



HYBRID WORKING MODE: PRESENT SCENARIO, CHALLENGES AND ECONOMIC ADVANTAGES

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Abstract: *Purpose: Technology driven economy poses challenges and opportunities to human capital. The outbreak of COVID 19, brought a wave for flexible working. By harnessing modern technology, organizations across the globe adopted hybrid working model as a viable alternative. Hybrid work gives the employees and employers a bondage of conciliation on their requirements. This model provides advantages to the economy, the employees and the employers alike, and at same time bears certain disadvantages too. This study adopted a descriptive and quantitative research design by collecting primary data through a structured questionnaire administered to 50 IT employees at Infopark, Kochi, Kerala, India. Data was analyzed by using SPSS software. Frequency analysis, cross-tabulation, the Kruskal-Wallis test, and the Mann-Whitney U test were employed in this study. The findings reveal that a majority of respondents prefer hybrid working mode due to flexibility and work-life balance benefits. The study established that age has a significant impact on the challenges faced by employees in hybrid work ($p = 0.043$), and that gender differences in challenges are also statistically significant ($p = 0.042$), with female employees reporting greater difficulties. However, no significant difference was found in challenges across different working styles ($p = 0.415$), suggesting that employees encounter difficulties regardless of their mode of work. This study will have significant implications for researchers, organizations and policy makers.*

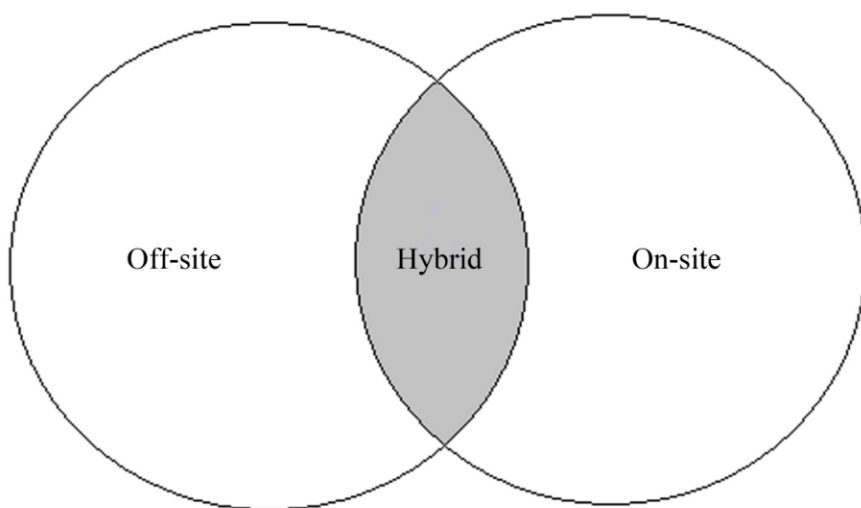
Keywords: *hybrid work models; flexible work arrangements; work-life balance; future of work; work from home.*

1. Introduction

Hybrid work is not innovative to the corporate world. Hybrid work in diverse methods has been in prevalence since the 1960s. A hybrid work place form on-site and off-site workforce. It delivers flexibility and support to employees. We can trace the origin of Hybrid work in the post-World War period during which the entire world witnessed employee shortages. Initially hybrid mode of work characterized different timings and having different branches and offices for reporting. The term hybrid work has evolved during the course of time. The Covid-19 pandemic has dramatically changed the standard norms of organizations worldwide. Remote work has become a new norm. Full-time remote work has some drawbacks like lack of communication, employee mental health, well-being, and stress. In order to overcome this, organizations are adopting a new concept namely hybrid working model. It is just a work style which is a fusion of working from home and the office. After

the pandemic period, bringing back the workforce to office is a great challenge for the organizations as well as the employees. In order to avoid the high level of employee turnover, flexible hybrid work is highly recommended. The idea of hybrid work model might cause a revolution in the future. In a hybrid workplace, employees normally enjoy more independence and better work-life balance – and are more occupied. Employers have more advantage by building more dynamic, vigorous and unwavering workforce. On the other hand, the hybrid workplace is not a plain prescription or an elucidation for all the challenges encountered in an organization. Today’s hybrid workplace must be implemented strategically, by taking benefits of modern HR technologies that stimulate affiliation, association, and alliance, strategic implementation of hybrid working mode in today’s context. If adopted scientifically, hybrid working model will be beneficial to both employers and employees alike. The model of hybrid workplace combines off-site workers with on-site workers.

