

# A systematic literature review on Impact of Hybrid Work Model on Productivity, Collaboration and communication of Women employees of IT sector in Karnataka

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**Abstract:** In the wake of the COVID-19 pandemic, hybrid work model has emerged as a revolutionary game changing model for modern businesses. A combination of in-office and virtual work, this flexible work structure allows women employees to split their time between personal and professional life. Companies such as Microsoft, Google, TCS, ITC, Infosys, Tech Mahindra, Deloitte, Nestle have welcomed hybrid work as the new normal.

Hybrid work is a flexible work structure where allows employees greater control over their work environment and schedule, leading to improved work life balance, reduced commute time and a more personalized workspace. However, it also presents unique challenges in terms of communication, collaboration and maintaining a cohesive organizational culture and productivity

**Keywords:** Hybrid work model, Productivity, Collaboration and communication, Women employees in IT sector.

## INTRODUCTION

In the wake of COVID-19 pandemic, hybrid work model has emerged as a revolutionary game changing model for modern businesses. Hybrid workplace includes both work from home and work from the office environment at the same time. It offers flexibility to the employees, which have a concept of both physical and digital workspaces. This new work culture supports every employee and their work environment.

Companies offer flexibility to their workers by providing hybrid workspace, which includes hot desks, flexible spaces, desk neighbourhoods, and more. This work environment is wholly supportive of every employee and helps them gain good productivity and flexibility and this flexible work structure allows employees to split their time between personal and professional life. Companies such as Microsoft, google, TCS, ITC, Infosys, Tech

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## OBJECTIVES OF THE STUDY

1. To explore the concept of hybrid work model
2. To review the articles regarding hybrid work model, employee productivity, collaboration and communication.
3. To develop a conceptual framework for the study of hybrid work model, women employee productivity and collaboration and communication.
4. To identify a research gap that should be investigated further.

## RESEARCH METHODOLOGY

The research methodology employed in this study adopts a comprehensive approach to investigate the dynamics of hybrid working model and their impact on employee productivity, collaboration and communication. Employing a mixed-methods design, the study combines quantitative and qualitative methods to capture both numerical trends and employees experiences. The population under consideration spans diverse industries, ensuring a representative sample through stratified sampling. Surveys will be utilized to quantitatively assess factors influencing productivity, while semi-structured interviews will provide qualitative depth to the analysis.

Virtual collaboration tools play a pivotal role in hybrid work success, hence, an in-depth analysis of

their usage and effectiveness will be conducted. The study will compare organizations embracing hybrid models with those maintaining traditional structures to identify trends in employee productivity, communication and collaboration. Data analysis will involve both statistical techniques for quantitative results and thematic analysis for qualitative insights. The study will uphold ethical considerations, ensuring participant confidentiality, informed consent, and obtaining necessary permissions from involved organizations.

LIMITATIONS OF THE STUDY

Limitations, such as potential biases and the evolving nature of hybrid work, will be acknowledged. The significance of the study lies in providing actionable insights for companies navigating hybrid working and contributing to the academic discourse on the changing landscape of work environment and their implications for employee productivity, communication and collaboration.

REVIEW OF LITERATURE

Sl.No	Research Topics	Focus Area	References
1	Impact of Hybrid work model on Productivity	Employees who are working hybrid have a lot of positive reading of their company and team, each in terms of their ability to adapt to the pandemic and to specifically address their remote work issues. They conjointly feel a lot of productivity whereas engaging at home, that is probably because of a healthy balance between performing from home and going into the workplace.	1
2	A Causal Study on Hybrid Model and its Impact on Employee Job Performance	The study explains that the hybrid work welcome is the new way of organisational functioning. The integrative and comprehensive approach helps the organisation define new policies and procedures to keep its employees engaged, ensuring job satisfaction and facilitating support systems to meet their personal and professional needs. The hybrid work model has changed the perspective of an organization's functioning, the way business operates, and provides an opportunity to align the personal and professional goals of an employee.	2
3	The Impact of Hybrid Work Arrangements on Employee Engagement and Performance	The study reportedly said employees don't have a lot of good advice on how to handle hybrid work. While they knew a bit about remote work, they were still figuring out the best ways to do hybrid setups. The study also looked into what makes these setups work well and how they affect how well employees do their job.	3
4	Effects of hybrid work model on employees and staff's work productivity: A literature review	A literature review <sup>7</sup> , investigated how hybrid work affected collaboration, creativity, productivity, and wellbeing in a university setting. Positive results from their study showed that employees' productivity and flexibility were enhanced by hybrid work.	4
5	A study on the effect of workplace flexibility on employees and organizational performance of IT sector	The study's findings have significant implications for organizational leaders, emphasizing the need to prioritize flexibility and create a supportive work environment that fosters innovation, creativity, and adaptability. By doing so, organizations can stay competitive in today's rapidly changing business environment and achieve sustainable growth and success.	5

