

IMPACT OF HYBRID WORK ARRANGEMENT IN ITES IN CHENNAI CITY

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ABSTRACT

In a hybrid work arrangement, organizations are focused on creating highly flexible and fluid work schedules while enhancing opportunities for collaboration and innovation. It allows organizations to take a bit of both work approaches – remote and in-office – to realize a fresh approach. This new approach is not just blending the best of remote and in-office working but implementing a whole new perspective about the work environment and how it impacts productivity, performance, costs, employee well-being, and sustainability. In a hybrid work arrangement, organizations are focused on creating highly flexible and fluid work schedules while enhancing opportunities for collaboration and innovation. It allows organizations to take a bit of both work approaches – remote and in-office – to realize a fresh approach. This new approach is not just blending the best of remote and in-office working but implementing a whole new perspective about the work environment and how it impacts productivity, performance, costs, employee well-being, and sustainability.

KEY WORDS: hybrid work arrangement, reasons, impact

INTRODUCTION

Now more than ever, it's important for organizations to elevate employee and customer experiences. We can help create an intelligent, continuously improved digital workplace that empowers employees to collaborate, be productive and enhance business outcomes – while fostering your organizational culture. Digital workplace solutions are designed for proactive and predictive issue avoidance, using AI-driven automation, data analytics, and self-healing technology.¹

Hybrid work arrangement incorporate in-office and remote work in an employee's schedule. Each company develops a hybrid work model based on the needs of the company and the individual employee. There is no one-size-fits-all hybrid model.²

Hybrid work is a flexible approach that combines working in an office environment and working from home. Hybrid work varies in [flexibility](#) and supports a variety of different work schedules.³ While a hybrid work arrangement has the potential to give workers the flexibility they desire and maximize employee engagement and productivity, it's crucial for companies to take an intentional approach.⁴

NEED OF THE STUDY

The Need of the study is to identify their efficiency and proper understanding of hybrid working among the employees in ITES. The need of the study is to find out how far the Hybrid work arrangement caters to the requirement of the organization and its success. Hence organizations have to secure the cooperation of employees to increase productivity and earn higher profits. Hybrid work arrangement in the organization enhances the professional skills and knowledge of the employee

regarding the job which improves employee performance, productivity, and job satisfaction which are the factors of the organization to accomplish its goals.

SCOPE OF THE STUDY

The scope of the study is limited to the employees working in ITES. The study is conducted to know how hybrid work arrangement is effective after the Covid and to study the association between key demographic (age and gender) and the effectiveness of the hybrid working model. This study gives a better understanding of the effectiveness of the work arrangement. Therefore, these findings may help the Organization to find out the employees' preference for working mode.

OBJECTIVES

- To study the reasons for preferring hybrid working.
- To study the effectiveness of hybrid working on the mental well-being of the employees.
- To analyze the association of age, and gender towards the hybrid hybrid work arrangement.

RESEARCH METHODOLOGY

Sources of Data

Two types of data that were used for the study were - Primary data (where data was collected through the questionnaire method) and Secondary data (where various information related to the study was obtained through secondary data).

Sample Design & Size

For the study a sample of 100 respondents from working employees in ITES were chosen through convenient random sampling method. Questionnaires were issued and collected.

Research Instrument

A questionnaire was prepared to get the relevant information from the respondent. The questionnaire was detailed in two parts, part one was about the demographic characteristics of the respondents part two was about the effectiveness and level of satisfaction towards the hybrid working model and part three where the challenges faced by the employees were studied.

Tools for Analysis

The statistical tool used in this study is percentage analysis, descriptive analysis, and chi-square test.

LIMITATIONS OF THE STUDY

- The study has been limited to Chennai city only.
- The sample size has been restricted to 100 only.
- Due to time constraints, only a limited population is taken for the study.
- The biased view of the respondents is another limitation.

REVIEW OF LITERATURE

Danijela, (2022)⁵ – “Remote work and hybrid work organizations” has studied the effects of working from home on employees and organizations and toward the hybrid working model. A total

of 500 responses were collected from IT employees in Australia. This result shows that there are Consequences which are faced by both the employees and the organization. The current study shows that both employees and employers have found arguments to consider Remote work, and especially Hybrid working mode, as a worthy competitor to Traditional on-site work.

Dr. Reena Lenka, (2022)⁶ – “Unique Hybrid Work Model-The future of remote work”. This Research was undertaken to understand the concepts of the Hybrid working model and the Benefits of the Hybrid work Mode. A total of 600 Responses were collected from the IT and Non-IT sectors. This research was conducted in North India. The responses are collected through G-forms. The results show that the employees and the management who were hesitant and not comfortable initially have started accepting and have become comfortable with the entire scenario. A unique hybrid work model would be the best solution as in this model maximum times employees will be working remotely and whenever there is a requirement they can come to the office. This arrangement will not only curtail the spread of the virus but also will help in smooth work operation, increased performance, motivation, employee engagement, and good teamwork can happen.