Fig: 1.1 Hybrid workplace model



There is a plethora of modes with respect to hybrid work. Organizations adopt a mix of hybrid models according to the varying requirements of departments and uses rather than a specific model. This need-based volatility gives organizations a vision to retain their human resources and keep them satisfied in a better manner. The hybrid working style gives employees the right to choose the place from where they could work more and also could be more productive. Implementing hybrid working style also helps in reducing the operating costs for the employer as this working style would require only less physical office space, cleaning and maintenance. This novel working style will help the organizations to appoint talents across the world irrespective of any geographical barriers. Working away from office can sometimes cause a challenge in maintaining effective communication among remote and office employees. A change in employee attitude, particularly when online and hybrid modes of work are preferred, is one of the biggest challenges the organizations face during and after the pandemic. Employee indifference characterized by cynicism, lack of motivation and commitment has significant influence on employee well-being and organizational productivity.

This study assumes significance in the modern work environment. The implementation of hybrid working models in organizations has augmented dramatically but at the same time organizations across the globe steer the tension between return-to-office directives and demand for flexibility by employees. This divergence between organizational policy and employee preference necessitates empirical evidence of real-world experiences of employees in hybrid settings and makes this study more relevant.

Hence, the present study is guided by the following objectives:

- To examine the responsiveness of IT employees towards the hybrid working model.
- To analyze the advantages perceived by IT employees in a hybrid work environment.
- To learn the challenges professed by IT employees in a hybrid work environment.
- To assess the impact of demographic factors on the challenges faced by employees in hybrid working mode.
- To identify the preferences of IT employees regarding the continuation of hybrid working style in the future.

Numerous literatures are available on hybrid and remote work, but scientific studies focusing on the IT workforce in India, particularly with respect to technology parks like Info park in Kochi, is limited. Many of the available literature is related to Western organizational context and may not be suitable to the socio-economic, infrastructural, and cultural context of the Indian IT sector. Moreover, majority of the studies have examined employee productivity and satisfaction in hybrid settings, but only a few have investigated the impact of demographic factors on the challenges experienced by hybrid workers. This study addresses these research gaps by collecting empirical evidence from IT employees through a primary survey.

2.REVIEW OF LITERATURE

2.1 Evolution and Adoption of Hybrid Work

Lenka (2021) explains that working from remote destination is the new normal. It is used as an impermanent resolution in an unusual situation. Full-time distant labor has some problems like lack of communication, worker psychological health, welfare, and strain. In order to overcome this, establishments are implementing a new notion namely 'hybrid working model'. To sidestep the high level of employee turnover, flexible hybrid work is highly endorsed (HI bob, 2021). Opatha et al. (2020) exhorts that the concept of hybrid work model may revolutionize work culture in the future. Beno and Hvorecky (2021) emphasized the implication of the hybrid working model which enable the employee to work in any location. Nikkilä (2021) stated that the usage "remote work" appears obsolete and the most appropriate concept is 'hybrid work.' Lenka (2021) found that many leading organizations like Microsoft, Google, Infosys, Ford Motor Company, and Citigroup have adopted 'Unique Hybrid Work Model' and they approved its various paybacks also. Darlington (2024) state that hybrid work is still predominant in IT companies. Hopkins and Bardoel (2023) endorse that there is a plethora of models with respect to hybrid work and organizations adopt a mix of hybrid models according to the varying requirements of departments and uses rather than a specific model.

