HYBRID WORK CULTURE: A MODERN WORK CULTURE

Abstract

Work culture of an organization plays a vital role in growth and development of business. Hybrid work culture is becoming a modern work culture gradually in Indian organizations. Most of the influence of this work culture could be seen in I.T industry of India and it has gained the attention of researchers' also. But in the next decade, hybrid work culture would become a part of private sector units as well as of public sector units. This paper is an attempt to introduce the concept of this hybrid work culture's evolution as a modern work culture along with a brief description of nature, benefits and pitfalls of implementing hybrid work culture at the organizational level. The current status of this work culture in Indian I.T sector is also discussed. Apart from this, there are various arrangements for the employees either to remote work or on- site work referred to as different models of hybrid work culture.

Keywords: Hybrid work, I.T industry, workplace.

Authors

Shiwani
Assistant Professor
Department of Management
Gautam Institute of Management and Technology,Affiliated to Himachal Pradesh Technical University
Hamirpur, Himachal Pradesh,India
shiwanikaushal92@gmail.com

Jitender Sharma
Assistant Professor
Department of Management,
Gautam Institute of Management and Technology, Affiliated to Himachal Pradesh Technical University
Hamirpur, Himachal Pradesh,India
patialjeetu987@gmail.com

Manish Kumar
MBA Student
Department of Management
Gautam Institute of Management and Technology Affiliated to Himachal Pradesh Technical University
Hamirpur, Himachal Pradesh,India
luckythakur160901@gmail.com

I. INTRODUCTION

Every organization has some predetermined goals and objectives. For the better achievement of these goals, the organization has to bring its employees together on the same platform and influencing them to deliver their best services. The employees who are providing their best services willingly, they must have to enjoy the workplace culture as well. A work culture plays a very crucial role in motivating the employees for loyal contribution and assist the management to retain employees for a long time period. A healthy work culture leads to a variety of benefit in the form of satisfied employees, increased productivity, employee loyalty, coordination , employee retention and low attrition rate.

According to Edger Schien, Work cultutre is defined as a a shared pattern of basic assumption which group members have acquired over time as they learn to successfully cope with internal and external organizational problems. A hybrid work culture is a big change from the traditional work model. But, what exactly is hybrid work and how it changed over time? **Hybrid work culture is mainly**

1. flexible in nature
2. Modern way of doing work
3. It is not on one size fits all because it comes in different forms.

II. MEANING AND CONCEPT OF HYBRID WORK CULTURE:

Hybrid Work Culture is a flexible approach that combines working in office environment and working from home. This varies in flexibility and support a variety of different work schedules. It allows employees to choose how and where they work. It offers freedom to employees to choose their work schedules. It works both for them and with company policies. Those companies who are using good hybrid working model offers good work life balance for their employees. It turns into greater employee productivity and greater employee engagement. It helps business to operate more efficiently as a result. Let us discuss some definitions of Hybrid work culture given by different authors:

Definitions of Hybrid Work Culture

"Shift from diffusing culture through the office to diffusing it through the work itself"- **HARWARD BUSINESS REVIEW.**

"Hybrid work is defined as any type of work arrangement where a worker operates in a sustainable manner alone or with others"-**MATTI VARTIAINEN, OUTI VARTIANEN.**

"Hybrid work arrangement blends traditional in office work with out of office remote work or Tele work"-**COOK.**

