally and personally.

Analyzing the responses provides valuable insights into the overall impact of hybrid work on employees' stress levels and their subjective perceptions of this change. The discussion surrounding this question is important for several reasons:

Employee Well-being: The impact of stress on a person's mental health and general quality of life may be profound. Organizations can detect possible difficulties and hazards related to hybrid work and take the required actions to enhance employee well-being by investigating if employees' stress levels have increased.

Work-Life Balance: The distinction between work and personal life may become more hazy as a result of hybrid work arrangements, which combine on-site and remote work in a distinctive way. Work-life balance, which is directly related to stress levels, may be affected by this. Understanding how hybrid work affects stress might help employees better understand the difficulties they have juggling their job and personal obligations.

Organizational Support: The discussion aids organizations in evaluating the success of their policies and support networks in reducing stress in hybrid work settings. If a sizable percentage of workers express higher levels of stress, it may be time for measures like improved work-life efforts, mental health assistance, or changes to task allocation.

Productivity and Performance: Employee stress levels can impact productivity and job performance. High levels of stress can lead to decreased focus, motivation, and

engagement, ultimately affecting work outcomes. Identifying stress-related challenges in hybrid work can help organizations address potential barriers to productivity and implement strategies to optimize employee performance.

Individual Perspectives: The discussion acknowledges the subjective nature of stress experiences and the diversity of responses among employees. Some individuals may thrive in hybrid work environments, while others may find it more challenging to manage their stress levels. By recognizing and understanding individual perspectives, organizations can tailor their support mechanisms to meet the specific needs of their employees.

Continuous Improvement: The discussion highlights the importance of ongoing evaluation and improvement of hybrid work arrangements. By monitoring and addressing stress levels, organizations can adapt their policies, communication practices, and support systems to create a healthier and more sustainable work environment.

Employee Engagement and Retention: An important component of employee engagement and retention is job satisfaction. Employee motivation, commitment, and loyalty to the company are all more likely when they are happy with their work. Organizations may discover the elements that lead to employee engagement and take measures to raise satisfaction levels by understanding how hybrid work affects job satisfaction.

Work Environment Evaluation: The discussion enables businesses to assess how well hybrid work arrangements foster a productive workplace. Employees who report having a high level of job satisfaction are more fulfilled and pleased with their jobs. Organizations can use this information to help them make well-informed choices concerning the creation and use of hybrid work policies.

Performance and Productivity: Job satisfaction has a direct influence on employee performance and productivity. Satisfied employees tend to be more focused, productive, and willing to go the extra mile for their work. By exploring the impact of hybrid work on job satisfaction, organizations can assess the relationship between satisfaction and performance outcomes, leading to potential improvements in productivity.

Organizational Culture: The role of organizational culture in determining work happiness is highlighted in the debate. Job satisfaction may rise with the help of a supportive work environment for mixed employment. It entails elements like effective communication, acknowledging employee contributions, providing opportunities for development and progress, and creating a welcoming and inclusive work atmosphere.

Flexibility and Autonomy: Employees frequently benefit from greater freedom and independence in managing their work in hybrid work arrangements. Organizations benefit from the conversation by better understanding how these arrangements have affected

workers' capacity for autonomous work. It reveals if staff members feel empowered to make choices, use their time wisely, and take responsibility for their job.

Employee Empowerment: Independent work is often associated with a sense of empowerment and control over one's tasks and responsibilities. By exploring the impact of hybrid work on employees' ability to work independently, organizations can assess the extent to which this work arrangement fosters empowerment and self-direction among employees.

Skill Development: Working independently requires certain skills, such as self-discipline, time management, and decision-making. The discussion on the increased ability to work independently highlights the potential for skill development and growth within a hybrid work environment. It allows organizations to identify areas where employees may require additional support or training to enhance their independent work capabilities.

Collaboration and Communication: While independent work is important, it should be balanced with effective collaboration and communication. The discussion can shed light on how hybrid work arrangements have impacted collaboration and whether there is a need for strategies to foster collaboration and maintain effective communication among team members.

Retention and Employee Satisfaction: Work-life balance plays a big role in employee happiness and retention. Employees who have trouble juggling their work and personal lives may lose interest in their jobs or look for another that provides a better work-life balance. The debate offers insight into how hybrid work and work-life balance relate, allowing organizations to pinpoint areas that may be improved to increase employee happiness and retention.

