



HYBRID WORK MODEL - WOMEN EMPLOYEES' PERCEPTION WITH SPECIAL REFERENCE TO IT AND ITES SECTOR

¹Ramya N, ²Dr. Purna Prasad Arcot

¹Assistant Professor, ²Director

School of Economics & Commerce, ²School of Management

CMR University, HRBR Layout

Kalyan Nagar

Bengaluru-560043, Karnataka, India

Abstract: This study delves into the prevalent hybrid work model, gaining significant attention in the IT and ITeS industries. Focused on women employees, it aims to dissect their perceptions regarding hybrid, remote, and office work models. Recognizing the organizational benefits attributed to hybrid models, the research engaged 103 women respondents through a structured questionnaire. The findings unearthed nuanced associations between demographic factors and preferences for working models. This abstract encapsulates a comprehensive exploration of women's perspectives, contributing valuable insights to the ongoing discourse on hybrid work models in professional settings.

Index terms: Hybrid Work Model, Women IT and ITeS employees, Working from Office, Working from Home.

1.0 Introduction

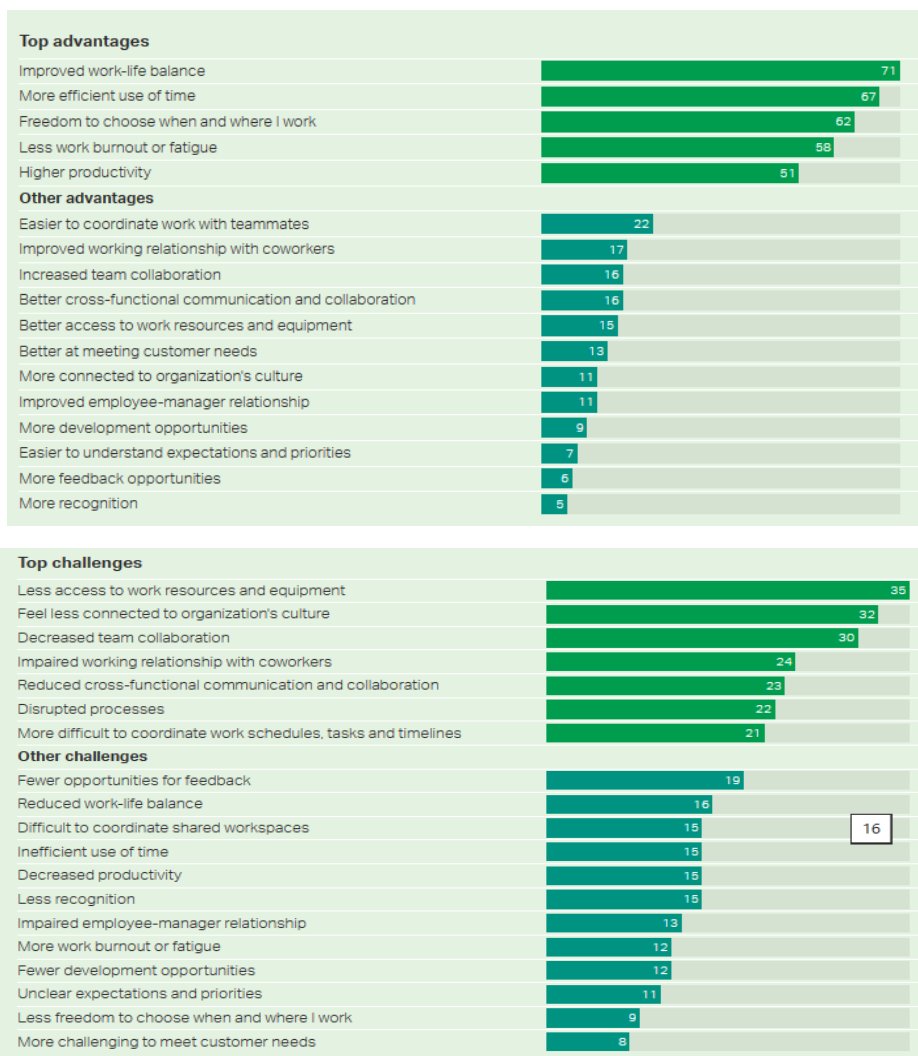
The advent of hybrid work models has transformed the landscape of traditional work environments, introducing a paradigm shift in how employees engage with their professional responsibilities. This evolution is particularly significant for women employees, especially within the Information Technology (IT) and Information Technology Enabled Services (ITES) sectors. The hybrid work model, which combines elements of remote and on-site work, offers flexibility and redefines the work-life balance for women professionals.

In this dynamic era, understanding women employees' perceptions regarding the hybrid work model becomes paramount, as it directly influences their work experiences, job satisfaction, and overall well-being. The IT and ITES sector, known for its fast-paced and innovative nature, plays a crucial role in shaping these perceptions, as women navigate through the nuances of hybrid work arrangements.

Even as workplaces return to normal, many large companies in the industry are working to integrate the business and make it a permanent solution. Mobile Technology giant, Apple Inc., announced that it will require employees to work in the office three days a week and allow them to work from anywhere for one month a year. According to the Global Workspace Survey conducted by Cisco, October 2020, the following results have been revealed with respect to work environment perceptions.

- 58% of the workforce expects to be working from home at least 8 days a month
- 98% of the workforce reports frequent frustrations with video meetings at home
- 97% of the workforce wants changes to make work environments safer
- 96% of companies can provide better work environments with intelligent workplace technology

According to the Gallup report, September 2022, the following are the advantages and challenges identified by the respondents in their survey on the hybrid work model.