"Hybrid work describes as model where employees are expected to attend the office at least one day per week being permitted to work from as location other than the office"- **GARTNER**
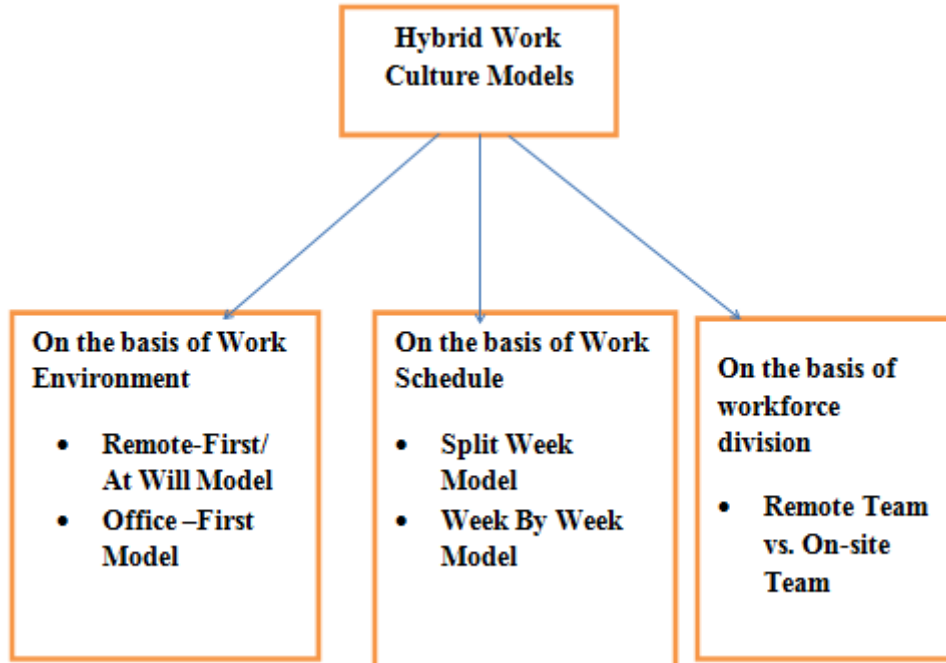
III. FEATURES OF HYBRID WORK CULTURE

After Covid 19 pandemic, the thinking style of employees towards their working place has changed to a new phase. Due to pandemic, a number of organizations shifted from their traditional physical workplace to the hybrid work culture. This culture provides a great opportunity for the employees to work from home or from any place or location from where they wants to perform their job. They do not have any need to visit the office regularly for the purpose of performing their job duties and tasks. This scenario create a new motivating working life for the women workers also as they hold almost 20% share in Indian workforce. Women workers have to manage their personal and professional life very well as they have family responsibility. A Hybrid work culture covers a broad range of features that are as follows:

1. **Optimum Work Life Balance:** Work life balance (WLB) is a practice of maintaining a balance between the professional and personal life of the working people. A hybrid work culture provides a facility of flexible workplace and flexible working hours. Now working people are able to manage their workplace and adjust their working hours as per their personal convenience.

2. **Provides Greater Employee Engagement:** Employee engagement is a process of engaging the employees in other activities apart from their task duties and responsibilities. Hybrid work culture engage the employees remotely, as well as physically in organizing different occasional events, meetings and other developmental programs.

3. **Workplace Flexibility:** Hybrid work culture enable the employees to choose their working location according to their convenience. Organizations do not restrict the employees for being physically present at the workplace. They can either work from office or from home as they want to perform their duties and responsibilities.

4. **Working Hours Flexibility:** Due to hybrid work culture, employees have a choice to choose any time during 24 hours a day to perform their job, but they have to ensure that they will complete the predefined working hours, may be 8 or 9 hours per day.

5. **Technology and Cyber Security Oriented:** Hybrid work culture of an organization cannot sustain for a long term until it adapts new technologies and softwares. Apart from software installation, the issue of cyber security is also a part of consideration unless the confidential information can be leaked. So, the organizations have to invest capital in purchasing new technology oriented software packages and maintaining a protection of work operations from cyber security issues.

6. **Higher Productivity , Lower Employee Turnover and Higher Employee Satisfaction:** A well managed hybrid work culture make employees more happy and satisfied as they become able to dapt new technology oriented working style, and now they have a better work life balance. As a result, they serve the organization with full loyalty and retained for a long time period. Ultimately it leads to increased productivity of individuals and overall profitability of the business.