Organizational Support: In order to assess their employee support systems, organizations must have a conversation about work-life balance. It aids in determining if employees have access to tools, regulations, and assistance programs that promote work-life harmony in a hybrid workplace. Organizations may adopt programs and support systems that successfully address employee barriers to work-life balance by having a thorough awareness of these difficulties.

Work Design and Adaptability: The design and adaptability of work processes and systems in a hybrid workplace are illuminated by the discussion. It aids businesses in comprehending how to structure work, assign tasks, and supply the necessary resources and assistance to enhance productivity. Organizations can improve employee performance by adapting their work models and systems and determining the factors that lead to increased productivity.

Future Work Strategies: The discussion of productivity in a hybrid workplace is crucial to the development of future work strategies. It provides insights into how to maximize productivity in a hybrid work environment and assists organizations in comprehending the advantages and disadvantages of the hybrid model. Decisions regarding remote work policies, technology investments, and organizational practices to promote a productive work environment can be based on the findings.

Time and Task Management: Effective time and task management abilities are required for workload management. The conversation provides a chance to investigate how employees' capacity to prioritize activities, establish reasonable deadlines, and manage their time effectively is impacted by the hybrid work paradigm. It assists organizations in identifying any particular advantages or difficulties associated with time and task management in the hybrid workplace.

Managerial Support: For workers to succeed and feel happy at work, effective management assistance is essential, especially in a hybrid workplace with distinct obstacles. The debate sheds light on how employees feel their supervisors assisted them in managing the challenges of the mixed work arrangement. It aids organizations in determining the extent of managerial assistance and whether it meets the expectations and needs of workers.

Resource Allocation: The hybrid work model may require additional resources and tools to facilitate remote collaboration, communication, and task management. The discussion

helps organizations assess whether managers have adequately allocated resources to employees to navigate the challenges of the hybrid work model. It identifies any gaps in resource provision and informs decision-making regarding resource allocation strategies.

Manager-Employee Relationship: The discussion provides insights into the manager-employee relationship in the context of the hybrid work model. It allows organizations to understand whether employees feel valued, heard, and supported by their managers, fostering a positive work environment and effective collaboration. It identifies opportunities to strengthen the manager-employee relationship and enhance trust and communication.

Work-life balance holds immense significance within the framework of hybrid work arrangements, which blend remote work and on-site work. This unique work model presents a range of challenges and opportunities that can affect individuals' ability to strike a harmonious equilibrium between their professional and personal lives. Work-life balance assumes critical importance in hybrid work arrangements for several reasons.

Work-life balance plays a fundamental role in supporting individuals' overall well-being and mental health. When work and personal lives become imbalanced, it can lead to heightened stress levels, increased burnout, and diminished job satisfaction. By actively pursuing a healthy work-life balance, individuals can prevent exhaustion and allow

themselves the necessary time and space to recharge, thereby contributing to improved mental health and overall well-being.

Work-life balance has a direct impact on productivity and job performance. When individuals are afforded the opportunity to prioritize personal commitments, engage in self-care activities, and cultivate a fulfilling personal life, they can bring heightened focus, energy, and enthusiasm to their work. This, in turn, can enhance productivity, foster creativity, and amplify job satisfaction, ultimately benefiting both employees and employers.

Work-life balance assumes significance in terms of employee retention and engagement. When employees feel supported in maintaining a healthy balance between their work and personal lives, they are more likely to remain committed to the organization, exhibit higher levels of engagement, and demonstrate a greater sense of loyalty. Conversely, an absence of work-life balance can result in increased turnover rates and diminished employee satisfaction.

Furthermore, work-life balance has implications for physical health and personal relationships. By successfully balancing work commitments with personal responsibilities, individuals can prioritize essential self-care activities such as exercise, relaxation, and quality time spent with loved ones. This contributes to improved physical health, stronger personal relationships, and an enhanced sense of fulfillment in personal life.

Lastly, emphasizing work-life balance in hybrid work arrangements aids in fostering diversity and inclusion. By accommodating different personal needs and responsibilities such as childcare, eldercare, or personal interests, organizations create an inclusive environment that supports individuals from diverse backgrounds and experiences. This inclusive approach allows a more diverse workforce to flourish, contributing their unique perspectives and talents.

To achieve work-life balance in hybrid work arrangements, individuals and organizations must place a premium on open communication, establish clear boundaries, encourage effective time management strategies, and provide robust resources and support systems. Organizations should strive to cultivate a culture that values work-life balance and actively supports employees in integrating their personal and professional lives.

