

Imposingness of Hybrid Working Mode on the Performance of Working Professionals

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This study looks into how working professionals in the North East region are affected by hybrid working arrangements. The COVID-19 epidemic has expedited a paradigm shift in work dynamics, leading to an increase in the adoption of hybrid working models by enterprises. These models combine remote work with in-office attendance. The purpose of this study is to investigate the complex effects of hybrid work arrangements on professionals' productivity, work-life balance, job satisfaction, and performance (Santillan et al., 2023). To provide thorough insights, the research uses a mixed-methods strategy that combines quantitative techniques and descriptive techniques. Quantitative data is gathered via surveys given to a broad sample of working people in IT industries and organizational levels, while descriptive data is gathered through focus groups, managers, and HR staff. The survey result showed that the model is widely praised for its job autonomy, working shift, and collaboration to enhance the employee productivity and job satisfaction. Respondents agree that the collaboration, job autonomy and flexible working shift which is provided in the hybrid mode impacted and enhanced their productivity but the working environment which they feel in hybrid mode is not more effected in enhancing the productivity and employees are not satisfied with the environment in hybrid work mode.

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Introduction

Recent years have seen a substantial transformation in the nature of employment due to changes in labor dynamics, technology advancements, and worldwide events like the

COVID- 19 pandemic. The adoption of hybrid working arrangements has been one of the most profound changes among these. This new paradigm has changed how organizations run and how professionals

carry out their jobs since it blends traditional office-based work with remote work. This study examines the positive and negative aspects of this new work paradigm in order to determine how hybrid working models affect working professionals' performance in the Northeast Region.

Hybrid working models combine remote and on-site work, allowing employees to pick their work environment based on their tasks and personal preferences. Even though the idea is not totally new, it acquired extraordinary traction during the COVID-19 pandemic when

businesses all over the world were forced to quickly adjust to policies requiring remote labor.

By combining remote and in-office work, companies can better accommodate diverse work styles and personal circumstances, leading to higher morale and reduced turnover rates.

Hybrid work reports up to a 25% increase in productivity and a 30% reduction in real estate costs (McKinsey and Company, 2021).

Hybrid working modes enhance employee productivity by promoting environmental sustainability, improving collaboration, offering flexibility (Aziz-Ur-Rehman et al., 2019), and increasing job autonomy (Khoshnaw and Alavi, 2020). Research shows that these factors contribute to a more engaged and efficient workforce. Greater job autonomy, where employees control their work environment and schedule, has been linked to higher productivity and performance (Bloom et al., 2015).

Background of the study

The evaluation of hybrid work modes on

employee productivity has gained prominence due to shifts in work patterns driven by technological advancements and the COVID-19 pandemic. Organizations have increasingly adopted hybrid work models, combining remote and in-office work, to adapt to changing employee expectations and operational needs. Hybrid work enables employees to balance personal and professional responsibilities effectively by giving them the option to work both from home and the office. This flexibility allows employees to choose when, where, and how they work remotely, while in-office work fosters collaboration with colleagues and provides access to specialized resources. One of the primary advantages of mixed work systems is employee independence.

From the perspective of the employer, hybrid work models offer a variety of benefits. Employers can save money on operating expenses like maintenance services, office rent, and power by allowing employees to work from home. Furthermore, the usage of hybrid work models reduces the requirement for a large physical office space, allowing organizations to better optimize and allocate resources.

Problem Statement

The objective of this study is to assess the impact of working environment, flexibility, working shift, job autonomy, and collaboration providing in the hybrid working mode on the job satisfaction, performance, and productivity of the employees working in IT companies of Northeast region. This will specifically seek to answer the following questions-

- How collaboration employees feel in hybrid work mode is impacting the employee productivity?

- How flexibility in hybrid mode impacting the performance and productivity of the employees?