2.2 Productivity, Performance and Organizational Benefits

Employees choose remote work to avoid day-to-day travels, satisfy household tasks, and condense work place disruptions (Allen et al., 2015). Hatfield and Volini (2021) feel that remote work is suitable for responsibilities which need deep attentiveness and peace, whereas an office work milieu is better matched for interaction, conducting workshops, and brainstorming. HI bob (2021) revealed that the hybrid work model provides worker contentment and efficiency, and resolved that establishments must generate hybrid workplaces to make their employees joyful and retain them more involved in their work. Boland et al. (2020) stated that many employees feel that they are more productive working from home. Employees who were previously working remotely were probably to increase their output (Harrington & Emanuel, 2023). Blasyzyck et al. (2022) conducted a study among IT employees and indicated that they are more productive when working remotely. Kagerl and Starzetz

(2023) also identified that, hybrid work has given employees better adaptability and also enhanced their efficiency. Employee retention and engagement are enhanced as workers view employment with remote job possibilities as flexible (McDonald, 2022). Hill et al. (2024) studied the impact of flexible work provisions on employee performance among different businesses and professions and discovered a positive link between flexible work schedules and employee performance. An alternative investigation conducted by Indian and Gilitwala (2024) studied the association between flexi work schedules and different variables, like employee performance, worker satisfaction, work-life balance, as well as mental health and found a positive relationship between the variables. In spite of all the favorable opinions of remote work, there are studies which expressed various concerns related to work from home concept. Workers fear that the boundaries between personal time and work time are more likely to be bleak in a remote environment (Blasyzyck et al., 2022). Yang et al. (2022) found that relationship among employees suffered as more workers preferred remote work mode and consequently establishments became more siloed. Employers felt that managing multiple employees in different locations is very challenging and stated that remote work decreases employee efficiency and declines employee performance. Williams & Shaw (2025) identified many benefits in connection with hybrid work mode like less commuting time, greater personal time, work-life balance and less-interrupted workspace. Another work by Gibbs et al. (2023) stated that workers were less productive in the work from home mode. Toscano et.al. (2025) in his study states that working from home had an indirect positive relationship with job performance. Many studies have suggested that remote work can have mixed effects on employee performance.

2.3 Challenges of Hybrid Work

Alkoud & Qatamin (2023) identified that hybrid working model come across countless contests like communication, alliance and management. The development of stereotypes illustrates distant workforces are engaging in non-productive events, such as relaxation, childcare, or domestic obligations, instead of satisfying their everyday jobs. These stereotypes have increased absence of dedication and engagement (Downes et al., 2023; Felstead et al., 2003; Groen et al., 2018). In a study about the future trend of hybrid working model, Vini & Chanakya (2023) states that, a wide variety of hybrid provisions have evolved in the work environment. Probable dangers of hybrid work comprise enculturation problems, increased emotional exhaustion, a break between hybrid associates, as well as amplified gender divide. Konovalova et al. (2022). Deloitte Insights (July 3, 2024) discusses the encounters of hybrid work models, and recommends that companies need to find an equilibrium among resilience and performance through a combination of procedures, social activities, and relationship tools to support both distant and in-office work. The workplace aspects, particularly in a hybrid mode, play a substantial part in determining the indifference attitude of workforces (Merlin et al., 2023). Managers expressed their concerns with respect to supervision, communication, motivation, health and safety and how these issues can be addressed to a remote work location (Blasczyk et al., 2023). Wamba et al. (2023) felt that, now, the managers have to analyze job tasks and decision-making needs for remote workers to adopt the technology that ensembles their job requirements and not their place. The study further states that IT corporations that impose return to work policies currently facing many resignations and loss of talent. Companies are now finding it difficult to identify the suitable period and means in deploying return-to-work directives (Thier, 2023). Ajinu & Aparna (2023) feels that, to adjust with the present scenario, all organizations are trying to enhance their employees to accustom with the novel trend by providing cybernated infrastructure which empower workers to perform their responsibilities from anywhere. Organizations such as Amazon and Meta are following the hybrid work model. The personnel in these organizations are likely to work from the workplace a couple of days in a week (Gautam,

2023). Williams & Shaw (2025) identified many challenges in connection with hybrid work mode like transparency related to employee recognition and reward, employee burnout and effectiveness of team communication.