Source: Gallup, 2022

This study aims to delve into the intricate fabric of women employees' perspectives within the IT and ITES sector, shedding light on how the hybrid work model impacts their professional lives. By exploring the unique challenges, advantages, and considerations faced by women in this industry, the research endeavours to contribute valuable insights that can inform organizational policies, foster inclusivity, and promote a conducive work environment. As we embark on this exploration, the voices and experiences of women professionals will guide our understanding of the evolving hybrid work landscape and its implications for gender diversity and equality in the workplace.

1.2 Hybrid Work Model:

Hybrid working is a simple working model that supports the combination of office, remote and mobile workers. It gives employees the freedom to choose where and how they work best. It is a humanistic approach to managing employees. This approach solves the key challenges of isolated and community less remote work, while increasing productivity and job satisfaction. The hybrid work model gives employees greater flexibility and the option to work from home or anywhere they can work more efficiently. With hybrid working, the workplace is a mixed ecosystem of people working at home and in the office, rather than within the four walls of the company's office. Employees can move from place to place depending on the work to be done. Hybrid work models may differ depending on the organization and type of work.

1.3 Evolution of Hybrid Work model:

During the COVID-19 pandemic, hybrid working had become an effective work arrangement as businesses had to shift to remote working and use collaborative tools to manage the products that could be produced. Although some organizations had hybrid workforces and remote workers before the pandemic, these work arrangements were accelerated overnight as most employees moved from in-person meetings to virtual gatherings. Recognizing the benefits and problems of remote working today, organizations are adopting the connected working model to provide employees with greater flexibility while managing face-to-face communication, which is important for the company's community and culture.

Remote working has proven to be successful. According to McKinsey, this model has led to seeing personal productivity, diversity and inclusion greatly increased. Employees want more flexibility and Research shows 57% would consider leaving their company if they had to return to the workplace full time. Businesses see opportunities to reduce travel and housing costs. According to Fortune's report 2022, 74% of CEOs at large organizations want to reduce their workplaces. According to a study in the journal Nature, global daily carbon dioxide emissions fell by 19% during the COVID-19 pandemic; Almost half of this is due to the decrease in land transport. While hybrid working reduces travel and business trips, providing less heat and electricity in the workplace will also contribute to the future. These changes could help 60% of Fortune 500 companies to achieve their climate goals.

1.4 Types of hybrid work models

1.4.1 Flexible hybrid working model

Employees choose where and when to work based on the priorities of the day. For example, if they need to spend time focusing on a project, they may choose to work from home or in a cafe. If they want a sense of community, want to meet the team, attend training or join the city, they can choose to come to the office.

Benefits of Flexible Hybrid Work model:

- Gives people the freedom and flexibility to decide where and when they work
- Builds relationships and trust with employees that lead to greater confidence and job satisfaction

Challenges of Flexible Hybrid Work model:

- Employees struggle to find available dates and times for in-person meetings
- They can't see how many people are traveling for daily operations and whether the building can support them

1.4.2 Fixed hybrid work model:

Organizations determine the days and times when employees will be allowed to work remotely or come into the office. For example, some groups may come to the office on Mondays and Wednesdays, while other groups may come to the office on Tuesdays and Thursdays. Additionally, the organization will be able to allow everyone to work from home on a certain day each week. American Express is an example of an organization embracing a sustainable hybrid arrangement.

Benefits of Fixed hybrid work model:

- More opportunities for face-to-face communication and team building
- Offers employees the option to schedule appointments or gig work on certain days of the week

Challenges of Fixed Hybrid work model:

- Lack of personal choice, which can lead to loss of productivity
- If employees do not turn up on the assigned days, workspaces are unutilized

1.4.3 Office-first hybrid work model

Employees should be on-site but have the flexibility to work remotely a few days a week. Google plans to adopt a model where employees will work in the office three days a week but have the option to work remotely for two days.

Benefits of Office-first hybrid work model

- Convenience and personal choice
- Helps maintain work culture and community

Challenges of Office-first hybrid work model

- Employees lack information about who will be in the workplace
- It is not possible to accurately predict how many employees will be in the workplace on a particular day

1.4.4

Remote-first Hybrid work model

The remote-first hybrid work arrangement is another model for team building, collaboration and training. In this model, a company will not have an office, but will instead rely on the team in the same region to come together as they see fit. Twitter adopted a pre-remote model that would allow all employees to work from home.

Benefits of Remote-first hybrid work model

- Increased productivity and job satisfaction for employees who want to work remotely more time
- Possibly reduced costs by reducing or eliminating workplaces

Challenges of Remote-first hybrid work model

- Employees may feel isolated
- Employees may not experience the Company's culture and community environment

1.5 Gap Analysis:

While existing literature provides valuable insights into the general concept of hybrid work models, there is a discernible gap in the literature that necessitates a more detailed exploration of the diverse hybrid work structures. Specifically, there is a need for in-depth research that not only outlines the types of hybrid work models but also scrutinizes their benefits and challenges comprehensively. Moreover, understanding the evolution of these models and their implications for different industries, especially in the context of the IT and ITES sector, is an area that requires focused attention.

This study aims to bridge this gap by conducting a thorough analysis of the various hybrid work models, shedding light on their intricacies, and providing a nuanced understanding of their effects on employee productivity, satisfaction, and overall organizational

dynamics. The research will contribute valuable insights to both academia and practitioners, guiding organizations in optimizing their hybrid work structures for the benefit of employees and the sustainable growth of the business.

1.6 Need of the Present Study:

The current dynamic landscape of work structures, especially the emergence and widespread adoption of hybrid work models, necessitates a comprehensive understanding of their various facets. As organizations across industries navigate the complexities of implementing hybrid work arrangements, it becomes crucial to explore the impact and implications on both employees and employers.