Work-life balance assumes paramount importance within the realm of hybrid work arrangements. By striking a healthy balance between work and personal life, individuals can experience improved well-being, heightened productivity, increased employee retention, better physical health, and stronger personal relationships. Attaining work-life balance in hybrid work arrangements is a shared responsibility that yields positive outcomes for both individuals and organizations alike.

A strong connection with colleagues fosters collaboration and teamwork. When employees have positive relationships with their colleagues, they can effectively communicate, share

ideas, and work together towards common goals. This collaboration enhances productivity, innovation, and the overall success of projects.

A good connection with colleagues promotes a sense of belonging and camaraderie. In hybrid work environments, where physical interactions may be limited, maintaining social connections becomes even more important. Building rapport and friendships with colleagues can create a supportive work environment and contribute to job satisfaction and overall well-being.

A strong connection with the organization helps employees align with the company's mission, values, and goals. When employees feel connected to the organization, they are more likely to be engaged, motivated, and committed to their work. This connection can foster a sense of purpose and drive individual and collective efforts towards organizational success.

Furthermore, a good connection with colleagues and the organization can provide a support system during challenging times. In hybrid work environments, individuals may face unique obstacles and feelings of isolation. Having a network of supportive colleagues and a connected organization can offer emotional support, guidance, and resources to navigate through difficulties.

On the other hand, if there is no good connection between colleagues and the organization in a hybrid work environment, several negative outcomes can arise. Lack of connection can lead to feelings of isolation, disengagement, and decreased job satisfaction. It may hinder effective collaboration and communication, impacting team performance and project outcomes. Moreover, without a sense of connection, employees may feel disconnected from the organization's values and goals, which can diminish motivation and commitment to their work.

In mixed work contexts, strong relationships with coworkers and the organization are essential. It fosters communication, cooperation, a sense of community, adherence to organizational objectives, and acts as a safety net. On the other hand, a lack of connection might have unfavorable effects, including isolation, disengagement, and lowered job satisfaction. Therefore, in hybrid work settings, building and sustaining good relationships should be a top priority to ensure a happy and fruitful working experience.

In a hybrid work environment, it's crucial for organizations to implement strategies that make employees feel valued and appreciated. This can be achieved through various means, such as regular feedback and recognition for achievements, opportunities for professional growth and development, inclusion in decision-making processes, and open and transparent communication.

By fostering a supportive work environment in which achievements are celebrated, teamwork is celebrated, and contributions are acknowledged, businesses can also cultivate a culture of appreciation. Making employees feel valued and appreciated can be significantly improved through virtual team-building activities, regular check-ins, and expressing gratitude for individual efforts.

Actually, it is quite important that every individual's view of feeling esteemed and appreciated may shift, and associations ought to endeavor to comprehend and meet the particular requirements of their representatives. Surveys and feedback sessions, for example, can be used on a regular basis to communicate with employees and help determine areas in which they would like to see improvements.

In the end, when workers in a hybrid work environment feel valued and appreciated, it can help improve job satisfaction, productivity, and employee retention. It promotes a favorable workplace environment where people are inspired to provide their best efforts and support the development of the company.

While a hybrid workplace has the potential to increase productivity through flexibility, less distractions, enhanced work-life balance, and higher engagement, it also has to be carefully thought out in terms of communication, collaboration, and technology components to fully realize its benefits. Businesses that successfully solve these issues can develop hybrid work environments that best use the advantages of both remote and on-site work methods.

CHAPTER VI

SUMMARY, IMPLICATIONS, AND RECOMMENDATIONS

6.1 Summary

The research paper aimed to investigate the experiences and perceptions of employees in a hybrid work environment. The study collected data through a survey that captured insights on various aspects of the hybrid work model, including work-life balance, job satisfaction, independence in work, connection to colleagues, and demographic characteristics of the respondents.

The findings revealed that the majority of respondents felt that the hybrid work model had made it more challenging to maintain a healthy work-life balance. The blurred boundaries between work and personal life in a hybrid work environment can lead to increased stress and difficulty managing responsibilities. A smaller proportion of respondents did not report any influence on work-life balance, indicating that some people have developed successful methods for keeping work and personal lives apart.

In terms of demographics, the sample predominantly consisted of younger employees, with a significant majority falling within the age range of 20 to 30 years. This age group often represents early career professionals who may have distinct preferences, technological

fluency, and work-related expectations compared to older age groups. The findings should be interpreted within the context of this age composition.