2.4 Work-Life Balance, Well-being and Gender Dimensions

Bryan Robinson (2022) reported that hybrid work employees were happier than the personnel employed in the office setting, and also, they remained loyal and longer in their jobs. Mishra & Bharti (2024), confirmed the vital share of societal sustenance in the achievement of work-life balance in a hybrid work situation. The hybrid mode empowers the advantages of learning, flexibility, direct communication on site, strengthen effective commitment (Jordan, 2009). Naqshbandi et al. (2024) studied the impact of outworking of college staffs in Nigeria and established that elastic working provisions permit for better time autonomy and encourage improved performance in their work. On the other hand, in a hybrid work-environment especially in digital trainings, learners may feel disconnected owing to a absence of lively interfaces (Saini & Baba, 2024). Improved levels of employee satisfaction were displayed by employees when they worked from home due to many reasons like better work life balance, reduced costs and elimination of commuting time (García et al. 2023). Less employee turnover rates were reported by companies which offer flexibility in work location (Knardahl & Christensen, 2022). Moreover, after the declaration of the return-to-work policy, job satisfaction level of employees, views about work life balance and corporate culture have declined (Ding & Ma, 2023). Hybrid work reduces travel-related emissions and improve well-being of the society (Telu & Kumar, 2025). Virani et.al. (2026) states that Hybrid work culture influences personal factors like employee well-being, employee motivation, organizational factors like employee engagement, technological challenges and team management and there by impacts employee performance. Remote-work employees encountered greater impacts of workplace cyberbullying and there by well-being at work (Aboobaker & Shanujas,2025).

2.5 Age, Experience and Generational Differences

Oppong Peprah (2024) investigated the existence of hybrid form of work and workers' approach towards it. The study discovered numerous encouraging facets as well as some shortcomings of virtual/hybrid work. Yadav et al. (2024) identified that emotional bondage in the hybrid workplace is more perceptible in the hybrid workplace than in purely offline work. Jacques et al. (2023) suggested that character variances of workforces can also influence attitudes towards remote location work and fulfilment. The hybrid model requires work design that combines essential elements of both the on-site and off-site mode, namely task variety, information processing, and job feedback (Lamovšek et.al.2025).

2.6 Future Trends and Policy Implications

Suravi (2024) cautioned that, as companies are adopting new ways of working, many HR practices have to be changed, including training and development. Kulkarni et al. (2022) echoed a parallel view point and stated that simulation-based training can accomplish improved outcomes compared to conventional training programs. Many knowledge workers were working remotely before the pandemic but even big companies like Google and Meta are executing return to office policies with mixed results (Trueman, 2023; Bindley, 2023). Factors like nature of the work, the degree of autonomy, flexibility, level of communication degree of collaboration, availability of resources and support influence the success rate of remote work practice (Barrero et al., 2023; Chen et al., 2024; Johnson et al., 2024).

3. Research Methodology

3.1 Research Design

This study implemented a descriptive and quantitative research design aimed at examining the feelings, challenges, and preferences of IT employees in connection with hybrid working mode. Primary data was collected through a structured questionnaire, whereas, academic journals, industry reports, and relevant online databases were the sources of secondary data.

3.2 Population and Sample

The target population contains IT employees working at Infopark in Kochi, Kerala, India. By using non-probability convenience sampling, a sample of 50 respondents was selected. Though the sample size is modest, it can be considered as appropriate for an exploratory study of this nature. Similar primary research in the domain of workplace behavior and hybrid work studies (Mishra & Bharti, 2024; Naqshbandi et al., 2024) cements this argument. The study was confined to Kochi in the Kerala state of India. The data was collected over a period of one month, during, February 2025.

3.3 Research Instrument Data

Research Instrument Data was collected using a structured questionnaire circulated on Google Forms. The questionnaire comprising 23 items was organized into three parts:

- Part A — Demographic Information: collected the profile of the respondent
- Part B — Perceptions and Experiences of Hybrid Work: Measured employee perceptions across ten constructs. Items in this section were measured on a 5-point Likert scale.
- Part C — Challenges, Impact, and Future Preferences: Captured responses on challenges, its impact and future preferences. These items used categorical and multiple-choice response formats.