This study is prompted by the need to delve into the nuances of hybrid work models, specifically focusing on their types, evolution, and the challenges and benefits associated with each. Understanding the varied hybrid work models, such as flexible, fixed, office-first, and remote-first, is essential to discern how organizations are adapting to this paradigm shift. Moreover, examining the evolution of the hybrid work model, especially in the aftermath of the COVID-19 pandemic, offers insights into the factors influencing its adoption and the associated challenges.

1.7. Significance of the Study:

- The findings can inform organizations about tailoring work models to better suit the preferences and needs of women employees.
- The study contributes to the existing literature by offering insights into the nuanced perceptions of women **in the context of hybrid work models.**

2.0 Aim of the Study:

- To gain insights into how women employees experience the hybrid work model compared to traditional work modes.

2.1 Objectives of the Study:

- To understand women employees' perceptions of the hybrid work model.
- To conduct a comparative analysis between hybrid work, Working from Office, and Working from Home to identify differences and similarities.

2.2: Hypotheses

HO₁: There is no significant association between the age of the respondents and perceptions about working models.

HO₂: There is no significant association between the experience of the respondents and perceptions about working models.

HO₃: There is no significant association between the employment level of the respondents and perceptions about working models.

3.0 Review of Literature

A study was conducted by Ebru Baykal Uluoz and Goksenin Inalhan (2024) in the Journal of Corporate Real Estate, titled "Shared Workspace Design: Elements of Analysis for a Healthy Work Experience." The primary objective of the research is to propose and present an analytical model that considers crucial spatial design attributes contributing to salutogenic outcomes. The authors employed a salutogenic approach, principles from supportive design theory, psychosocial supportive design elements, and a resource model to achieve this goal. Through a conceptual analysis, the study aims to provide a comprehensive understanding of the work environment, emphasizing the relationship between environmental factors and health outcomes. The focus is on identifying spatial attributes that enhance specific salutogenic outcomes, promoting a healthy work experience. The authors contend that this study offers methodological tools and applications for post-occupancy evaluation. These tools can be valuable for designers, architects, stakeholders, and workspace owners, aiding them in developing new designs or assessing existing ones.

A study was conducted by Pratyush Banerjee and Ritu Gupta in 2024, as presented in their research article titled "A Mixed Method Exploration of Effects of Technostress on Remote/Hybrid Working Professionals." The research aimed to investigate the stress levels associated with the excessive use of technology and its impact on the work-family outcomes of professionals engaged in remote or hybrid working. Utilizing a mixed-method design, the authors conducted in-depth interviews specifically focused on remote working. The study gathered data from 508 employed professionals across various industries through online surveys. To analyse the interconnections among technology-induced stress, virtual working competencies, work-family role conflict, and perceived employee effectiveness, conditional process analysis was employed. The findings of the study indicate a significant possibility of negative impacts associated with remote working, even after organizational efforts to ensure the safety and effectiveness of remote work.

A study was conducted by Nidhi Mishra and Teena Bharti in 2023, as documented in their research article titled "Exploring the Nexus of Social Support, Work-Life Balance, and Life Satisfaction in Hybrid Work Scenario in Learning Organisations." The objective of the research was to investigate the relationships among social support (SS), satisfaction with life (SWL), and work-life balance (WLB) in the context of hybrid work (HW) within learning organizations. The authors collected data from 531 employees working in learning organizations, specifically in IT/ITES sectors in India, using questionnaires. Hierarchical regression analysis was applied to analyse the collected data. The results indicated a positive association between hybrid work and dimensions of social support, satisfaction with life, and work-life balance. Furthermore, it was revealed that social support played an intermediary role between hybrid work and work-life balance.

A study was conducted by Anju Verma, M. Venkatesan, Mallika Kumar, and Jyoti Verma in 2023, as documented in their research article titled "The Future of Work Post COVID-19: Key Perceived HR Implications of Hybrid Workplaces in India," published in the

Journal of Management Development. The primary objective of this research was to examine the HR implications and key perceived advantages of hybrid workplaces, providing an HRM framework for successful adoption in India. The authors employed a Systematic Review of Literature (SLR) for their study. The findings indicated that this research is valuable for business leaders, policymakers, HR professionals, and researchers involved in the development and adoption of HR policies related to hybrid workplaces.

A study was conducted by Sini V Pillai and Jaysankar Prasad in 2023, as outlined in their research article titled "Investigating the Key Success Metrics for WFH/Remote Work Models." The primary objective of this research was to examine the ongoing experience of employers and employees regarding productivity and work-life balance, specifically for knowledge workers operating from home. The authors conducted focus group interviews with human resource managers and corporate executives in the Information Technology sector to identify critical success factors and challenging variables at different stages of work from home maturity. Additionally, the study involved a structured questionnaire to understand employee perceptions, evaluating the feasibility and comfort levels of various work modes, including work from home, office, or hybrid. The findings revealed that work from home's primary focus is on low stress and work-life balance, particularly benefiting women employees with higher success factors. However, challenges were observed, including poor communication within teams, impacts on the health of technology-driven employees, and increased job attrition.

A study was conducted by Mallika Sankar and Tarannum Malhotra in 2023, as described in their research article titled "The Hype of the Hybrid on Work Culture Compatibility." The research aimed to explore the advantages and disadvantages of working cultures among employees at different hierarchy levels in various industry sectors. The authors collected data from 350 white-collar employees across India, representing diverse cultures. The study revealed that a majority of employees preferred a hybrid work culture, finding it beneficial for balancing their work and personal lives. However, the authors emphasized the importance of considering employer perspectives, emphasizing broad acceptance and increased awareness in implementing hybrid work cultures.