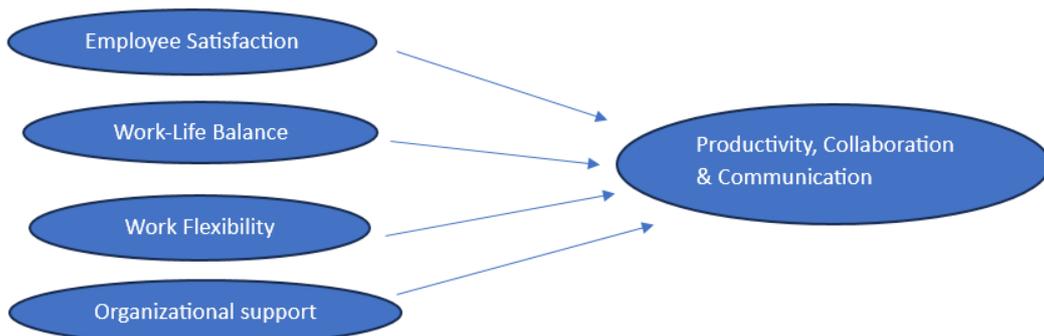
6	Achieving effective Hybrid Working: Hybrid Workplace Elements for white collar workers in Latvia and their relationships with employee productivity and well-being during Covid-19 Pandemic	The study investigated the connection between the pandemic and employee productivity and wellbeing in relation to hybrid work elements. Their conclusions emphasised the value of less monitoring and results-based performance management in raising productivity in hybrid work environments.	6
7	The future of work: work engagement and job performance in the hybrid workplace. The Learning Organization	The study reveals how different parts of hybrid work setups relate to how well employees perform and how engaged they are. They used the Job Demands-Resources model to figure this out. The study was all about helping bosses make rules that make employees do better in these new work setups.	7
8	The impact of hybrid workplace models on intangible assets: The case of an emerging country	The impact of hybrid working models on intangible assets. According to their research, the development of intangible assets was not endangered by hybrid work arrangements, suggesting that these models are still relevant for contemporary businesses.	8
9	Hybrid Workplace: The Future of Work. In the Handbook of Research on Future Opportunities for Technology Management Education	The pandemic has imparted lessons of preparedness, planning, flexibility, and adaptability in the workplace. Embracing the hybrid work model is crucial in shaping the future of work, which is likely to be defined by this hybrid approach.	9
10	Factors that Impact Employee Productivity in Hybrid Work Environment in Financial Institution in Klang Valley	The study identified a positive relationship between work life balance and employee productivity, indicating that employees with better work life balance tended to exhibit higher levels of productivity. The study's actionable recommendations emphasize adopting a hybrid work model that integrates flexibility, agility, and technology. It advocates for redefining project management processes, communication protocols, and performance evaluation methods to support seamless remote and in-office work.	10
11	Impact of Hybrid Work Model on the employee performance and organization development	For a successful hybrid working culture we need to establish more organizing hours and locations. More importantly, hybrid working means how we can bring people together. The companies should trust, listen and treat remote and in – person employees equally. It will be an interesting year ahead for the future of work.	11
12	A Systematic Literature Review on Impact of Hybrid work culture on employee Job Engagement and productivity – A study of IT Professionals in Karnataka	The extensive exploration of hybrid work environments and their impact on employee engagement, productivity, and well-being reveals a complex landscape shaped by factors such as organizational culture, leadership, and the evolving nature of work itself. While the findings underscore the potential benefits of hybrid models, including increased flexibility and job satisfaction, challenges such as digital overload and the need for effective leadership in remote settings also surface	12