3.4 Validity and Reliability

Internal consistency of the Likert-scale items was assessed using Cronbach's Alpha and thereby ensured content validity of the instrument.

3.5 Data Analysis Tools

The collected data was analyzed by using two comprehensive primary data analysis tools:

- Software: SPSS
- Percentage Analysis and Frequency Count: This tool is used to evaluate the existence of some responses and its demographic features.
- Cross Tabulation: In order to evaluate the relationship between responses and demographic factors like age and gender this tool may provide insights in the identification of different patterns and interrelations.
- Kruskal- Wallis Test: This analysis is considered as a nonparametric alternative to the one-way ANOVA, and an extension of the Mann-Whitney U test to allow the comparison of more than two independent groups.
- Mann-Whitney Test: The Mann-Whitney U test allows us to draw different conclusions about data depending on the assumptions we make about the data's distribution.

4. Results And Discussion

After analyzing the collected data, the following results are drawn. The results are summarized in the given below tables.

Table 4.1: Demographic Profile

Demographic Factor	No. of Respondents	Percentage (%)
Age: 20 – 30	28	56
Age: 31 – 40	12	24
Age: 41 – 50	3	6
Age: Above 50	7	14
Gender: Male	34	68
Gender: Female	16	32

Table 4.2: Reliability Analysis

Cronbach's Alpha	N of Items
.789	10

The 10 items in the questionnaire were designed to measure the construct employee challenges in hybrid work mode. This construct captures employee's perceptions related to productivity, communication, stress role clarity, management support and other work-related issues experienced in a hybrid work environment. The scale is named as 'Employee Challenges in Hybrid Work Mode'. All items were measured in 5-point Likert scale. The Cronbach's Alpha value for the 10-item scale was .789. The scale has acceptable internal consistency. Reliability level of .70 are acceptable for exploratory research. A composite score for the construct 'Employee Challenges in Hybrid Work Mode' was computed by composite score = mean of all 10 items. The composite value was used for all inferential statistical analysis.

Table 4.3 Crosstab of age & preference for continuing hybrid work in the future

*1_AGE * 23_Do you prefer to continue hybrid working style in future? Crosstabulation*

Count

		23_Do you prefer to continue hybrid working style in future?		Total
		YES	NO	
1_AGE	20-30	24	4	28
	31-40	7	5	12
	41-50	3	0	3
	ABOVE 50	3	4	7
Total		37	13	50

From this table of age group analysis, a vast majority of the respondents (24 out of 28; 86%) belonging to the age group of 20-30 years prefer hybrid work, indicating that younger employees are more inclined towards flexibility. Whereas those above 50 years is the only group where more people reject

hybrid work (4 out of 7; 57 per cent say NO). The data reveals that younger employees are the most enthusiastic about hybrid work, while older professionals are the least supportive about this mode.

Table 4.4 Crosstab of age & gender

*1_AGE * 2_GENDER Crosstabulation*

Count

		2_GENDER		Total
		MALE	FEMALE	
1_AGE	20-30	17	11	28
	31-40	12	0	12
	41-50	2	1	3
	ABOVE 50	3	4	7
Total		34	16	50

The above table indicates a relatively balanced gender distribution, except in the age group of 30-40. This could indicate work place barriers, career breaks, or industry-specific trends affecting female participation in mid-career stages.

Table 4.5 Crosstab of gender & impact of hybrid work on team collaboration

*18_How has hybrid work impacted team collaboration? * 2_GENDER Crosstabulation*

Count

		2_GENDER		Total
		MALE	FEMALE	
18_How has hybrid work impacted team collaboration?	IMPROVED COLLABORATION	4	0	4
	WORSENERD COLLBRATION	11	5	16
	NO IMPACT COLLBRATION	11	8	19
	DEPENDS ON WHETHER IT'S REMOTE OR IN OFFICE	8	3	11
Total		34	16	50

From the above table it can be inferred that hybrid work has not significantly enhanced collaboration, with a notable portion of employees either seeing no change or experiencing challenges.