A study was conducted by R Santiago Antony Selvi and Vandana Madhavkumar in 2023, as outlined in their research article titled "The mediating effect of happiness at the workplace on the relationship between Hybrid work model and Employee retention in the IT industry." The authors aimed to assess the impact of the hybrid work model on workplace happiness and employee retention, exploring whether happiness at work mediates the association between employee retention and the hybrid work model. In their empirical research, the authors collected data from employees in the IT industry. A sample of 200 participants was gathered, and the data were analysed using AMOS and SPSS. The analysis revealed that the hybrid work model provides employees with flexibility to balance personal and professional life, contributing to increased happiness at work. Furthermore, the study found that happiness at work positively influenced employee retention and acted as a mediator in the relationship between employee retention and the hybrid work model.

A study was conducted by K D V Prasad, Rajesh Vaidya, and Ridhi Rani in 2023, as detailed in their empirical research article titled "Remote working and occupational stress: Effects on IT enabled industry employees in Hyderabad Metro, India." The authors aimed to comprehend the impact of occupational stress and remote working on employees' performance, job satisfaction, and motivation. The study considered remote working subscales such as teamwork, self-proficiency, and technology, along with intrinsic and extrinsic motivation subscales. The sample for this study comprised employees from IT-enabled industries in Hyderabad Metro. Using a simple random sampling method, the authors collected a total of 513 responses from the employees. The collected data underwent analysis through Cronbach's alpha, correlation, Spearman-Brown prophecy, and reliability tests. The results indicated that the independent variables, including occupational stress, self-proficiency, and teamwork, significantly influenced the outcomes. However, there were no significant gender variations observed in the study.

A study was conducted by Neli Ivanova Nikolova in 2023, as outlined in her research article titled "Human capital in the changing work environment of Industry 4.0." The author conducted a survey in Bulgarian companies to analyze the quality and quantity of human capital, aiming to assess the long-term potential for sustainable organizational development. The focus of the study was on investigating flexible forms of work and creative processes to enhance employee satisfaction and engagement levels in achieving strategic company objectives.

A study was conducted by Hongmei Han and colleagues in 2023, as outlined in their research article titled "Integrated women framework, meaning of work, personal resilience, hybrid work, well-being, and job satisfaction: A preliminary study of professional women's work experience in China." The authors aimed to propose a conceptual framework contributing to the job satisfaction of professional women in China. The study also focused on exploring associations among hybrid work environments, the meaning of work, personal resilience, job satisfaction, and workplace policies. The research employed a survey method, specifically considering women's participation in Asian regions, adopting a comprehensive approach to understand the variables by connecting both individual and contextual factors and their interactions, contributing to a deeper understanding of professional women's work experiences.

A study was conducted by Kalyan Ram Kuppachi In 2023, conducted a study on the impact of hybrid work arrangements on employee engagement and performance. Using linear regression analysis on data from 446 professionals at Innominds Software Pvt Ltd, the study found that remote work intensity positively affected Leader-Member Exchange and knowledge sharing but negatively impacted communication frequency. Notably, there was no direct or indirect impact on employee engagement and performance. The findings provide insights into the nuanced dynamics of hybrid work arrangements.

A study was conducted by Arthi Meena and Dr. Mruthyunjana Sharma in 2023, titled "Accelerating Work-Life Balance to Increase Employee Engagement in Hybrid Work Environment: A Study with Respect to Gen Z Employees," the objective was to recognize factors influencing work-life balance to enhance employee engagement in a hybrid work environment, specifically focusing on Gen Z employees. Data were collected from 100 ITES employees in Northside Bengaluru through a structured questionnaire, using simple random sampling. Results identified leadership, rewards and recognition, job satisfaction, career growth, and company culture and environment as crucial factors affecting the work-life balance of Gen Z employees. The study concluded that work-life balance significantly impacts employee engagement in hybrid work, with job satisfaction being a key contributing factor.

A study was conducted by N. Vanitha and Dr. Shailashri V. T. in 2023, titled "A Systematic Literature Review on Impact of Hybrid Work Culture on Employee Job Engagement and Productivity - A Study of IT Professionals in Karnataka," the main objective was to examine the impact of hybrid work culture on employee job engagement and productivity, focusing on IT professionals in Karnataka. The study assessed job engagement levels and the flexibility provided by companies, impacting motivation, commitment, and overall job involvement. Additionally, the authors measured productivity metrics to understand the influence of a combination of remote and in-office work on the quality of output. The findings indicated that organizations adopting hybrid work models aimed to increase employee engagement through factors such as recognition, culture, and reinvented appraisal systems. Retention of employees was identified as crucial for long-term success, with digital transformation playing a significant role in accelerating work-life balance.

A study was conducted by Shikha Singh and Seema Sant in 2023, titled "The Moderating Role of Workplace (Hybrid/Remote) on Employee Engagement and Employee Turnover Intention," published in the "Employee Responsibilities and Rights Journal," the authors aimed to assess the association between employee engagement and turnover retention in hybrid and remote workplaces. The cross-sectional study involved 371 IT professionals in Mumbai. Smart PLS was employed for data analysis. The results indicated higher employee engagement in hybrid workplaces compared to remote ones.

A study was conducted by Niyati Patel and Priyanka Behrani in 2023, titled "A Study on the Relationship Between Organisational Citizenship Behaviour and Work Life Balance in Contemporary Work Environment." The authors aimed to understand how organizational citizenship behaviour (OCB) associates with work-life balance in the contemporary work environment, specifically focusing on hybrid work settings. The study also examined OCB among employees and revealed variations based on marital status, gender, years of experience, and designation. Data from 150 respondents working in organizations were analysed using T tests to identify mean differences in various groups. The findings highlighted the importance of fostering organizational citizenship behaviour and motivating employees to enhance productivity and retention.