**DATA ANALYSIS AND INTERPRETATION
 DEMOGRAPHIC DATA**

Demographic Details	No. of Frequencies	Percentage
Age:		
Below 25 years	62	62
26 years-30 years	21	21
31 years-35 years	9	9
36 years-40 years	1	1
Above 40 years	7	7
Total	100	100
Gender:		
Male	47	47
Female	53	53
Total	100	100
Marital Status:		
Married	23	23
Single	77	77
Total	100	100
Designation:		
Senior Level	9	9
Middle Level	44	44
Entry Level	47	47
Total	100	100
Educational Qualification:		
UG	67	67
PG	25	25
Professional	4	4
Diploma	4	4
Total	100	100

Experience:		
Below 3 years	58	58
4-6 years	28	28
7-10 years	6	6
Below 15 years	2	2
16-20 years	6	6
Total	100	100
Monthly Income:		
Below 20,000	19	19
Rs.20,000-25,000	16	16
Rs.26,000-50,000	36	36
Above 50,000	29	29
Total	100	100
Number of Years:		
Less than 3 years	74	74
3-5 years	19	19
5-10 years	4	4
More than 10 years	3	3
Total	100	100
Number of days in a week:		
6 days	20	20
5 days	43	43
4 days	6	6
3 days	9	9
2 days	22	22
Total	100	100

TABLE SHOWING THE REASONS FOR PREFERRING THE HYBRID WORKING MODEL

REASONS FOR PREFERRING HYBRID WORK MODE	RESPONSES
	N
Have difficulty in travelling to an office.	53
Reduces expenses.	58
Helps to maintain proper work-life balance.	50
Improved company culture.	19
Promotes well-being.	21
Higher productivity.	38
More efficient use of time.	49
Better access to work resources and equipment	19
Team co-operation	17
Burnout stress	30
TOTAL	354

Source: (Computed data)

INTERPRETATION

From the above table, it can be observed that 53 respondents prefer the hybrid work arrangement as they face difficulty in traveling to an office, 58 respondents prefer the hybrid work arrangement as they feel it reduces expenses, 50 respondents prefer the hybrid work arrangement as it helps to maintain proper work-life balance, 19 respondents prefer hybrid work arrangement as they feel it improves company culture, 21 respondents prefer hybrid work arrangement as it promotes well-being, 38 respondents prefer hybrid work arrangement as it gives higher productivity, 49 respondents prefer hybrid work arrangement as they feel it is the more efficient use of time, 19 respondents prefer hybrid work arrangement as they have better access to work resources and equipment, 17 respondents prefer hybrid working model as they have team co-operation, 30 respondents prefer hybrid working model as it burnout stress. Thus, most of the respondents prefer the hybrid work arrangement as it reduces expenses.

TABLE SHOWING EFFECTIVENESS OF HYBRID WORKING MODEL

STATEMENTS	N	MIN	MAX	MEAN	STD.DEV
Leads to lower operational costs.	100	2	5	4.16	0.77
Flexibility(Choosing a work schedule whether at home or in the office)	100	1	5	4.05	0.91
Feels distressed and helps to overcome physical pain.	100	1	5	3.84	0.89
Helps to overcome difficulty in thinking or concentrating.	100	1	5	3.86	0.89
Helps to spend time fulfilling personal life goals and responsibilities.	100	1	5	3.97	1.02
Valid N (listwise)	100				

Source: (Computed data)

INTERPRETATION

From the above table, it is observed that Lower operational cost has a statistical mean value of 4.16 and standard deviation of 0.77, Flexibility has a statistical mean value of 4.05 and standard deviation of 0.91, Feeling distressed and helps to overcome physical pain has a statistical mean value of 3.84 and standard deviation of 0.89, Helping to overcome difficulty in thinking or concentrating

has a statistic mean value of 3.86 and standard deviation of 0.89, Helps to spend time to fulfill personal life goals and responsibilities have a statistic mean value of 3.97 and standard deviation of 1.02.

TABLE SHOWING LEVEL OF SATISFACTION TOWARDS HYBRID WORK ARRANGEMENT

STATEMENTS	N	MIN	MAX	MEAN	STD.DEV
Increase in Financial rewards.	100	2	5	4.03	0.89
Satisfaction in Work Assigned.	100	1	5	3.86	0.95
Opportunities for promotion/career advancement with clarity of rules and regulations.	100	1	5	3.75	0.85
Challenges in the job are manageable.	100	1	5	3.86	0.82
Better Superior- subordinate relationship.	100	1	5	3.69	0.95
Valid N (listwise)	100				

Source: (Computed data)

INTERPRETATION

From the above table, it is observed that Increase in Financial Rewards has a statistical mean value of 4.03 and standard deviation of 0.89, Satisfaction in Work Assigned has a statistical mean value of 3.86 and standard deviation of 0.95, Opportunities for Promotion/Career advancement with clarity of rules and regulations have a statistical mean value of 3.75 and standard deviation of 0.85, Challenges in the job are manageable has a statistical mean value of 3.86 and standard deviation of 0.82, Better Superior-Subordinate relationship has a statistic mean value of 3.69 and standard deviation of 0.95.