13	Exploring the Impact of Hybrid and Remote Work Models on Business Efficiency and Employee Well-being: A Scoping Review	The major findings were in employee well-being, hybrid or remote work models contributed positively and still continuing by providing flexibility, less stress and enhancing work-life balance as well as giving them the opportunity to maintain their personal and professional lives with the autonomy in managing their time wisely. All of these lead towards job satisfaction and overall well-being and respect and loyalty towards the organization	13
14	A study of the Impact of Hybrid Work Policy on Employees Orientation and issues of Corporate Governance in New Normal	while we know a lot about how working from home affects individual employees, we haven't looked enough at how it changes how companies are run. So, they decided to ask IT workers in Delhi NCR what they thought about these new work policies and how they might affect things like how they work and how companies are managed.	14
15	Unique Hybrid Work model- The future of remote work	Many well-known organizations to name a few Microsoft, Ford Motor company, Citigroup, Google and Infosys to name a few have acknowledged its benefits and also are using the Unique Hybrid work model and happy with its results. It was safely concluded that in this Pandemic and beyond every organization worldwide should adopt Unique Hybrid Work model for the betterment of the organization.	15
16	THE Future of work is Hybrid	The study exhibits numerous benefits and challenges of remote work and with the pandemic eliciting the greatest remote work experiment in modern time, most individuals have now experienced a variety of these. Benefits comprise increased productivity, work satisfaction, competitive advantage, improved health, continuity of operations, improved health and lower emissions. Further benefits include reduced real estate, commuting, employee costs, absenteeism and voluntary turnover.	16
17	Hybrid Work Model	Employees who are working hybrid have a lot of positive reading of their company and hour team, each in terms of their ability to adapt to the pandemic and to specifically address their remote work issues. They conjointly feel a lot of productivity whereas engaging at home, that is probably because of a healthy balance between performing from home and going into the workplace.	17
18	Making Hybrid Work	Hybrid leaders must anticipate a supporting, trust-building and transparent way of working together in order to thrive. Mastering the input factors of the new IPO model and focusing on transparent, well-managed work processes will lead to sustainably successful team outcomes.	18
19	Hybrid Models and Women's Work in India: Emerging Insights.	Working women are not a homogenous monolith--age, seniority, nature of sector, and location may influence women's choice and adoption of hybrid work, and in the findings reflect the variance in their experiences, perceptions and choices with respect to hybrid work.	19

20	Causal Study on Hybrid Model and Its Impact on Employee Job Performance.	The hybrid work welcome is the new way of organizational functioning. The integrative and comprehensive approach helps the organization define new policies and procedures to keep its employees engaged, ensuring job satisfaction and facilitating support systems to meet their personal and professional needs. The hybrid work model has changed the perspective of an organization's functioning, the way business operates, provides an opportunity to align the personal and professional goals of an employee	20
21	On-Site and Hybrid Workplace Culture of Positivity and Effectiveness: Case Study from Austria	The hybrid work model contributes to positivity, efficiency and variation of work for sustaining a sense of mixed work techniques among office changes. Nowadays, many organizations are hurriedly adopting different flexible work-from-home policies, and a hybrid work environment is absolutely necessary	21
22	The future of work: A Hybrid Model	The Hybrid model is going to continue in the future as there is a high level of acceptability among employers all over. Transactional desk jobs like routine customer discussions can be done on call, however, if there is a new project, or new process implementation, that requires employees to collaborate with multiple teams, A hybrid workplace will be the new normal!	22
23	The Impact of Hybrid Working in the Post-Pandemic Covid19 on Employee Job Satisfaction through Work-Life Balance and Workload in Indonesia Leading Heavy Equipment Company	The study revealed that hybrid working has a significant effect directly on work-life balance and workload. It also indirectly affects job satisfaction through work-life balance (full mediation). On the other hand, hybrid working does not directly and insignificantly affect job satisfaction as well as workloads that cannot mediate hybrid working on job satisfaction (no mediation). In the post-pandemic period, hybrid working as a new way of working can maintain employee job satisfaction in the current work environment. In response to future business challenges, hybrid working may be a viable alternative for boosting organizational productivity.	23
24	The impact of 'hybrid work model' on Job satisfaction	Hybrid - work pattern with clear benefits and drawbacks to all ways of working. Employees must be able to benefit from both methods of working, thus flexibility is essential because as analyzed from the survey the work from home pattern is befitting only the singles mostly but adds up more stress levels to the professionals with joint family and children at their home. Those the employers need to plan for future workplace solutions to create more resilient work models for employees by keeping in mind that employees' energy is the most important asset to many companies and hence needs to be valued and cared for and need more flexibility.	24
25	Employees are ready for hybrid work, are you?	Study shows that, the benefits realized for individual employees from hybrid work arrangements, a positive collective impact is also seen when it comes to building and	25