A study was conducted by Shaheed Khan and et al. in 2023, titled "Work from Home (WFH) in the IT/ITeS Corporate: A Dilemma for Human Resources and Associates." The research article, published in the International Research Journal on Advanced Science Hub, explores the implications of remote working, telecommuting, and the global delivery model architecture in the IT/ITeS sector. The authors discuss the changes brought about by the pandemic in 2020, leading to the enforcement of work-from-home options. To gain insights into the decisions regarding work from home, the authors engaged with HR managers from various organizations. The study involved contacting approximately 2200 respondents across Tier 1, 2, and 3 IT/ITeS entities throughout the country. Respondents were provided with a questionnaire covering preferences for work from home, challenges, opinions on hybrid work systems, and the impact of remote work on teams. The results indicated that the work from home option has been beneficial and yielded positive outcomes.

4.0 Research Methodology:

4.1. Research Design:

This study employs a cross-sectional research design to collect data at a single point in time. The research is descriptive, aiming to understand and describe the perceptions of women employees regarding hybrid, remote, and office work models.

4.2. Participants:

Women employees working in the IT and ITeS industries. 103 respondents were selected through a purposive sampling technique.

4.3. Data Collection:

A structured questionnaire was utilized to gather responses regarding perceptions of hybrid work models. The questionnaire includes items related to demographic information, preferences for working models, and factors influencing these choices. The survey was administered electronically, ensuring efficient and timely data collection.

4.4 Data Collection tool

For the purpose of the study, a close-ended survey form was designed with the help of the literature related to the study and statements were framed based on either existing, validated tools or on available secondary data sources. The survey form has 17 statements questioning the respondents about their perceptions on hybrid work models and 17 statements about their views on "Working from Office", "Working from home" and "Hybrid work models". A total of 103 respondents were surveyed for the purpose of this study and various statistical tools have been deployed in order to find out the associations and impacts.

4.5. Ethical Considerations:

Participants were provided with clear information about the study's purpose and gave informed consent before participating. Respondents' identities will be kept confidential, ensuring privacy and ethical handling of sensitive information.

4.6 Factors considered for the study:

While collecting the responses from the women employees, the statements were divided into the following factors.

- a) Space
- b) Commute
- c) Technology/Money/Costs
- d) Health
- e) Performance

Statements considered for the factor - Space

- Space requirement/Desk booking is a chaos as people can choose their days to offline work

- Lack of individual spaces for meetings as Infrastructure planning is difficult
- Offline work days are usually like get-togethers and fun meeting peers

Statements considered for the factor - Commute

- Flexible commute eases rush hour pressure
- Travelling time is considerably lesser as all days of the week are not offline work days

Statements considered for the factor - Technology/Money/Costs

- Hardware costs, maintenance costs and support systems costs related to technology are less
- Difficulty in giving overall parity between staff returning to campus and Online staff
- Support capacity to be beefed up to troubleshoot hardware or software issues

Statements considered for the factor - Health

- Work/life balance improvements in terms of mental and physical health
- Time for passion and personal work is available
- There will be less pressure at work during offline work days
- Physical health has improved by travelling to office

Statements considered for the factor - Performance

- Feeling of conscious monitoring of work during offline work days
- The productivity is less during offline work days
- Creation of dependency on supervisors in the offline work environment
- Feeling of boost of motivation during offline work days
- There is discipline in the day-to-day routine by travelling to office

5. Limitations of the Study

- Compare gender-specific perceptions for a holistic understanding.
- Include a broader range of tech sectors for comprehensive insights.
- Conduct follow-ups over an extended period for longitudinal analysis.
- Complement quantitative data with in-depth qualitative insights.
- Explore variations across age, experience, education, and roles.
- Compare IT/ITeS perceptions with industry-wide standards.
- Assess external influences on perceptions during the study period.
- Establish ongoing feedback loops for dynamic research adjustments.
- The study's timeline (August-September 2023) may restrict the generalization of findings to different timeframes, potentially overlooking evolving perceptions and trends.

6.0 Analysis, Results and Discussion

The following tables and interpretations summarize the data analysis results.

Table 6.01 Comprehensive Table – Demographic variables

		Frequency	Percentage
Age (In Years)	21-25	14	13.59
	26-30	24	23.30
	31-35	18	17.48
	36-40	24	23.30
	41-45	15	14.56
	45 and above	8	7.77
Marital Status	Unmarried	27	26.21
	Married	76	73.79
Years of experience	1-3 years	15	14.56
	4-6 years	25	24.27
	7-9 years	8	7.77
	9-11 years	7	6.80
	Above 11 years	48	46.60
Employment Level	Entry Level	11	10.68