The results showed that the hybrid work paradigm had a favorable effect on job satisfaction, with a significant number of respondents expressing higher job satisfaction. The flexibility and autonomy offered by hybrid work were perceived as contributing factors to enhanced employee well-being and productivity.

Furthermore, the study found that the hybrid work model positively influenced the ability to work independently and manage workloads effectively. The increased focus associated with hybrid work is seen as beneficial for self-management and improved productivity.

On the other hand, the hybrid work model had mixed effects on the sense of connection to colleagues. While a sizeable percentage of respondents said they felt less connected to their coworkers, a sizeable percentage said they had not seen any change in their sense of connection. This suggests that the hybrid work model may have varying impacts on interpersonal relationships in the workplace.

Overall, the study paper's findings offer insightful information on the views, experiences, and difficulties that employees encounter in a hybrid work environment. The study highlights the importance of considering work-life balance, job satisfaction, independence

in work, and connection to colleagues when implementing and managing hybrid work models.

These findings have implications for organizations seeking to optimize their hybrid work arrangements. Strategies such as clear communication of expectations, flexible scheduling options, resources for managing remote work challenges, and fostering a sense of connection among employees can help create a positive and productive hybrid work environment.

In conclusion, the research paper contributes to our understanding of the benefits and challenges associated with the hybrid work model. By exploring the experiences of employees, organizations can refine their policies and practices to create a hybrid work environment that promotes work-life balance, job satisfaction, independent work, and meaningful connections among employees.

6.2 Implications

The implications of the research paper are multifaceted and can provide valuable guidance for organizations, managers, and employees in navigating the challenges and maximizing the benefits of a hybrid work model.

Firstly, the findings highlight the importance of addressing work-life balance in a hybrid work environment. The majority of respondents reported difficulties in separating work and personal life, indicating a need for strategies and policies that promote boundaries and help individuals manage their time effectively. Organizations should consider implementing guidelines that encourage employees to establish clear boundaries between work and personal life, such as defining specific work hours and providing resources for managing distractions and maintaining a healthy work-life balance.

Secondly, the research paper emphasizes the positive impact of the hybrid work model on job satisfaction. The flexibility and autonomy offered by hybrid work were perceived as contributing factors to increased job satisfaction among respondents. This implies that organizations can enhance employee satisfaction by incorporating flexibility into their work arrangements, allowing individuals to have greater control over their work processes and schedules. Moreover, managers should proactively communicate and engage with employees to understand their needs and preferences, fostering a supportive and collaborative work environment that contributes to overall job satisfaction.

Another important implication of the research paper relates to the independence and workload management of employees in a hybrid work model. The findings indicate that the hybrid work environment enhances the ability to work independently and manage workloads effectively. Organizations can leverage this insight by providing employees with the necessary tools, resources, and training to excel in a remote work setting. Moreover, fostering a culture of trust and empowerment can further enable employees to take ownership of their work and deliver results, thereby boosting productivity and overall organizational performance.

The research paper also sheds light on the impact of the hybrid work model on connections with colleagues. While some respondents reported feeling less connected, it is crucial for organizations to prioritize fostering meaningful relationships and a sense of camaraderie among remote and in-office employees. Regular virtual team meetings, social activities, and opportunities for collaboration can help bridge the gap and create a cohesive work environment that supports teamwork and effective communication.

Furthermore, the research paper underscores the significance of considering demographic factors, such as age, when implementing a hybrid work model. The dominance of younger employees in the sample suggests potential generational differences in adapting to hybrid work. Organizations should consider age-specific strategies and support mechanisms to address the unique needs and preferences of different age groups.

The implications of the research paper provide actionable insights for organizations and individuals alike. By prioritizing work-life balance, promoting job satisfaction, supporting independence and workload management, fostering connection among colleagues, and considering demographic factors, organizations can optimize the implementation and management of a hybrid work model. These implications can guide the development of policies, practices, and interventions that enhance productivity, well-being, and overall success in a hybrid work environment.

To ensure a successful transition to hybrid work, organizations should prioritize providing resources, training, and support to help employees effectively navigate the challenges and benefits of this new work model. First and foremost, organizations should invest in and provide employees with the necessary virtual collaboration tools and technologies. This includes robust video conferencing platforms, project management software, and communication tools that enable seamless collaboration and communication between team members, regardless of their location.