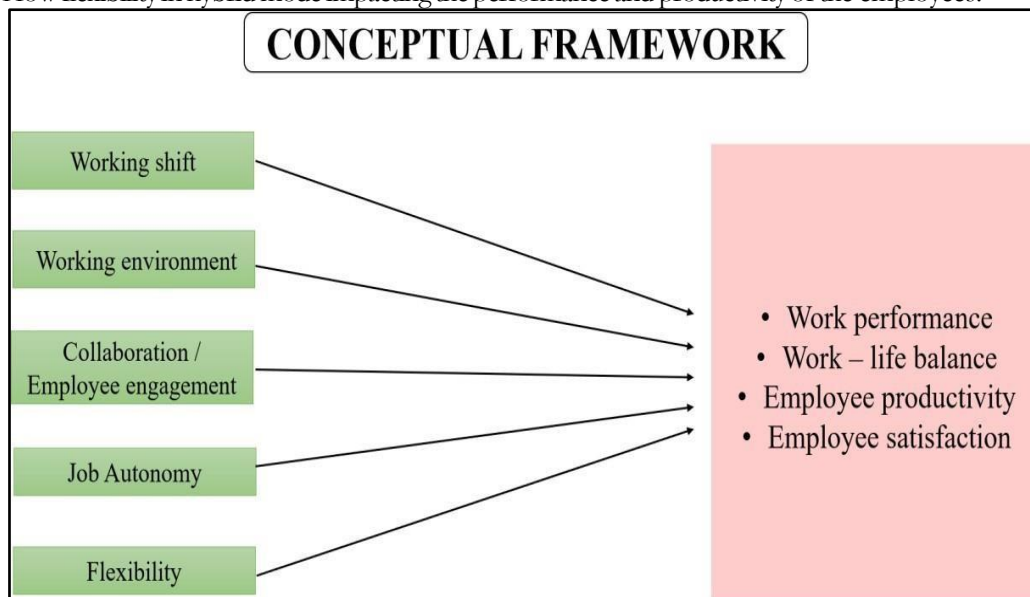


Figure 1: Conceptual Model

- How job autonomy provided in the hybrid mode is impacting the employee productivity?
- What is the impact of working environment in hybrid mode on the performance of the employees?
- How flexible working shift impacting employee performance?

1.1 Hypothesis

The following hypothesis will be assessed and evaluated in this research paper-

- H1: There is a significantly positive impact of employee engagement facilities in hybrid mode on the employee performance and productivity.
- H2: There is a significantly positive impact of flexibility providing in hybrid mode on the employee productivity.

H3: There is a significantly positive impact of Job autonomy provided in hybrid mode on the employee productivity.

H4: There is a significantly positive impact of working environment in hybrid work mode on the employee productivity.

H5: There is a significantly positive impact of working shift provided in hybrid mode on the productivity of employees.

1.2 Conceptual Framework

In this study, we are looking at how different components of hybrid working mode impact the performance and productivity of the employees working in the IT organizations. In this we have presented the conceptual framework (Salawu et al., 2023) to easily understand the independent variables and their impact on dependent variables.

2. Literature Review

Hybrid work combines the physical work arrangements and remote work systems (Cook et al., 2020). During the pandemic it has creating a great lesson for all the companies to plan and keep their technology and management advancement

to improve and sustain productivity. Hence hybrid work environment has given more flexibility and adaptability in the workplace. Hybrid work mode is the future work place to work for all type of companies (Khalid, 2021). The digital transformation has completely changed the labor market and the organization functionality towards

productivity, there is a change in the work process and method due to digital transformation and certain managerial solution are been implemented like agile system, mentoring and reverse mentoring (La Porta, 2022). Working hours has increased 18 % due to the nature of work done in hybrid work environment.