	Middle Level	76	73.79
	Top Level	16	15.53
	Total	103	100

Fig: 6.0.2: Figure representing the Age and Marital status of the respondents

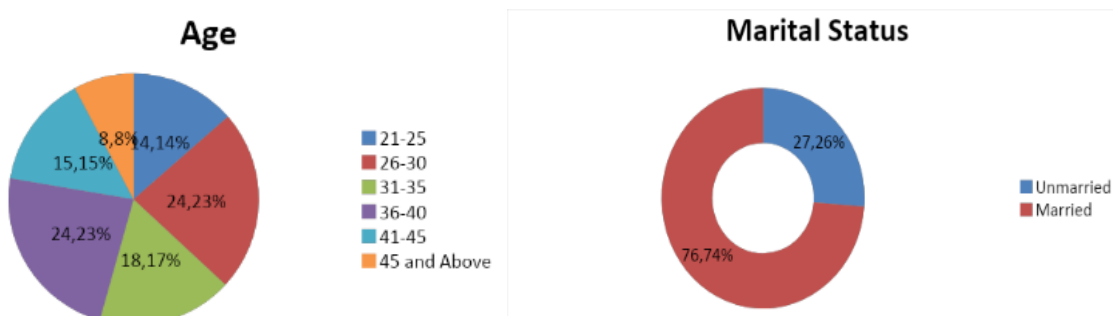
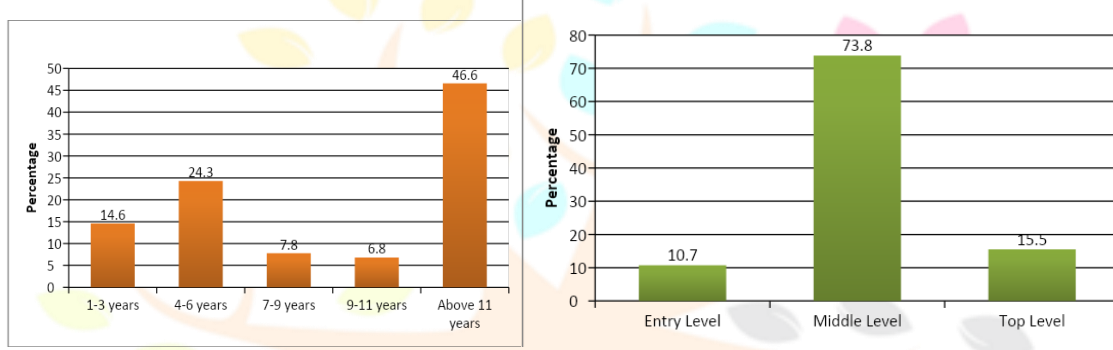


Fig: 6.0.3- Figure representing work experience and management level



Interpretation:

The comprehensive demographic table provides key insights into the profile of respondents in the study, focusing on age, marital status, years of experience, and employment level. The following observations are noteworthy:

Age Distribution: A significant portion of respondents falls within the age range of 26 to 40, comprising 63.37% of the total sample. This age group is often associated with a mature and experienced workforce.

Marital Status: A substantial majority, accounting for 73.79% of respondents, are married. This demographic emphasis on married individuals suggests that the study's findings and implications are particularly relevant for women navigating both work and family responsibilities.

Experience Levels: Nearly half of the respondents (46.6%) possess more than 11 years of experience. This implies that the study captures insights from a relatively seasoned workforce, potentially reflecting a wealth of professional and industry knowledge.

Employment Levels: The majority of respondents (73.79%) belong to the middle-level management, emphasizing the perspectives of those with intermediate roles and responsibilities within the organizational hierarchy.

In summary, the study predominantly explores the perspectives of experienced, married women in the age group of 26 to 40, particularly those in middle-level management roles. These demographic characteristics provide context for understanding how hybrid work models resonate with this specific segment of the workforce.

The opinion of the respondents about the various working models relating to different factors were analysed and the result is shown in the following table

Table 6.0.4 - Table representing factors and opinion about different working models

Statements	Working from Home		Working from Office		Hybrid Work Model		Chi square	p
	N	%	N	%	N	%		
Improvement of focus	36	35.0	19	18.4	48	46.6	276.01	0.001**
Difficulty in attending meetings	29	28.2	20	19.4	54	52.4		
Improvement of sense of control	31	30.1	32	31.1	40	38.8		

Effective Management of responsibilities	40	38.8	25	24.3	38	36.9
Improvement of productivity	44	42.7	19	18.4	40	38.8
Improvement of mental health and physical health	42	40.8	10	9.7	51	49.5
Increase in collaboration	17	16.5	40	38.8	46	44.7
Encouragement of ideas	17	16.5	41	39.8	45	43.7
Feeling of Isolation	55	53.4	10	9.7	38	36.9
Increase in flexibility	48	46.6	4	3.9	51	49.5
Increase in informal interactions	18	17.5	51	49.5	34	33.0
Improvement of work/life balance	42	40.8	10	9.7	51	49.5
Increase in building networks	8	7.8	67	65.0	28	27.2
Perceived differences among colleagues	20	19.4	37	35.9	46	44.7
Better sense of safety	45	43.7	11	10.7	47	45.6
Maintenance of privacy and confidentiality	36	35.0	29	28.2	38	36.9
Usage of Software	22	21.4	30	29.1	51	49.5

** Highly significant

It is found that the majority of the respondents agreed with the Hybrid Working model. Further in order to find the association between the factors and their Opinion about The Working model the chi-square test was used and significant.

"It is noted from Table 6.0.4 that the p-value is less than 0.001 for Family type, Educational Status, and Occupation, indicating highly significant results at the 0.001 significance level. From the analysis, it is concluded that a significant association was found between Family type, Educational Status, Occupation, and opinions about The Working model. The extremely low p-value suggests a robust statistical significance, strengthening the evidence of a meaningful relationship between these factors and respondents' opinions on different working models."