IV. TYPES OF HYBRID WORK CULTURE

Hybrid work in an organizational culture is being affected by three main areas i.e working environment, work schedule and workforce division. There are further different types of hybrid work culture models that can be implemented by an organization, which are as follows:

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│ Work Environment │ │ Work Schedule    │ │ workforce        │
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│ • Remote-First/  │ │ • Split Week     │ │                  │
│   At Will Model  │ │   Model          │ │ • Remote Team    │
│ • Office –First  │ │ • Week By Week   │ │   vs. On-site    │
│   Model          │ │   Model          │ │   Team           │
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1. **Remote First /At Will Model**: Under third model, employees are allowed to prefer a remote work over the official work. But on the other side, they allow to prefer on-site (official) work also. This model pays a great attention for the employees' observations and choices for the workplace preference. Employee have a freedom to either work from home or from office as they want to prefer for their effective performance.

2. **Office- First Model**: As the name implies, physical presence of employees at the workplace is necessary as compared to workplace flexibility. In this culture, employees are required to attend the office physically to fulfill the attendance criteria to a larger extent.

3. **Split Week Model:** This model divide the whole week into some specific days for remote work and rest of the days are for on-site work. Employees have a clear policy, there is no choice based on their own interest. This type of culture can be build in large scale organizations gradually, not immediately.

4. **Week By Week Model:** This model frames the employees' groups, some groups have to be present in office on 1st week of Month, Other employees' group have to be present on 2nd week and so on. This could be a great management under hybrid work culture of a large scale organization.

5. **Remote Team vs. On-site Team:** This is an another model of implementing hybrid work culture in which there is well defined on-site team and remote team. On-site team comprises of those employees who have to work from office and remote team comprises of those employees who have to work remotely, from any location. This arrangement leads to the division of employees into above mentioned two types of teams.

V. EMERGING ISSUES IN HYBRID WORK CULTURE

As many business units are going towards the implementation of hybrid work culture, there are various issues arising day by day. This leads to the modernization of workplace i.e workplace revolution. Issues faced by the organization to implement hybrid work culture are described as follows:

1. **Complications in Communication:** In remote work culture, communication cannot be so effective and smooth as in physical set up of working. Sometimes technologies do not work properly, network issues and online platform issues may arise and due to these reasons, communication process is becoming complicated day by day.

2. **Lack of team Coordination:** Coordination of team members come from the collaboration and degree of cohesiveness. As the members are working from different locations, they do not feel close and attached to each other. Low cohesiveness leads to the lower productivity.

3. **Reduced the utilization of on-site workplace:** Every organization invests a huge capital on its infrastructure. When maximum employees opted to work from home based on their self interest, the physical workplace has no utilization and this will be a big loss for the organization.

4. **Lack of Social Connectivity:** A hybrid work culture divides the employees into on-site and remote teams, this division of employees does not lead to any social connection between two team members. They work in same organization but still they could not interact with each other.

5. **Inequality between Hybrid and Non-Hybrid Employees:** Not everyone can work remotely. This is a challenge in organization with frontline workers. On the other side employees who spend all as their time working remotely could feel excluded from conversations.

6. **Getting Collaboration Right:** Collaboration in the workplace felt easier when everyone was sitting in the same room, But with hybrid working you can't assume that all employees will be in same place.

7. **Managing Split Teams:** Managing teams across different locations can be challenging.

8. **Creating A Good Work Life Balance:** Putting new support systems in place to help their workforce to achieve a positive work life balance.

9. **Keeping up A Positive Workplace Culture:** A positive workplace culture is making connections with people. Almost 2/3 of workers say basis friends is the workplace makes their jobs more enjoyable.

10. **Creating The Right Hybrid Work Environment:** If you intend for your employees so work in the office at least part of the time, you will still need to provide a dedicated space and enough office perks to make it work.

11. **Communication Glitches:** Achieving efficient and effective communication across distance can be a challenge.

12. **Effective on Boarding:** The on boarding process can be overwhelming for the new comers. Trying to embed a new starter into your company culture and get them up to speed on internal processer.

VI. FACTORS OF CONSIDERATION IN HYBRID WORK CULTURE

When an organization is planning to introduce hybrid culture in work settings, there are some factors that should be keep in mind before final implementation-

1. **Framing of Policies and Procedures:** Policies and procedures regarding hybrid work culture should be framed very clearly . There should be proper guidelines and clearity for the actions that are useful for boosting the employees to adapt a new hybrid work culture.