Women productivity has decreased compared to men, communication and coordination has drastically increased in hybrid work model (Gibbs et al., 2021). Offline indirect and online direct communication patterns has a great impact on job performance. The culture of work varies in offline and online and there are few factors which influences the pattern of work (Harand et al., 2018). Hybrid work place created a great impact on genders and their performance. Both women and men performance vary as women productivity level decreased due to certain reasons like managing both family and work life. The expectation from family members were too high on women when she works from home. Thus, men were more productive than women (Devegeri, 2022). Work from home is a management boundary which prevents and support work life balance. Pandemic has opened up gender inequalities (Tomei, 2021). An effective hybrid model encourages the effective working habits, encourages better communication among team members, Autonomy and wellbeing for employees and better work relationship (Ravichandran and Vidhyaa, 2022).

2.1 Flexibility, Working shift, and Work environment-

This concept was created by (Aziz-Ur-Rehman, 2019) and focuses on the relationship between work-life balance, flexible work schedules, and job satisfaction. Flexible working refers to how an organization sets up its schedule, location, and working hours (Chartered Institute of Personnel and Development). Flexible working arrangements like flexible part time, shift work, compressed work hours and job sharing are often used to help employees in balancing their family and work-life during 'core hours' which is usually fixed or a period between the latest permissible starting time and earliest permissible finishing time

(Kipkoech, 2017).

An additional element is derived from the research study where flexibility is identified as a factor influencing employee work-life balance in a hybrid work environment. Recently, the hybrid work mode which blends on-site and remote employees has grown in favour. This is primarily due to changes in job habits and technological advancements. A hybrid work approach offers employees more flexibility and a better work-life balance while maintaining the benefits of remote employment. The hybrid work paradigm offers opportunities for increased productivity and job satisfaction, as well as a more exclusive work environment. So, considering factors such as work- life balance, technology, and employee well-being, this research study aims to analyze the impact of a hybrid work model on virtual employees as well as the effects of moonlighting on the hybrid work model of the employees.

The notion of work-life balance emphasizes that individuals are equally devoted to their professional responsibilities and personal lives, attributing equal significance to both aspects. It involves helping workers balance their obligations in their personal and professional lives. In service industries, work-life balance is regarded as the cornerstone of job satisfaction (Hafeez, 2015).

2.2 Employee Engagement/ Collaboration-

Another study (Meena, 2023) found that employee engagement in a mixed work environment and work-life balance is influenced by the working environment. The term is first coined in the year 1986 by Lockwood who identified the workers are completely neglecting their personal life and corporate goal Border theory by (Clark, 2000) states that there are people who have to cross the border between home and work place this gives a rich vein to understand the nature borders how easy it is to move on between the borders. (Geethanjali and Sudhakar, 2018) found the other factors influencing WLB like demographic, stress related to stress, family related stress and work environment. The WLB is less in married employees as it is quite difficult to manager both family and work.

McMillan (2011) proposed that there are three balance such as time balance, involvement balance and satisfaction balance. Balancing the three factors can lead to competitive advantage and overall performance can be increased. Yadav and Rani (2015) identified the challenges and opportunities in work life balance. Many organizations are improving HR strategies to enable the good work environment to support each employee towards work life balance. Narayan and Savarimuthu (2015) studied work life conflict and also work life balance among women employees. Job satisfaction is the major factor which influence work life balance. Mayya (2021) work life balance is connected to all the fields. The study states better work life balance with upper age group, male gender.

Ong and Jeyaraj (2014) the study investigate the difference between the constructs of work life balance and work life harmony. The findings discovered work life interventions adopting a work life harmony are having more positive impact individual creativity at work.

2.2 Job Autonomy-

An additional consideration stems from (Khoshnaw's, 2020) research study, which found that job autonomy has a direct impact on employees' job performance in hybrid work environments. Author strived to critically review existing body of knowledge on relationship between job autonomy and employee performance. Such efforts resulted in critically studying different elements of job design and their relationship with job performance in scientific literature. We have noted that styles of top management and leadership play a pivotal role to either grant job autonomy or deny it to employees while transformational leadership was considered amongst styles in favour of granting further job autonomy to employees. There are numerous studies which demonstrating the positive relationship between job autonomy and job performance. Although, there is numerous factors which is needed to be considered by the top and middle management once they want to allow employees to practice job autonomy,

including organizational culture, limits of autonomy, the level of cultural diversity in the organization, employee skills and abilities, and employee knowledge.