Table 6.0.5 - Perceptions about hybrid work models

Statements	SDA		Disagree		Neutral		Agree		SA		Total
	N	%	N	%	N	%	N	%	N	%	
Space requirement/Desk booking	3	2.9	15	14.6	29	28.2	31	30.1	25	24.3	103
Lack of individual spaces for meetings as Infrastructure planning is difficult	5	4.9	18	17.5	20	19.4	40	38.8	20	19.4	103
Flexible commute eases rush hour pressure	2	1.9	3	2.9	11	10.7	35	34.0	52	50.5	103
Difficulty in giving overall parity between staff returning to campus and Online staff	1	1.0	12	11.7	24	23.3	53	51.5	13	12.6	103
Travelling time is considerably lesser as all days of the week are not offline work days	7	6.8	10	9.7	10	9.7	38	36.9	38	36.9	103

N=103

Table 6.0.6 Perceptions about "working from home mode"

Statements	SDA		Disagree		Neutral		Agree		SA		Total
	N	%	N	%	N	%	N	%	N	%	
Hardware costs, maintenance costs and support systems costs related to technology are less	1	1.0	15	14.6	14	13.6	44	42.7	29	28.2	103
Support capacity to be beefed up to troubleshoot hardware or software issues	2	1.9	9	8.7	27	26.2	52	50.5	13	12.6	103
Work/life balance improvements in terms of mental and physical health	0	0.0	5	4.9	9	8.7	43	41.7	46	44.7	103
Time for passion and personal work is available	6	5.8	11	10.7	12	11.7	37	35.9	37	35.9	103

N=103

Table 6.0.7 Perceptions about “Working from Office” mode

Statements	SDA		Disagree		Neutral		Agree		SA		Total
	N	%	N	%	N	%	N	%	N	%	
Creation of dependency on supervisors in the offline work environment	3	2.9	19	18.4	35	34.0	30	29.1	16	15.5	103
The productivity is less during offline work days	14	13.6	35	34.0	16	15.5	22	21.4	16	15.5	103
Offline work days are usually like get-togethers and fun meeting peers	11	10.7	22	21.4	21	20.4	36	35.0	13	12.6	103
Feeling of conscious monitoring of work during offline work days	7	6.8	29	28.2	25	24.3	27	26.2	15	14.6	103
There will be less pressure at work during offline work days	11	10.7	39	37.9	21	20.4	22	21.4	10	9.7	103
Feeling of boost of motivation during offline work days	4	3.9	15	14.6	29	28.2	38	36.9	17	16.5	103
Physical health has improved by travelling to office	14	13.6	33	32.0	23	22.3	20	19.4	13	12.6	103
There is discipline in the day-to-day routine by travelling to office	10	9.7	15	14.6	16	15.5	42	40.8	20	19.4	103

N=103

The tables present a comprehensive overview of respondents' perceptions about hybrid work models, categorized into "Space and Infrastructure," "Working from Home," and "Working from Office" modes. Key findings include:

Space and Infrastructure:

- A notable concern is the perceived lack of individual spaces for meetings due to challenging infrastructure planning, with 38.8% expressing agreement.
- Flexible commuting is highly favoured, with 84.5% agreeing that it eases rush hour pressure.

Working from Home:

- Respondents find advantages in terms of reduced hardware costs (57.3% agreement) and improved work/life balance (86.6% agreement).
- 77.2% agree that support capacity needs enhancement for troubleshooting hardware or software issues.

Working from Office:

- Dependency on supervisors during offline work is a concern for 47.6% of respondents.
- While 69.9% agree that there is less pressure at work during offline days, 50.5% feel a boost of motivation during such days.
- The discipline in the day-to-day routine due to office travel is acknowledged by 60.2%.

These insights provide a nuanced understanding of employee sentiments towards different aspects of hybrid work, offering valuable considerations for organizational policies and strategies.

The study utilized Analysis of Variance (ANOVA) and independent t-tests to assess significant differences in mean scores regarding perceptions about hybrid work models. After confirming the normality assumption through the Q-Q Plot technique, the following conclusions were drawn.

Null Hypothesis: There is no significant association between the age of the respondents and perceptions about working models.

Table 6.0.8 - Table representing age and the perceptions about various working models

Perception	AGE	N	Mean	SD	SE	ANOVA	p
Working from home	21-25	14	16.57 ^a	2.14	0.57	3.084	0.013*
	26-30	24	15.42 ^{a,b}	1.98	0.40		
	31-35	18	16.67 ^a	2.74	0.65		
	36-40	24	15.04 ^{a,b}	2.27	0.46		
	41-45	15	15.53 ^{a,b}	2.13	0.55		
	45 and Above	8	13.50 ^b	1.93	0.68		
	Total	103	15.57	2.35	0.23		
Working from Office	21-25	14	27.36	6.12	1.64	1.970	0.090
	26-30	24	26.33	6.40	1.31		
	31-35	18	25.61	5.86	1.38		
	36-40	24	23.17	4.55	0.93		

	41-45	15	25.73	3.99	1.03		
	45 and Above	8	22.00	3.59	1.27		
	Total	103	25.18	5.50	0.54		
Hybrid Work Model	21-25	14	19.86	2.51	0.67	1.684	0.146
	26-30	24	18.50	2.95	0.60		
	31-35	18	19.89	2.83	0.67		
	36-40	24	19.08	3.46	0.71		
	41-45	15	18.07	3.53	0.91		
	45 and Above	8	16.88	2.17	0.77		
	Total	103	18.87	3.10	0.31		

* Significant at 5 %, N=103

Conclusion: Table 6.0.8 reveals a significant association in mean scores for the "Working from Home" mode concerning age groups. Post hoc range tests further identify homogeneous subsets of means, indicating that the choice of "Working from Home" is influenced by the age of the respondents.

Null Hypothesis: There is no significant association between the experience of the respondents and perceptions about working models.