2. **Convincing Employees for a Big Change:** There should be an appointment of any change agent who will be responsible for motivating the employees to accept the biggest change in work culture settings.

3. **Choosing the Right Technology:** Before implementing hybrid work culture, an organization should purchase appropriate software packages to run remote operations effectively.

4. **Provides Adequate Training Regarding New Technology:** Investing a huge capital in modern technology and software is not enough ,but there should be an arrangement of appropriate training programs in order to make the employees ready for work with it.

5. **Framing Strategies for Maintaining Degree of Employee Cohesiveness**: If an organization builds a hybrid work culture successfully, it has to frame out some strategies in order to maintain the degree of attachment among those employees who either work from home or in office. This leads to a result of improved social connectivity, collective creativity and ultimately higher productivity.

VII. BENEFITS OF HYBRID WORK CULTURE

An organization with hybrid work culture provides an opportunity to either remote work or in-office work. For handling this arrangement, an organization may use any kind of hybrid model like split week, week by week , remote team vs. in-office team and so on. There are various areas in which the organization will get benefit from this hybrid work culture as follows:

1. A hybrid work culture provides an **increased productivity** by 13% , **improved employee satisfaction** and **reduced attrition rate** by 50% as per the study of standford on 16,000 workers over 9 months.

2. A hybrid work culture provides an organizational environment in which a **diversed workforce** irrespective of their background, nationality, language and culture can be recruited and managed effectively due to remote work facility.

3. A hybrid work culture provides employees a great adavntage of managing a **balance between personal and professional life** due to flexibility in working hours and workplace.

4. A hybrid work culture also provides the employees a state of being in **mental well being.**

5. A hybrid work culture leads to a **reduced investment in infrastructure** facility for the employees as they have the facility of being work from home or any other location.

6. When employees learn new softwares and technologies to work remotely, their **knowledge , skills and competency will be enhanced.**

7. A more diversed workforce with enhanced skills, knowledge and competencies can **easily adapt new technologies** as well.

8. A hybrid work culture makes an organization **to sustain and survive** in modern work settings revolution for a long run.

VIII. HYBRID WORK CULTURE : PERSPECTIVE OF INDIAN IT INDUSTRY

In IT Industry Hybrid Work Model Demands Posting trust and giving employees autonomy over the work they do, and managers need to encourage an ecosystem of transparency and freedom. Companies opting for a mix to satisfy employees. Hybrid working looks set to be the future of Indian Workplace if the Plans of the countries grant IT are anything to go by.

According to Nitin Chandalia MD and Partner BCG India, said it is experimenting with unique and innovative Solutions to create a workplace in the future. According to report "Shaping the future of work in India's Tech Industry" by Nassocarn.

India's biggest IT Company, TCS is moving in a similar direction towards a blend of in person and remote work. Companies are deciding in a week how many days the employees will come in the office, and for the remaining days they will do work from home. Over 80% of IT Companies are most likely to adopt a hybrid work model when compared to the rest of industry To attract the talented People in IT industry, Companies are offering lucrative offers for the talented people. A survey was conducted across 40 companies including a few among the top 10 IT companies found that employees are facing difficulty to call employees back to the office. A survey conducted by CIEL HR conducted for Economic Times found that almost 50% of IT companies are unable to call employees back to the office. Tech talent demand is high which makes employers more perceptive towards workers needs. As many as

40% of companies are spreading in hybrid asking employees to work from the office for 2-3 days in a week and remaining from the home.

IX. CONCLUSION

A hybrid work culture plays an inevitable role in the consideration of sustainable aspect of business organizations. But there is no hybrid work model that will fit in each and every organization, so it should be implemented according to the current employees' needs and preferences. After considering employees' perspectives, an organization must have to consider all those factors that have an important influence on successful implementation of hybrid work culture. When all these practices are very well managed and balanced, the results will go for the development of an individual as well as entire organization.

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