In the context of hybrid work, organizations must also give priority to the mental health and wellbeing of their workers. This means providing access to mental health treatments, resources, and practices for work-life balance. While working remotely, employees could encounter particular difficulties juggling their personal and professional lives; thus, it's critical for businesses to offer assistance and tools to help these workers. In a hybrid work environment, encouraging frequent breaks, drawing clear lines between professional and

leisure time, and encouraging self-care practices may all greatly improve employee well-being.

Organizations could also conduct skill development programs to provide staff with the skills required for productive hybrid work. Training sessions, workshops, or online learning platforms that offer classes on pertinent subjects like remote communication, virtual cooperation, and self-management might help achieve this. Organizations may help workers build their digital literacy, remote collaboration skills, and time management skills, preparing them for success in the hybrid workplace.

Effective leadership and support are crucial to managing hybrid teams. Therefore, organizations should provide managerial training programs specifically designed to equip managers with the skills and knowledge required to lead remote and hybrid teams effectively. These training programs should focus on areas such as communication strategies, performance assessment, and fostering collaboration in remote settings.

Managers need to develop strong communication skills to ensure effective and transparent communication with their hybrid teams. This includes leveraging various communication channels, such as video conferencing, instant messaging platforms, and email, to keep remote team members informed, engaged, and connected. They should also be trained in providing constructive feedback and facilitating meaningful virtual team discussions to foster a sense of belonging and cohesion within the team.

In addition, managers should receive training on performance assessment and evaluation methods that are suitable for hybrid work environments. This may involve implementing goal-setting frameworks, establishing clear performance metrics, and adapting performance appraisal processes to accommodate the unique challenges and dynamics of remote work.

Moreover, fostering collaboration and teamwork in a hybrid setting requires specific strategies. Managers should be trained on how to facilitate effective virtual meetings, encourage active participation, and promote team-building activities that can bridge the physical distance between team members. Providing managers with the necessary skills and knowledge to effectively lead and support hybrid teams is essential for maintaining productivity, engagement, and cohesion within the workforce.

As organizations embrace the hybrid work model, it is crucial to continuously evaluate the impact of this arrangement on employee well-being, productivity, and organizational outcomes. Regular assessment allows organizations to identify areas for improvement and make necessary adjustments to optimize the hybrid work experience.

Surveys, focus groups, or one-on-one conversations can be used by organizations to assess the happiness, stress levels, and general work-life balance of their staff. This input can assist businesses in identifying possible issues that workers may encounter in a hybrid workplace and in creating focused solutions.

Organizations must develop precise performance measures and monitor advancement in order to measure productivity and performance in the hybrid work paradigm. To track individual and team performance, this may entail utilizing key performance indicators (KPIs), project management software, or other monitoring tools. Organizations can apply methods to optimize performance in the hybrid work environment by analyzing productivity trends and finding any gaps or problems.

Organizations should also evaluate how the hybrid work paradigm affects key organizational objectives including employee engagement, customer satisfaction, and financial performance. Organizations may better understand the efficacy of the hybrid work model and align their plans and policies by analyzing data and input from diverse stakeholders.

Lastly, constant assessment enables organizations to receive feedback, assess the effects of the hybrid work paradigm, and make defensible choices that will improve employee well-being, productivity, and organizational outcomes. Organizations may identify areas for development and make the required adjustments to guarantee the success of this work paradigm by routinely evaluating the hybrid work experience.

6.3 Recommendations for Future Research

Firstly, while the research paper focused on the IT industry, future research can explore the hybrid work model in other industries as well. This would provide a more comprehensive understanding of how different sectors and professions adapt to and experience the challenges and benefits of hybrid work. Industries such as healthcare, finance, manufacturing, and education could be potential areas for further investigation, allowing for a broader perspective on the implications and effectiveness of the hybrid work model across diverse work environments.

Secondly, the research paper primarily concentrated on top-level companies in the IT industry, such as Genpact, Infosys, Tech Mahindra, Deloitte, Sutherland Global Services, Wipro, and Capgemini, among others. Future research can extend its scope to include middle-level companies and start-ups. By exploring the experiences and perspectives of employees in a wider range of organizations, researchers can gain insights into how different organizational sizes and structures influence the implementation and outcomes of hybrid work. This would provide a more nuanced understanding of the implications of the hybrid work model across various organizational contexts.

Additionally, while the research focused on respondents from India, future research could undertake a more extensive and in-depth investigation with a global perspective. By including participants from different countries and cultural backgrounds, researchers can

explore the impact of cultural factors on the adoption and effectiveness of the hybrid work model. This would enable a more comprehensive understanding of the challenges and opportunities presented by hybrid work in different cultural contexts and inform the development of culturally sensitive strategies for implementing and managing hybrid work arrangements.