3. RESEARCH METHODOLOGY

3.1 Research Design

This research employs a longitudinal analysis and descriptive research design to investigate the employees for employee productivity in IT companies of Northeast region based on demographic factors within a hybrid working mode. This approach involves collecting numerical data to quantify the impact of hybrid working models on professional performance. It includes surveys, questionnaires, and statistical analysis.

Descriptive Research: Describing the current state of hybrid working models and their impact on professional performance.

Exploratory Research: Exploring new insights and understanding the complexities of hybrid working in the Northeast region.

Explanatory Research: Explaining the relationships and causality between hybrid working models and professional performance.

Data collection for this study was conducted through online surveys, allowing for flexible participation given the hybrid work model context that included their demographic information, salary, education and how the hybrid work model affects their work performance and work productivity.

3.2 Sample & Sampling Technique

This research

uses the convenient sampling technique in which we gathered the data of those employees who are under the hybrid work model covering all the job functions and position levels in IT companies of Northeast region. The data has been collected from 303 respondents working in IT companies for the study.

3.3 Research Instrument

To gather all the data in this research, we used an MS google forms online survey questionnaire that

helped us gather the data and determine the impact of a components of hybrid work model on the productivity of the employees working in IT companies of Northeast region.

3.4 Statistical treatment of data

The data collected for the study was evaluated using the Statistical tool Partial Least Square-Structural Equation Model (PLS-SEM) and the data were organized to create relevant figures and tables for the purpose of presenting and discussing the findings of the study.

With the help of this statistical tool in order to determine the significance of hypothesis of the study, we have established the measurement model which include evaluation of Construct reliability, Convergent validity, Discriminant validity

to determine the correlation between the variables of the conceptual framework.

We have also established the structural model which include evaluation of the path coefficients of the independent variables and dependent variables of the conceptual framework.

3.5 Data interpretation and reporting

Interpreting the results in the context of the research questions and objectives, considering the theoretical framework and existing literature. Presenting the findings in a clear, concise, and coherent manner, using tables, graphs, and charts to illustrate key points. Discussing the implications of the findings for practice, policy, and future research.

Table 1: Demographics of respondents

4. DATA ANALYSIS AND RESULTS

Variables	n	%
Gender		
Female	183	60.39
Male	120	39.6
Age group		
21-25	206	67.99
26-30	71	23.43
31-35	10	3.3
36-40	7	2.31
40+	9	2.97
Education		
Higher Education	17	5.61
Secondary Education	8	2.64
Graduate	103	33.99
Post Graduate	170	56.1
Doctorate	5	1.65
Salary		
20001-40000	168	55.44
40001-60000	61	20.13
60001-80000	26	8.58
80001-100000	26	8.58
100001 and above	22	7.26

4.1 Introduction of the technique and PLS-SEM

This study utilizes Smart PLS 4.1.0.2 software (Cheah et al., 2023) for conceptual model assessment.

This study involves analyzing of quantitative data through the partial least square structural equation modeling (PLS-SEM). It is used for analyzing complex relationships between variables in research (Hair et al., 2018). This version of PLS-SEM offers enhanced capabilities for handling multivariate data, making it particularly suitable for exploratory research where the primary goal is to predict and explain variance and also supports robust analysis through features like bootstrapping for estimating standard errors and confidence intervals.

4.1.1 Measurement model assessment

Structural equation modeling is divided into assessment of measurement model and structural model. The first step of PLS-SEM analysis is the assessment of measurement model and it is based on the guidelines of Hair (2006) to affirm the reliability and validity of the constructs.

This research model involved reflectively measured constructs, composite reliability, Average variance extracted (AVE), convergent validity and discriminant validity (Hair et al., 2006). The assessment of the quality criteria starts with evaluation of the factors loading which is followed by establishing the construct reliability and construct validity.