		maintaining a strong and healthy corporate culture. With most saying that the ability to work remotely has made them happier and more motivated in their role.	
26	Remote work and hybrid work Organizations	It is predicted that the trend toward working from home will continue, but rarely in a fully remote mode. This draws attention to hybrid models, which offer workers more flexibility while preserving a degree of control and stability for the employer. Nonetheless, hybrid thinking has sparked a new wave of experimentation, with companies implementing different solutions and approaches to find out what works best for both employees and the business.	26
27	A Study on Challenges and Benefits of Remote and Hybrid Work Model from Employees Perspective	The study found that Hybrid work models can offer more flexibility than work from home and empower employees to work to their strengths and boost productivity. Based on the data collected most of the respondents preferred hybrid work models as their working model. But some employees are still preferring full time work as it reduces the stress of doing work without the office atmosphere	27
28	Using Hybrid to Turn Workplace Vibrant	hybrid work implications on employee engagements are dependent on hybrid work design and implementation. Similarly, as flexibility, autonomy, and improved work-life balance can result in a hybrid setup positively affecting employee engagement.	28
29	Working during the Pandemic: The future of work is hybrid	When the pandemic recedes and employees are able to work hybrid, the burnout associated with working from home during a pandemic is also likely to decrease. The positives associated with this form of working may then be able to be fully realised. Employees considered they were more productive working at home than their managers did.	29
30	Hybrid Work Models and Working Mothers	Gives working mothers the flexibility to schedule remote work/non-commute days around children’s early morning or evening school programs and extracurricular activities, allows mothers to be even more focused in the office and be their best selves in meetings with co-workers, managers and executives by reducing the stress and burnout around taking care of things at work and at home, lends to a more equal and manageable distribution of household and childcare duties.	30

Factors influencing productivity, Collaboration and Communication in hybrid work model and its effects.



Factors influencing productivity, Collaboration and Communication in hybrid work model and its effects

Employee Satisfaction	Work-Life Balance	Work Flexibility	Organizational Support
Duration of WFH	Effective team Management	Organizational policies on Hybrid work	Equitable treatment for both remote and in-office employees
Digital social support	Structured work schedule	Employee needs and preferences	Flexible scheduling options
Flexible scheduling	Ability to disconnect from work outside designated hours	Job task requirements	Well-defined expectations for collaboration
Well - designed workspace at home	Access to necessary technology	Communication Protocol	Training on Virtual tools
Sense of belonging to the team even when working remotely	Clear communication of expectations	Team Dynamics	Prioritizing employee wellbeing
		Technology Capability	

The conceptual framework for this study revolves around the key variables of employee satisfaction, work-life balance, work flexibility and organizational support, examining their interconnectedness and influence on productivity, collaboration and communication within the context of hybrid work environment. Employee satisfaction, a critical indicator of employee contentment it is hypothesized to be positively correlated with productivity. Work-life balance, reflecting the equilibrium between professional and personal life is considered a mediating factor, affecting both job satisfaction and consequently, productivity, collaboration and communication. Work flexibility, encompassing employee needs and preferences and communication protocols, is postulated to enhance team dynamics and job satisfaction. Organizational support, states prioritizing employee wellbeing, training on virtual tools and equitable treatment of remote and in-office employees is looked upon as vital factors in influencing employee morale, thus contributing positively to overall productivity and collaboration and communication. This framework aims to elucidate the intricate relationships among these variables, offering insights into how organizations can optimize employee satisfaction, work-life balance, work flexibility and Organizational support to foster a more productive hybrid work environment.

Research Gap

Though there is massive discussion on the advantages of hybrid working, there is a gap in understanding the

most effective strategies in executing and managing hybrid work models across diverse organisations.

- Current research lacks standardized metrics for measuring women employee productivity in a hybrid work environment, hindering the ability to accurately assess the impact of hybrid models on workforce productivity and collaboration and communication
- Limited research explores the leadership skills required and training and development needed for effective management in a hybrid work setting, especially regarding maintaining team cohesion and productivity.
- The consequences of hybrid work models on team creativity and Innovation remain understudied, calling for a deeper study of how virtual collaboration tools influence creative processes and outcomes.
- Research gaps exist in comprehending the nuanced relationship between hybrid work arrangements and women employee well-being and job satisfaction, including factors such as stress, burnout and mental health.
- While the importance of digital collaboration tools is acknowledged, research lacks insights into the most effective tools and strategies for maximizing collaboration and communication in a hybrid work setup.
- There is limited research into how hybrid work models influence and shape organizational support, including the emergence of new cultural norms and values within remote and on-site workspaces.

- Research gaps persist in understanding how gender disparities manifest in hybrid work environments, including potential differences in opportunities, challenges, and work-life balance of women employees.
- Limited research on women employee preferences in flexible hours of work environment in hybrid working.
- Despite the emphasis on work-life balance, there is a gap in identifying the most effective organizational practices that contribute to a healthy work-life balance for women employees engaged in hybrid work arrangements.

### CONCLUSION

Compared to Women employees working from the office or home full time, women employees working in a hybrid model positively impact productivity, collaboration and communication, creativity, relationships, job satisfaction and problem-solving. It helps remote workers to adopt a hybrid work model and learn how to work in such an environment.

Over 70% of hybrid employees adapted the structure of their meetings based on the intended outcome versus only 49% of on-site employees. Hence, employers need to accommodate the changes to work patterns and develop smart solutions that provide the safety of remote work with office work effectively. And this initiates the way for a new workplace model – The hybrid workplace.

### REFERENCES

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