Table 4.6 Crosstab of challenges faced in hybrid work mode & gender

*19_What is the biggest challenge you've faced while working in a hybrid mode? * 2_GENDER*
Crosstabulation

Count

		2_GENDER		Total
		MALE	FEMALE	
19_What is the biggest challenge you've faced while working in a hybrid mode?	COMMUNICATION ISSUES WITH THE COLLEGUES	4	2	6
	MANAGING TIME AND TASKS	6	3	9
	TECHNICAL ISSUES	18	5	23
	CONNECTIVITY		6	12
	WORK LIFE BALANCE	6		
Total		34	16	50

According to the above table, technical difficulties hinder productivity the most, while work-life balance remains a widespread concern.

Kruskal Wallis Test**Table 4.7 Mean ranks of challenges faced by different age groups****Ranks**

	1_AGE	N	Mean Rank
Challenges	20-30	28	24.54
	31-40	12	21.00
	41-50	3	25.43
	ABOVE 50	7	28.92
Total		50	

Table 4.7 suggests that the age group of 31- 40 has the lowest mean rank of 21.00 which implies that this group face less challenges compared to other age groups in the hybrid working model. The age group of above 50 has the highest mean rank of 28.92 which suggests that this age group face maximum challenges among the mentioned age groups. The mean ranks indicate that employees above 50 years face the greatest challenges (mean rank = 28.92), while those in the 31–40 age group face the least (mean rank = 21.00). These findings are in tandem with Oppong Peprah (2024) and Yadav et al. (2024), who noted that older employees are likely to face difficulties in adjusting to virtual work environments. Employees above 50 may have developed their professional habits and communication styles in traditional office settings. Hence, they may find the transition to hybrid work more difficult. But, mid-career employees (31–40) may have sufficient digital capability and also being more settled in their personal lives encounter relatively lower perceived challenges. Younger employees (20–30), in spite of their digital ease, may experience challenges related to limited

mentorship opportunities, inadequate home workspaces, and the difficulty of building professional networks remotely. These age-related factors necessitate the significance of designing hybrid work policies according to different generational requirements.

Hypothesis – I

H₀: There is no significant difference in the challenges faced by different age groups.

H₁: There is significant difference in the challenges faced by different age groups

Table 4.8 Test statistics of challenges faced by different age groups

Test Statistics ^{a,b}

	Challenges
Chi-Square	8.1
df	3
Asymp. Sig.	.043

a. Kruskal Wallis Test

b. Grouping Variable: 1_AGE

In the above table, the p value is 0.043. This is less than 0.05. As the p value is less than 0.05, we reject the null hypothesis (H₀) and accept the alternative hypothesis (H₁). This means that there is significant difference in the distribution of challenges faced by different age category in the hybrid working style. Hence, we can conclude that age has a significant impact on the challenges faced by the employees in a hybrid working system.

Table 4.9 Mean ranks of challenges faced in different working styles

Ranks

	3_CURRENT WORKING STYLE	N	Mean Rank
Challenges	HYBRID	19	28.61
	WORK FROM HOME	20	24.75
	WORK FROM OFFICE	11	21.50
	Total	50	

Based on the table, it can be stated that employees working from the office have the lowest mean rank of 21.50, indicating that they confront less obstacles than the rest. Employees who chose hybrid working mode had the highest mean rank of 28.10, indicating that they face most challenges among all employees in the sector. This finding carries important practical implications. It exhorts that every work arrangement has its own merits and challenges. Remote workers encounter isolation, communication issues, and work life balance. On site employees face travel issues, workplace disturbances, and inflexible plans. Hybrid workers have to address complexity of switching between environments, maintaining visibility in office and home settings, and confirming collaboration with teammates across locations. In this context, establishments must implement holistic well-being approaches that address the needs of workforces irrespective of work modes.

Hypothesis – II

H₀: There is no significant difference in the challenges faced among employees irrespective of their current working style.

H₁: There is a significant difference in the challenges faced among employees based on their current working style.

