

HYBRID WORK CULTURE IN MANAGING PRODUCTIVITY-AN EMPIRICAL ANALYSIS

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Abstract:

The study offers a glimpse into the employees’ willingness towards the hybrid work culture. Most of the organization are going for the remote work option where employees are also contributing more to the work as well as comfortable to work remote. This is advantageous to the company as well in cut down the unnecessary cost that may incur while running the business. The study also analyzes how the flexible work condition lead to increase in overall productivity of the organisation.

Keywords —Hybrid work culture, Productivity, Organisation, Employees.

I. INTRODUCTION

A Hybrid workplace approach combines office and remote work to provide workers with freedom and support. Employees in a hybrid workplace generally have more liberty and a better work life balance which leads to employees to engage more in their work, results in improved productivity. Technology development in hybrid work culture has led to upskilling and reskilling the employees which reduces the overall cost of the organisation as well. The term “New Normal” is an inclusive way of working, no matter where they are working maintaining connectivity, productivity and engaged environment is what organisation look for by adopting the hybrid work culture. Hybrid workplaces that adopt strong security infrastructures, cloud-based services, and collaboration tools will be well structured to meet both employees as well as organisation’s expectations.

II. REVIEW OF LITERATURE

(Sokolic, 2022) : Working remotely, particularly hybrid work organisation has become the most prevalent type job in the in the third decade of the 21st century. What began as a trial practice in some businesses at the turn of the century has become essential in 2020 and 2021 as a result of the epidemic. It changed most of the job aspects, such as information flow patterns communication, workplace concept, resulting not only in significant changes in the way work is done, it also changed a psycho- emotional perception of work in the context of changing socialisation patterns. The need of virtual world has emerged in both business as well as to employees to adopt new methods of working. The paper disuses some of the most important variables influencing the job success at both the organisation and individual level. The purpose of this research is to provide information about the effect of workplace flexibility on the job as well as business and employees. (Ateeq, 2022):

Hybrid working is a practice of working both from workplace and from home, depending on the responsibilities and where they perform best. The primary reason for choosing hybrid working culture is to provide a greater flexibility in working and it has a influence over working style. The purpose of this paper is to investigate hybrid working, flexible work arrangements which has led to led to employee wellbeing, increased efficiency, balance between work and non-work equilibrium, team and individual achievement, work family interaction and reduced employee turnover. In this paper it was discovered that employee strongly support the work from policies and make adjustments to the organisation's working culture to remain viable in a highly competitive environment by keeping top talented workforce. **(Gratton, 2022):** Many organisations are experiencing global shift. Automation has led to change in the whole work style and reshaping whole work. But many companies had not accepted these changes very quickly. Before the pandemic work schedule were too tight, feeling of pressure were always on. But these working habits are decreasing day by day due to the changes in work style. New work style changed many fundamental assumptions, adapt new habits to get work done. The paper discusses about the famous model of Kurt Lewin, who's freeze unfreeze model explains how to institutionalise the changes. It explains how organisation follow same culture style of work over a period that is frozen condition. After hybrid work structure organisation started to unfreeze the work style. Once the changes are institutionalised then again companies can freeze the changes. **(Gupta & Prasad , 2011):** Companies need to hire highly competitive human resources to keep up with competitive edge and changing surroundings. There is a big influence of good practices in human resource management on the company's performance. The purpose of the study is to understand the big influence of HRM variable that effects the productivity and total firm performance. To understand this, a study of 41 Indo Japanese and 35 India automobile companies working in National Capital region and Delhi of India was conducted. This is conducted by using source data and secondary data, it also considered

quantitative research instruments. Companies of India and Japan played a major role. Factor analysis technique is mainly used to predict the output. Talent planning, talent incentives, training requirements and in service training are important elements for Indian business. Based on the output of the study a hybrid model has been created that includes both Indo and Japanese firms. **(Michael, et al., 2022):** The contemporary manufacturing workplace must take both financial and ergonomic into consideration. Computerised human motion models and capture of movements can help with simulations, analysis, tracking, and work process design. Hybrid work systems provides workplace specialists and workplace planners by using digital tool where they can work together to create workplaces that are both financially feasible and ergo economically sound. Here the study focuses on industrial work planning that provides fresh viewpoints on how to conduct time measurement and helps in ergonomic evaluations. Findings are relevant to the businesses for digitalisation and industry 4.0.

III. RESEARCH METHODOLOGY

The information gathered through primary as well as secondary data. Research data was collected through questionnaire. The primary data mainly collected through questionnaire which contained demographic questions as well as topic related questions. Secondary data was collected by the help of articles, journals, and websites.

Population: 79

Sample Size: 66

IV. PROBLEM STATEMENT

As this method is new in the organisation there may be initial problems to understand the work culture and adoption of the same in the work place. It may also cause poor social interaction, difficulties in understanding company culture, and poor communication. Organisation May fail to find the productive employees who are contributing to the real success of the organisation. This may discourage the employees who are giving their 100%

efforts to the organisation’s success. It may also lead to coordination problem between employees. This will affect productivity at the initial stages but once it is employed well in the organisation then it would result in better productivity.

V. OBJECTIVES OF THE STUDY

- To analyse the relationship between adoption of hybrid work culture and productivity.
- To evaluate the gender preferences on adopting hybrid work culture.
- To identify the major predictor of overall productivity of the organisation.