Furthermore, future research could explore the long-term effects of the hybrid work model. While this research provides insights into the immediate experiences and perceptions of employees, a longitudinal study could examine how attitudes and outcomes evolve over time. This would shed light on the sustainability and long-term implications of hybrid work, including its impact on employee well-being, organizational performance, and career development. Understanding the dynamic nature of the hybrid work model would support evidence-based decision-making and facilitate the development of strategies that promote long-term success in remote and hybrid work environments.

In conclusion, future research can expand on the study by exploring the hybrid work model in different industries, including a wider range of companies, and incorporating a global perspective. Additionally, examining the long-term effects of hybrid work would provide valuable insights into its sustainability and implications. These recommendations would contribute to a more comprehensive understanding of hybrid work and help organizations and individuals navigate and optimize this evolving work model.

6.4 Conclusion

In conclusion, this research paper provides valuable insights into the perceptions and experiences of employees regarding the hybrid work model. The survey results shed light on various aspects, including age and employment composition, job satisfaction, the ability to work independently, and work-life balance.

The findings indicate a potential generational divide in the acceptance and adaptation of the hybrid work model, with younger employees being more inclined towards remote work and flexible arrangements. This highlights the need for organizations to adopt age-specific strategies to effectively implement and manage the hybrid work model, ensuring that the needs and expectations of different age groups are met.

Moreover, the majority of respondents reported increased job satisfaction and the ability to work independently under the hybrid work model. This emphasizes the positive impact of flexibility and autonomy on employee well-being and productivity. By offering flexible schedules, remote collaboration tools, and resources for remote work challenges, organizations can harness the benefits of hybrid work and create a work environment that fosters job satisfaction and empowers employees to take ownership of their work.

However, it's vital to recognize the difficulties some respondents had balancing their professional and personal lives. Although hybrid employment allows for flexibility, it may

blur the lines between work and personal life, which might have an adverse effect on employee wellbeing. Organizations should make it a priority to assist workers in preserving a work-life balance by being transparent with them, establishing reasonable expectations, and giving them access to tools for time management and stress management.

Finally, the results of this study highlight the necessity for organizations to change their strategies in order to accept the hybrid work paradigm. Organizations may successfully develop a hybrid work environment that fits the changing demands of employees and helps overall organizational performance by taking into account age-specific methods, encouraging job satisfaction and autonomy, and fostering work-life balance. Understanding and addressing the ramifications of the hybrid work paradigm will be essential for organizations looking to optimize employee performance and well-being as the world of work continues to change.

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APPENDIX A
SURVEY COVER LETTER

Dear Participant,

Subject: Invitation to Participate in a Research Survey on Psychological effects of the Hybrid Work Revolution on Modern Workforce

I hope this letter finds you well. I am currently conducting a research study on the experiences and perceptions of employees regarding the hybrid work model. Your participation in this study is crucial to gaining valuable insights into this evolving work arrangement.

The purpose of this survey is to understand how the hybrid work model impacts various aspects of work, such as work-life balance, job satisfaction, independence, workload management, and overall well-being. By gathering data and insights from employees like yourself, we aim to contribute to the understanding of hybrid work and provide recommendations for organizations to enhance their work practices.

Your participation in this survey is entirely voluntary and confidential. All responses will be anonymized and used for research purposes only. Your personal information will not be disclosed or shared with any third parties.

The survey will take approximately 10 - 15 minutes to complete and consists of a series of questions related to your experiences with the hybrid work model. Your honest and thoughtful responses are greatly appreciated, as they will help us in drawing meaningful conclusions from the study.

If you encounter any technical issues or have any questions regarding the survey, please feel free to contact me.

Your participation in this research is highly valued, and we are genuinely grateful for your time and contribution. Your insights will play a significant role in advancing our understanding of hybrid work and its impact on employees.

Thank you in advance for your participation. We look forward to your valuable input.

Sincerely,

Haritha Lekha

APPENDIX B
INFORMED CONSENT

Psychological effects of the Hybrid Work Revolution on Modern Workforce

I, Agree to be interviewed for the research which will be conducted by a doctorate students at the Swiss School of Business and Management, Geneva, Switzerland.