Table 4.10 Test statistics of challenges faced in different working styles

Test Statistics ^{a,b}

	Challenges
Chi-Square	1.758
df	2
Asymp. Sig.	.415

a. Kruskal Wallis Test

b. Grouping Variable:

3_ Current working style

In the above table, the p value is 0.415. This is greater than 0.05. As the p value is greater than 0.05, we accept the null hypothesis (H₀) and reject the alternative hypothesis (H₁). This means that there is no significant difference in the challenges faced by employees, regardless of their current working style. Therefore, it can be concluded that employees encounter challenges irrespective of their working mode.

Mann-Whitney Test

Table 4.11 Mean ranks of the challenges faced by different genders

Ranks

	2_GENDER	N	Mean Rank	Sum of Ranks
Challenges	MALE	34	23.94	892.00
	FEMALE	16	26.24	383.00
	Total	50		

As per the table, male employees had the lowest mean rank of 23.94, indicating that they experience less problems than females in the hybrid working arrangement. Female employees had the highest mean rank of 26.64, indicating that they experience more problems than men. This indicates that women employees experience greater challenges in hybrid work. This is similar to the observations of Konovalova et al. (2022) and Ding and Ma (2023), who highlighted the uneven burden positioned on women employees in hybrid settings. Women in hybrid work environments frequently shoulder a greater share of personal responsibilities and professional duties. They may also face proximity bias as well as gender biases. These findings reinforce the need for administrations to impart gender-sensitive hybrid work strategies.

Hypothesis – III

H₀: There is no significant difference in the challenges faced by employees based on gender.

H₁: There is a significant difference in the challenges faced by employees based on gender.

Table 4.12 Test statistics of the challenges among different genders

Test Statistics ^a

	Challenges
Mann-Whitney U	247.000
Wilcoxon W	383.000
Z	-2.03
Asymp. Sig. (2-tailed)	.042

a. Grouping Variable: 2_GENDER

In the above table, the p value is 0.043. This is less than 0.05. As the p value is less than 0.05, we reject the null hypothesis (H₀) and accept the alternative hypothesis (H₁). This implies that there is a significant variance in the distribution of obstacles experienced by the two genders. Thus, it can be concluded that there is significant difference in the level of challenges faced by men and women employees in the hybrid working format.

5. Limitations, Findings and Recommendations

Similar to all other empirical studies, this study is also not free from limitations. The sample size of this study is constrained due to inadequate time. The collected data was not free from respondent’s perspectives. The findings may differ, if the proposed research framework is retested in different environments or in different context. Supplementary studies are obligatory to authenticate the variables proposed in this study to provide a compendious structure by diagnosing all the significant variables.

The evolving work scenario has witnessed a significant shift towards hybrid working models, blending remote and in-office work. After analyzing employee experiences, challenges, and perceptions regarding hybrid work, the following findings can be submitted. It is found that 58% of employees have chosen hybrid working mode because it provides flexibility, whereas 30% of the working class feels that it provides work-life balance. Correspondingly 46% of respondents opines that productivity will be more or less same in the case of home or office. On the other hand, 38% of the respondents agrees that communication in a hybrid working style is effective. Employees also argue that hybrid working mode enables them to meet the deadlines on time. The study also identified that hybrid working mode enable them to stick on to their job responsibilities. A sizable proportion of employees found hybrid work beneficial to relationship-building. The study also found out that this mode of work provides financial benefits to the employees. It is also noticed that hybrid work helps to reduce stress as well as provides location flexibility. There is significant difference in the level of challenges faced by men and women employees in the hybrid working format. Women often struggle with work-life balance as they shoulder a greater share of household responsibilities, leading to increased stress and burnout. Employees encounter challenges irrespective of their working mode. Remote workers often struggle with isolation, communication barriers, and difficulties in separating work from personal life, leading to exhaustion. Age has a significant impact on the challenges faced by the employees in a hybrid working system.