Table 6.0.9 - Table representing the years of experience and the perceptions on working models

Perception	Years of experience	N	Mean	SD	SE	ANOVA	p
Working from home	1-3 years	15	16.47	2.20	0.57	1.700	0.156
	4-6 years	25	15.88	1.64	0.33		
	7-9 years	8	16.38	2.56	0.91		
	9-11 years	7	15.71	2.75	1.04		
	Above 11 years	48	14.98	2.54	0.37		
	Total	103	15.57	2.35	0.23		
Working from Office	1-3 years	15	28.40 ^a	6.84	1.77	2.584	0.042*
	4-6 years	25	26.20 ^{a,b}	5.40	1.08		
	7-9 years	8	24.88 ^{a,b}	6.42	2.27		
	9-11 years	7	22.29 ^b	3.95	1.49		
	Above 11 years	48	24.13 ^{a,b}	4.73	0.68		
	Total	103	25.18	5.50	0.54		
Hybrid Work model	1-3 years	15	20.13	2.53	0.65	1.159	0.334
	4-6 years	25	19.28	2.78	0.56		
	7-9 years	8	18.88	3.44	1.22		
	9-11 years	7	18.00	2.38	0.90		
	Above 11 years	48	18.40	3.40	0.49		
	Total	103	18.87	3.10	0.31		

* Significant at 5 %, N=103

Working from Home:

The ANOVA test results for "Working from Home" show that the p-value is 0.156, which is greater than 0.05 (5% significance level). Therefore, based on this analysis, we do not have enough evidence to reject the null hypothesis. It suggests that there is no significant association between the years of experience and perceptions of working from home among the respondents.

Working from Office:

The ANOVA test results for "Working from Office" indicate a p-value of 0.042, which is less than 0.05 (5% significance level). In this case, we have enough evidence to reject the null hypothesis. It implies that there is a significant association between the years of experience and perceptions of working from the office among the respondents.

Hybrid Work Model:

For the "Hybrid Work Model," the ANOVA test results show a p-value of 0.334, which is greater than 0.05. Similar to "Working from Home," there is no significant association between the years of experience and perceptions of the hybrid work model among the respondents.

Conclusion:

In summary, the null hypothesis is rejected for "Working from Office," suggesting a significant association between years of experience and perceptions of working from the office. However, for "Working from Home" and the "Hybrid Work Model," the null hypothesis is not rejected, indicating no significant association with years of experience.

Table 6.0.10 - Table representing the employment level and the perception on various working modes

Perception	Employment Level	N	Mean	SD	SE	ANOVA	P
Working from home	Entry Level	11	16.55	2.02	0.61	1.372	0.258
	Middle Level	76	15.37	2.37	0.27		
	Top Level	16	15.88	2.39	0.60		
	Total	103	15.57	2.35	0.23		
Working from Office	Entry Level	11	28.45	5.75	1.73	2.231	0.113
	Middle Level	76	24.78	5.25	0.60		
	Top Level	16	24.88	6.10	1.52		
	Total	103	25.18	5.50	0.54		
Hybrid Work model	Entry Level	11	20.00	2.76	0.83	1.746	0.180
	Middle Level	76	18.54	2.98	0.34		
	Top Level	16	19.69	3.68	0.92		
	Total	103	18.87	3.10	0.31		

N=103

Null Hypothesis: No significant association between employment level and perceptions on working models.

Conclusion: Table 6.0.10 reveals no significant association between employment levels and perceptions on working models, indicating consistent perceptions across different employment levels.

6.0.11 Findings of the Study:

The following are the major findings of the study:

- 46.6% of the respondents feel that there is an improvement in focus in the hybrid work model.
- 52.4% of the respondents feel that there is difficulty in attending meetings under the hybrid work model.
- 38.8% of the respondents feel that there will be effective management of responsibilities under the working-from-home model.
- The employment level of the respondents has a significant association with the choice of the "working from home" model.
- The experience of the respondents has a significant association with the choice of the "working from office" model.
- The age of the respondents has a significant association with the choice of the "working from home" model.
- 51.5% of the respondents find difficulty in giving overall parity between staff returning to campus and online working staff.

7. Recommendations

- Customize hybrid work solutions for age, experience, and employment levels.
- Establish regular channels for ongoing feedback on hybrid work experiences.
- Foster an inclusive culture considering various diversity dimensions.
- Enhance digital skills, particularly for IT support while working remotely.
- Conduct periodic security audits and provide ongoing cybersecurity training.
- Implement flexible policies considering diverse employee needs.
- Provide leadership training for effective management in a hybrid setting.
- Periodically assess and adapt hybrid work policies based on feedback and organizational needs.

8. Suggestions

- Analyse specific aspects like flexibility and collaboration preferences for women employees.
- Involve women employees directly through surveys and interviews for comprehensive insights.
- Develop tailored policies addressing childcare, flexible hours, and career progression for women.
- Evaluate collaboration tools for user-friendliness, accessibility, and inclusivity for women employees.
- Implement training for women to enhance digital literacy and maximize collaboration tool use.
- Develop transparent communication, including town hall meetings and open forums.
- Establish mentorship programs connecting women employees for shared experiences.
- Implement ongoing monitoring and adapt policies based on feedback and organizational needs.

9. Conclusion

In conclusion, the path to success in the evolving landscape of work lies in a profound understanding of employees' needs, collaborative identification of solutions, iterative refinement of ideas, and effective implementation. This transformative journey is most effective when individuals unite in the modern workplace. As substantiated by global research, the future of work is undeniably hybrid, with 72% of business leaders planning to embrace this model. Notably, a mere 13% anticipate reducing investments in office infrastructure. In this era of change, those who adapt, collaborate, and invest wisely are poised to thrive in the dynamic realm of the modern workplace.

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