I certify that I have been told of the confidentiality of information collected for this research and anonymity of my participation; that I have been given satisfactory answers to my enquires concerning research procedures and other matters; and that I have been advised that I am free to withdraw my consent and to discontinue participation in the research or activity at any time without prejudice.

I agree to participate in one or more electronically recorded interviews for this research. I understand that such interviews and related materials will be kept completely anonymous and that the results of this study may be published in any form that may serve its best.

I agree that any misinformation obtained from this research may be used in any way thought best for this study.

Signature of the Participant

Date

APPENDIX C
INTERVIEW GUIDE

Participants identified will be contacted through telephone or email to discuss their interest in participating for the research. During the preliminary conversation I will explain the objectives, process and confidentiality aspects. I will explain to each participant the reason for choosing them, their roles in the research and the expectations from them in terms of responses and time commits. Upon receiving a confirmation of participation they will be briefed on the process.

Primary survey questions which are structured will be sent to participants and they will be given 30 days time to respond. If there are any responses that are not clear will reach them out to them for further clarification. The approximate time to respond to primary questions is expected to be around 10 – 15 minutes.

The secondary questions which are semi – structured needs a conversation which is via video – conference. The approximate time scheduled for this meeting is 20 minutes. I will be setting up the meeting on video conference schedule as per mutual convenience.

Participants will be thanked and appreciated for their time and participation.

APPENDIX D

RESEARCH SURVEY QUESTIONS

1. What is your age range?
2. What is your gender identity?
3. What is your employment status?
4. Which company are you working in?
5. What is your geographic location?
6. How long have you been working hybrid?
7. The hybrid work model has increased job satisfaction
 - a) Strongly agree
 - b) Agree
 - c) Neutral
 - d) Disagree
 - e) Strongly disagree

8. The hybrid work model has increased my ability to work independently
- a) Strongly agree
 - b) Agree
 - c) Neutral
 - d) Disagree
 - e) Strongly disagree
9. I feel more productive in a hybrid work environment compared to a traditional workplace model.
- a) Strongly agree
 - b) Agree
 - c) Neutral
 - d) Disagree
 - e) Strongly disagree
10. The hybrid work model has increased my ability to manage my workload effectively
- a) Strongly agree
 - b) Agree
 - c) Neutral
 - d) Disagree
 - e) Strongly disagree

11. I feel that my employer has provided sufficient support and resources to help me navigate the challenges of the hybrid work model.

- a) Strongly agree
- b) Agree
- c) Neutral
- d) Disagree
- e) Strongly disagree

12. The hybrid work model has positively impacted my physical health

- a) Strongly agree
- b) Agree
- c) Neutral
- d) Disagree
- e) Strongly disagree

13. The hybrid work model has made it more difficult for me to disconnect from work outside of regular working hours.

- a) Strongly agree
- b) Agree
- c) Neutral
- d) Disagree
- e) Strongly disagree

14. I feel that my job security is more at risk in a hybrid work environment

- a) Strongly agree
- b) Agree
- c) Neutral
- d) Disagree
- e) Strongly disagree

15. The hybrid work model has negatively impacted my ability to maintain a routine

- a) Strongly agree
- b) Agree
- c) Neutral
- d) Disagree
- e) Strongly disagree

16. The hybrid work model has made it more difficult for me to separate my work life
& personal life.

- a) Strongly agree
- b) Agree
- c) Neutral
- d) Disagree
- e) Strongly disagree

17. On a scale of 1 – 5, how often do you feel stressed while working in a hybrid work environment?
18. On a scale of 1 – 5, how much has the hybrid work model negatively impacted your sense of connection and belonging to the organization?
19. On a scale of 1 – 5, how often do you feel distracted while working in a hybrid work environment?
20. Have you experienced an increase in stress level since transition to hybrid work environment?
- a) Yes
 - b) No
 - c) Maybe
21. Has the hybrid work model negatively impacted your work - life balance?
- a) Yes
 - b) No
 - c) Maybe

22. Do you feel that your workload is being managed effectively in a hybrid work environment?

- a) Yes
- b) No
- c) Maybe

23. Has the hybrid work model negatively impacted your mental health?

- a) Yes
- b) No
- c) Maybe

24. Has the hybrid work model caused you feel less connected to your colleagues?

- a) Yes
- b) No
- c) Maybe

25. Do you feel that the hybrid work model has improved your overall job performance?

- a) Yes
- b) No
- c) Maybe

APPENDIX E

SEMI – STRUCTURED INTERVIEW QUESTIONS

1. How does your hybrid work arrangement impact your work-life balance?
2. Do you feel that you are highly connected with colleagues and the organization while working in a hybrid work arrangement? If not, what is the reason and how did it impact you?
3. Do you feel valued and appreciated while working in a hybrid work arrangement?
4. Do you feel hybrid work model is productive compared to traditional work model?