VI. NEED OF THE STUDY

This study of the hybrid work culture in the organisation will be very helpful for the company to understand how helpful it will be in increasing the productivity. At the same employee’s preference towards the work as well as productivity will also increase due to friendly work culture that is practiced by many companies now a days.

- To understand the hybrid work culture and its effect on the productivity.
- To measure if there is any gender preference in the organisation where hybrid culture has been adopted.
- To study if there are any drawbacks to the organisation by adopting the hybrid work culture.
- To study the cost effectivity on the organisation.

VII. HYPOTHESIS:

Ho: There is no significant relation between Hybrid work culture and productivity.

H1: There is significant relation between Hybrid work culture and productivity.

H0: There is no significant Difference between mean score of male and female.

H2: There is significant difference between mean score of male and female.

Ho: Hybrid work culture is not a significant predictor of overall productivity

H3:Hybrid work culture is a significant predictor of overall productivity.

VIII. DATA ANALYSIS

Correlation Analysis

Correlations

		AvgofH	AvgodP
AvgofH	Pearson Correlation	1.000	.758 _a
	Sig. (2-tailed)		.000
	N	66	66
AvgodP	Pearson Correlation	.758 _a	1.000
	Sig. (2-tailed)	.000	
	N	66	66

a. Significant at .05 level

Ho: There is no significant relation between Hybrid work culture and productivity.

H1: There is significant relation between Hybrid work culture and productivity.

P value= 0.000 R value= 0.758

Hence P value is less than 0.05, We reject Ho, Accept H1

That is, H1: There is significant relation between Hybrid work culture and productivity.

R value is Strong uphill positive linear relation.

Interpretation: -

Correlation test is conducted to test whether there is a significant relation between hybrid work culture and between productivity. It means by adopting the hybrid work culture can company increase its productivity. Through correlation analysis it is understood that by adoption hybrid work culture in organisation, organisation can increase its productivity.

Independent Sample T Test

	Levene's Test for Equality of Variances		T-Test for Equality of Means						
	F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
								Lower	Upper
Independent	.02	.894	1.45	64.00	.151	.13	.09	-.05	.30
Equal variances assumed									
Equal variances not assumed			1.47	63.90	.147	.13	.09	-.05	.30

H0: There is no significant Difference between mean score of male and female.

H2: There is significant difference between mean score of male and female.

Here P value is 0.894, p value is greater than 0.05

Therefore, Accept H0, Reject H2

H0: - There is no significant Difference between mean score of male and female.

Interpretation: -

Here, Independent sample t test is used to identify whether there is a significant difference between a male and female while selecting employees for work under the hybrid work culture. Through this test it is understood that there is no gender preference while selecting the employees for the organisation.

Simple Linear Regression

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95% Confidence Interval for B		Collinearity Statistics	
	B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
(Constant)	.81	.36	.00	2.23	.029	.08	1.53		
AvgofIndependentvariable	.92	.10	.76	9.29	.000	.72	1.12	1.09	.92

Ho: Hybrid work culture is not a significant predictor of overall productivity

H3: Hybrid work culture is a significant predictor of overall productivity.

Here the p value is 0.000 which is less than 0.05

We reject H0, Accept H3

That is, H3: Hybrid work culture is a significant predictor of overall productivity.

Multiple Regression

	Unstandardized Coefficients		Standardized Coefficients		t	Sig.	95% Confidence Interval for B		Collinearity Statistics	
	B	Std. Error	Beta				Lower Bound	Upper Bound	Tolerance	VIF
(Constant)	1.35	.25	.00	5.48	.000	.86	1.85			
IQ2	.02	.04	.04	.50	.620	-.07	.11	.75	1.34	
IQ3	.04	.05	.06	.74	.460	-.06	.14	.66	1.51	
IQ4	.09	.06	.15	1.66	.103	-.02	.20	.57	1.76	
IQ5	-.03	.05	-.06	.58	.565	-.14	.07	.47	2.13	
IQ6	.11	.05	.22	2.16	.035	.01	.21	.46	2.19	
IQ7	.07	.05	.14	1.36	.180	-.03	.17	.44	2.26	
IQ8	.08	.05	.14	1.56	.124	-.02	.18	.61	1.64	
IQ9	.18	.03	.48	5.74	.000	.12	.24	.70	1.42	

IQ9 is a major predictor of productivity, that is:

IQ9: What impact does hybrid work have on your communication and collaboration during team meetings?

Here P value is 0.000. Beta value is 0.48.

Interpretation: -

To find out the overall productivity of the organisation simple linear regression is used. Later multiple regression has to be done through simple linear regression it is clear that hybrid work culture is a significant predictor of overall productivity.

CONCLUSION

With the changing scenario people have become attached to the remote work life which gives more flexibility and relaxed work condition where in now a days companies are showing more interest towards the hybrid work culture which is more beneficial when it comes to saving energy as well as to cut down the cost. According to the Forbes study 87% of business leaders expressed positive opinion towards this flexible work condition. While 72% expect flexible working that is hybrid work practice. At the end it is clear that employees have accepted this new way of working whole heartedly but in long run this hybrid work culture may also face some trouble in managing because of transparency issues of employees' work.

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