On account of the findings of this study, some specific and action-oriented recommendations can be proposed for organizations operating in hybrid work mode especially in the IT sector:

- **Strengthen Communication Infrastructure and Protocols:** Organizations should establish structured communication frameworks, as communication emerged as a key challenge. Entities should standardize the use of collaboration platforms such as Microsoft Teams or Slack. Also ensure that remote employees remain equally informed and engaged for which training should be provided in virtual communication.
- **Offer Adequate Technological Resources** Another important challenge cited in this study is technical issues. To address this, organizations should conduct periodic technology audits. This will ensure adequate tools and connectivity to hybrid workforce. Organizations should also offer allowances to upgrade internet requirements, source standardized computer hardware, and also confirm round-the-clock IT backing for remote workers.
- **Design Age Centric Support Programs** Age of employees has a significant impact on hybrid work mode. Hence, organizations should develop segregated support activities for employees in different age brackets. For instance, structured mentorship and virtual networking opportunities for young employees, flexible work scheduling to accommodate family commitments of mid-career employees and for employees above 50, specific digital literacy training as well as transition events. These measures can ease the adaptation to hybrid mode of work.
- **Implement Gender-Inclusive Procedures** This study observed that female employees face significantly higher challenges in hybrid work mode. To alleviate this problem, companies should adopt gender-sensitive policies. By following transparent and output-based performance evaluation system the issue of proximity bias can be addressed. Leadership development programs and clearly defined work-hour boundaries will demarcate professional time and personal time. Employee Resource Groups (ERGs) for women can also fetch support and networking in hybrid environments.
- **Reinforce Deadline and Task Management Systems** By adopting project management tools such as, Asana, Trello, or Jira organizations can enhance task visibility and deadline tracking among hybrid teams. Moreover, organizational expectations should be clearly communicated to the remote workers. Regular progress reviews, will also help employees to remain aligned and accountable.
- **Foster Intentional Collaboration** To sustain team cohesion and organizational culture, activities like collaboration days, virtual brainstorming sessions, and team-building activities should be incorporated into regular work schedules. This will also have a positive impact on hybrid work culture.

6. Conclusion

In congruence with the objectives of this study, it can be concluded that the employees are more inclined towards hybrid mode of work and it is advantageous to the employer, employee as well as to the society. At the same time, hybrid mode has its own limitations too. In the hybrid mode of work, there is significant difference in the challenges faced by employees according to their age, their working style and their gender. The hybrid working mode provides economics advantages in three dimensions. For the employers, through savings on supplies and lower office space expenses,

operational costs can be reduced considerably. It also equips the organization with wider talent pool and at the same time ensures business continuity. At the same time hybrid working mode reduces employee turnover as well as absenteeism. For the employees, savings on fuel, travel cost, vehicle maintenance, and time will boost productivity. It also reduces living expenses as well as provide increased opportunities. Improved work life balance reduces health care cost, and provides consistent income which will be an economic gain for an employee. As far as an economy is concerned, creation of new business opportunities, boosts of local economies, reduction in urban economic strain, decreased environmental damage, are some of the main benefits accrued through hybrid working mode. The significance of a hybrid work style is that it satisfies the various requirements of employers and employees alike. It strikes a balance between composition and suppleness. It enables organizations to take benefit of the merits of working distantly. Remote working will augment factors like higher output, lower overhead costs, encourage personal contacts that promote teamwork, inventiveness, and camaraderie. Additionally, hybrid working ropes in work-life balance, improves employee well-being, and attracts best talent. Implementing a hybrid mode of work help businesses to inflate sustainably, progress buoyancy, and to correct to the changing environment in a vibrant industry milieu. A study by AT&T has identified that the hybrid work model has grown from 42 per cent in 2021 to 81 per cent in 2024. Another study by IWG has shown that 72 per cent of workforce prefer the option of working remotely. Recently, Cognizant has changed 3 lakh jobs entirely to remote mode to hold its women workers. Another survey, conducted by Morning Consult on behalf of Prudential, identified that 87 per cent of American workers who have been working in hybrid mode would prefer to continue in the same style of working. In that survey, 68 per cent say a hybrid workplace model is ideal. Even in that survey, 42 per cent of current remote workers say if their existing business does not continue to offer hybrid work opportunities, they will look for a job at another organization which offers hybrid mode. Companies like Google, Microsoft etc. are ahead of the crowd in this domain. This implies that, the global scenario is also in tandem with this study and hence it can be concluded that ‘The Hybrid Working Model’ is not just a trend but it is the inevitable future of work.

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