TABLE SHOWING THE ASSOCIATION BETWEEN THE AGE AND EFFECTIVENESS OF THE HYBRID WORK ARRANGEMENT

	VALUES	DF	Asymp. Sig. (2sided)
Pearson ChiSquare	44.695 ^a	52	.754
Likelihood Ratio	35.056	52	.966
Linear-by-Linear Association	.032	1	.858
N of Valid Cases	100		

Source: (Computed Data)

INTERPRETATION

The above table shows the Significance level of 0.754 is higher than the standard significance level of 0.05. Hence, there is no significant association between age and the effectiveness of the hybrid working model.

TABLE SHOWING THE ASSOCIATION BETWEEN GENDER AND THE LEVEL OF SATISFACTION TOWARDS THE HYBRID WORK ARRANGEMENT

	VALUE	DF	Asymp. sig (2sided)
Pearson Chi-Square	12.784 ^a	13	.465
Likelihood Ratio	14.451	13	.343
Linear-by-Linear Association	.537	1	.464
N of Valid Cases	100		

Source: (Computed data)

INTERPRETATION

The above table shows that the significance of 0.465 is higher than the standard significance level of 0.05. Hence, there is no significant association between gender and level of satisfaction towards the hybrid work arrangement.

FINDINGS

Demographic Findings

- The majority (62%) of the respondents age below 25 years.
- Most (53%) of the respondents are Female.

- Most (77%) of the respondents are single.
- The majority (47%) of the respondents are entry-level.
- The majority (67%) of the respondents have a UG degree.
- The majority (58%) of the respondents have experienced below 3 years.
- A majority (36%) of the respondents earn between 26,000-50,000.

OTHER FINDINGS

- Regarding the association with the present organization, most of the respondents were less than 3 years.
- The majority of the respondents work in the office for a week at present is 5 days.
- The most important reason for preferring the hybrid working model is reducing expenses, followed by having difficulty in traveling to an office, and helping to maintain a proper work-life balance. The least reason for preferring the hybrid working model is improved company culture, better access to work resources and equipment, and team cooperation.
- The major part of the respondents agrees that leading to lower operational costs and flexibility is the top most effective of the hybrid working model and feeling distressed and helping to overcome physical pain, helps to overcome difficulty in thinking or concentrating, these two do not have a major impact on the effectiveness of the hybrid work arrangement
- Most of the respondents agree that increased financial rewards and opportunities for promotion/career advancement with clarity of rules and regulations are the top satisfaction of the employee towards the hybrid working model and the least factor is the Better superior-subordinate relationship.
- More than half of the total number of the respondents faces difficulty in need of better resources at home and on-site, followed by feeling less connected to the organization's culture, and not being able to connect with people working remotely. Difficulty to coordinate work schedules, tasks, and timelines, fewer opportunities for feedback, and more work burnout or fatigue do not have a major impact on the level of satisfaction towards the hybrid work arrangement.
- There is no significant association between age and the effectiveness of the practice of hybrid working has many options and its effects on organizational performance can be both opposing and complementary.

CONCLUSION

A hybrid work arrangement means establishing a different relationship with the office environment, taking a people-focused approach to work requirements, and reconceiving the workplace as an ecosystem of networked workers, rather than one specific location. The study focused on identifying the effectiveness of the hybrid working model and the challenges faced in the hybrid work arrangement. It is found that hybrid work arrangement leads to lower operational costs are the top most effective of the hybrid work arrangement and the least factor is feeling distressed which helps to overcome physical pain.

The study also focused on the level of satisfaction with the hybrid work arrangement.

Increased financial rewards are the top satisfaction of the employee towards the hybrid work arrangement and the least factor is the better superior-subordinate relationship. As per the findings, it shown that the reason for preferring the hybrid work arrangement is- it reduces the cost.

The major difficulty faced by the employee during hybrid working is better resources at home and on-site organizational circumstances. In a modern working environment the manager's job becomes complicated and deciding on the right proportion of a hybrid work arrangement in an organization is crucial. In these trying times, companies need to adapt to the new reality, but first and foremost, they need to listen to their employees and ensure that their needs and well-being are taken care of, to ensure a safe, healthy, and productive future.

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