Construct reliability and validity

Construct reliability was established through Cronbach's alpha and composite reliability or the reliability of construct was tested using Cronbach's Alpha and Composite reliability and in this study no items had loadings less than 0.70 (Hair et al., 2010) which means that all the CRs and alpha values were higher than the 0.70. Hence each of the sub variables are representing their respective variable.

Convergent validity is the degree to which multiple attempts to measure the same concept are in agreement (Amora and Johnny, 2021). The convergent validity was established through the Average Variance Extracted (AVE) value. In the study, all average variance extracted values were higher than the 0.50 (Hair et al., 2010) which means that all the sub-variables collectively represent their respective variables.

The results for construct reliability and convergent validity along with factor loadings are presented in the table 2 given below.

Discriminant validity

Discriminant validity is the degree to which measures of different concepts are distinct (Henseler et al., 2015). The notion is that if two or more concepts are unique, then valid measures of each should not correlate too highly (Rasoolimanesh and Mostafa, 2022). This means that a construct should share more variance with its indicators than with any other construct.

Table 2: Item loadings, Reliability and Convergent reliability

	Cross loadings	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Employee Engagement		0.837	0.863	0.901	0.751
EE1	0.89				
EE2	0.841				
EE3	0.869				

Employee Productivity	0.735	0.751	0.849	0.654
EP1	0.835			
EP2	0.849			
EP3	0.737			
Flexibility	0.819	0.827	0.892	0.734
Flex1	0.816			
Flex2	0.857			
Flex3	0.896			
Job Autonomy	0.847	0.885	0.906	0.763
JA1	0.871			
JA2	0.897			
JA3	0.852			
Working Shift	0.752	0.839	0.853	0.66
WS1	0.751			
WS2	0.794			
WS3	0.886			
Working environment	0.829	0.862	0.897	0.744
WE1	0.777			
WE2	0.915			
WE3	0.89			

Fornell-Larcker criterion

According to the Fornell and Larcker (1981) criterion, discriminant validity is established when the square root of the Average Variance Extracted (AVE) for a construct is greater than its correlation with all other constructs in the model. In this study, the square root of the AVE for

a construct is greater than the highest correlation it has with any other construct which ensures that the constructs are measuring distinct concepts and not overlapping with each other.

The results for establishing discriminant validity through Fornell-Larcker criterion has been given below in table 3:

Table 3: Discriminant validity- Fornell-Larcker criterion

	Collaboration	Employee Productivity	Flexibility	Job Autonomy	Working Shift	Working environment
Collaboration	0.867					
Employee Productivity	0.646	0.808				
Flexibility	0.502	0.472	0.857			
Job Autonomy	0.47	0.547	0.383	0.873		
Working Shift	0.493	0.661	0.491	0.386	0.812	
Working environment	0.503	0.52	0.433	0.524	0.552	0.863

Note: Bold and Italic shows the respective square roots of AVE

Heterotrait- Monotrait (HTMT) ratio

The HTMT approach involves comparing the correlations between different constructs (heterotrait correlations) with the correlations within the same construct (monotrait correlations). Discriminant validity is established if the HTMT values are below a certain threshold (commonly 0.85 or 0.90). Values above these

thresholds indicate a lack of discriminant validity, suggesting that constructs overlap too much and are not adequately distinct from each other (Henseler et al., 2015).

The HTMT-Matrix results below in table 4 shows that the HTMT ratio is less than the required threshold of 0.85.

Table 4: Discriminant validity- HTMT

	Collaboration	Employee Productivity	Flexibility	Job Autonomy	Working Shift	Working environment
Collaboration						
Employee Productivity	0.795					
Flexibility	0.598	0.593				
Job Autonomy	0.566	0.704	0.462			
Working Shift	0.596	0.814	0.605	0.483		
Working environment	0.594	0.652	0.52	0.61	0.685	

4.1.2. Structural model Assessment

After the assessment of the measurement model, the next step is the evaluation of the structural path for the assessment of path coefficients

(relationships among research constructs) and their statistical significance.