APPENDIX F

CHI – SQUARE DISTRIBUTION TABLE

Chi-square Distribution Table									
d.f.	.995	.99	.975	.95	.9	.1	.05	.025	.01
1	0.00	0.00	0.00	0.00	0.02	2.71	3.84	5.02	6.63
2	0.01	0.02	0.05	0.10	0.21	4.61	5.99	7.38	9.21
3	0.07	0.11	0.22	0.35	0.58	6.25	7.81	9.35	11.34
4	0.21	0.30	0.48	0.71	1.06	7.78	9.49	11.14	13.28
5	0.41	0.55	0.83	1.15	1.61	9.24	11.07	12.83	15.09
6	0.68	0.87	1.24	1.64	2.20	10.64	12.59	14.45	16.81
7	0.99	1.24	1.69	2.17	2.83	12.02	14.07	16.01	18.48
8	1.34	1.65	2.18	2.73	3.49	13.36	15.51	17.53	20.09
9	1.73	2.09	2.70	3.33	4.17	14.68	16.92	19.02	21.67
10	2.16	2.56	3.25	3.94	4.87	15.99	18.31	20.48	23.21
11	2.60	3.05	3.82	4.57	5.58	17.28	19.68	21.92	24.72
12	3.07	3.57	4.40	5.23	6.30	18.55	21.03	23.34	26.22
13	3.57	4.11	5.01	5.89	7.04	19.81	22.36	24.74	27.69
14	4.07	4.66	5.63	6.57	7.79	21.06	23.68	26.12	29.14
15	4.60	5.23	6.26	7.26	8.55	22.31	25.00	27.49	30.58
16	5.14	5.81	6.91	7.96	9.31	23.54	26.30	28.85	32.00
17	5.70	6.41	7.56	8.67	10.09	24.77	27.59	30.19	33.41
18	6.26	7.01	8.23	9.39	10.86	25.99	28.87	31.53	34.81
19	6.84	7.63	8.91	10.12	11.65	27.20	30.14	32.85	36.19
20	7.43	8.26	9.59	10.85	12.44	28.41	31.41	34.17	37.57
22	8.64	9.54	10.98	12.34	14.04	30.81	33.92	36.78	40.29
24	9.89	10.86	12.40	13.85	15.66	33.20	36.42	39.36	42.98
26	11.16	12.20	13.84	15.38	17.29	35.56	38.89	41.92	45.64
28	12.46	13.56	15.31	16.93	18.94	37.92	41.34	44.46	48.28
30	13.79	14.95	16.79	18.49	20.60	40.26	43.77	46.98	50.89
32	15.13	16.36	18.29	20.07	22.27	42.58	46.19	49.48	53.49
34	16.50	17.79	19.81	21.66	23.95	44.90	48.60	51.97	56.06
38	19.29	20.69	22.88	24.88	27.34	49.51	53.38	56.90	61.16
42	22.14	23.65	26.00	28.14	30.77	54.09	58.12	61.78	66.21
46	25.04	26.66	29.16	31.44	34.22	58.64	62.83	66.62	71.20
50	27.99	29.71	32.36	34.76	37.69	63.17	67.50	71.42	76.15
55	31.73	33.57	36.40	38.96	42.06	68.80	73.31	77.38	82.29
60	35.53	37.48	40.48	43.19	46.46	74.40	79.08	83.30	88.38
65	39.38	41.44	44.60	47.45	50.88	79.97	84.82	89.18	94.42
70	43.28	45.44	48.76	51.74	55.33	85.53	90.53	95.02	100.43
75	47.21	49.48	52.94	56.05	59.79	91.06	96.22	100.84	106.39
80	51.17	53.54	57.15	60.39	64.28	96.58	101.88	106.63	112.33
85	55.17	57.63	61.39	64.75	68.78	102.08	107.52	112.39	118.24
90	59.20	61.75	65.65	69.13	73.29	107.57	113.15	118.14	124.12
95	63.25	65.90	69.92	73.52	77.82	113.04	118.75	123.86	129.97
100	67.33	70.06	74.22	77.93	82.36	118.50	124.34	129.56	135.81