It represents the hypothesized relationships between the latent variables. The structural

model is central to testing theoretical frameworks, as it assesses the strength and significance of these relationships, thereby validating the proposed hypotheses within the research study.

Further in the assessment of goodness of fit, the proposed hypothesis was tested to ascertain the significance of the relationship.

If the t statistics will be greater than the 1.96 and p value will be less than the 0.05 (Kolawole et al., 2017), then the hypothesis will be supported or accepted otherwise it will be rejected.

5. H1 evaluates whether collaboration in hybrid mode has a significant impact on employee productivity (EP). The results revealed that collaboration/EE has significant impact on EP ($\beta=0.329$, $t=5.759>1.96$, $p<0.05$). Hence H1 was supported.

6. H2 evaluates whether flexibility provided in hybrid mode has a significant impact on EP. The results from the analysis of data revealed that flexibility has an insignificant impact on EP ($\beta=0.022$, $t=0.518<1.96$, $p>0.05$) which means that the flexibility which is provided in the hybrid

working mode does not cause to increase the productivity of the employees. Hence, H2 was not supported.

7. H3 evaluates whether job autonomy (JA) in hybrid mode has a significant impact on EP. The results from the analysis revealed that JA has significant impact on EP ($\beta=0.226$, $t=3.793>1.96$, $p<0.05$). Hence H3 was supported.

8. H4 evaluates whether working environment (WE) in hybrid mode has significant impact on EP. The results revealed that the WE has an insignificant impact on EP ($\beta=0.008$, $t=0.152<1.96$, $p>0.05$). Hence H4 was not supported.

9. H5 evaluates whether working shift (WS) has significant impact on EP. The results revealed that the WS has a significant impact on EP ($\beta=0.396$, $t=8.348$, $p<0.05$). Hence H5 was supported.

10. Hypothesis testing results are summarized in below table 5-

Table 5: Hypothesis Testing

	Path Coefficient	Sample mean	Standard deviation	T statistics	P values	2.50%	97.50%
H1: Collaboration -> Employee Productivity	0.329	0.327	0.057	5.759	0	0.212	0.433
H2: Flexibility -> Employee Productivity	0.022	0.021	0.042	0.518	0.604	-0.062	0.103
H3: Job Autonomy -> Employee Productivity	0.226	0.226	0.06	3.793	0	0.098	0.335
H4: Working Environment -> Employee Productivity	0.008	0.007	0.051	0.152	0.879	-0.093	0.108
H5: Working Shift -> Employee Productivity	0.396	0.399	0.047	8.348	0	0.31	0.496

Conclusion

The study aimed to examine the effects of

working shift, working environment, collaboration, job autonomy, and flexibility on the productivity and performance of employees

in IT organizations operating under a hybrid working model. The findings of the research provide valuable insights into which factors significantly influence employee performance in this context.

The results demonstrated that collaboration has a significant positive impact on employee performance. This indicates that fostering effective teamwork and communication among employees in a hybrid working environment can lead to improved productivity and performance. Collaborative efforts, such as regular meetings, team projects, and shared goals, are crucial in enhancing the overall output and efficiency of employees.

The analysis also showed that job autonomy significantly impacts employee performance. Allowing employees to have control over their tasks and the way they execute them boosts their performance.

The results indicated that the working shift significantly impacts employee performance. This finding emphasizes the importance of aligning work schedules with employees' peak productivity times.

Contrary to popular belief, the study found that the working environment has an insignificant impact on employee performance in a hybrid working mode. This indicates that the physical environment, whether working from home or the office, does not significantly influence productivity. It may imply that employees have adapted well to various working environments, making this factor less critical in determining their performance.

The study revealed that flexibility, in terms of work hours and location, has an insignificant impact on employee performance. This suggests that merely providing flexibility in a hybrid working mode does not necessarily lead to higher productivity.

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