

A STUDY ON HYBRID WORK MODEL: A NEW METHOD OF WORKING IN A CHANGING ENVIRONMENT

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INTRODUCTION

1. Introduction

The pandemic brought the world to an abrupt standstill in 2020. Workplaces were not spared by the pandemic, forcing companies around the world to adapt to remote working or work from home model. As the pandemic ranged on and started to dissipate in 2022, the remote work model gave way to a new method of working known as the hybrid work model. Unlike traditional in-person work, or even remote work, hybrid work models offered workers and employees the flexibility of working completely full-time, remote, with required yet infrequent in-person presence including at meetings, in organisation events, and to oversee machinery and other equipment.

Hybrid work is a people-first approach to managing the workforce that drives increased productivity and job satisfaction while addressing the major challenges of remote work, such as isolation and lack of community. A hybrid work model provides employees with greater flexibility and the option to work from home or anywhere they can be productive. A hybrid work model offers the choice of working both on-site and remotely. This flexible work model enables employees and the employer to arrange their work schedule to achieve maximum productivity and convenience. With hybrid work, the workplace is no longer inside the four walls of the corporate office—it's an ecosystem of employees working from home, in coworking spaces, and the office. Team members can migrate between various locations depending on the work they need to get done.

Global studies and surveys prove that instead of breaking departments and making them drift further apart, that hybrid work actually brought teams together. According to Forbes, 90% of employees report the same, or higher, productivity levels working from home compared to the office, demonstrating the efficacy of hybrid work models.

2. Objective of the project

- ★ To identify the likelihood of working style of employees
- ★ To study the Team building ability among employees
- ★ To study the personnel management issues
- ★ To analyze mental health and wellbeing of employees

- ★ To analyze employee productivity in Hybrid Working model.

3. Scope of the project

Employees' work environment has drastically shifted from offices to homes. Telework is often a desired employee benefit, but employers consider it a temporary setting. The lasting COVID-19 pandemic has changed the concept of telework. Home office has gained importance and will likely become an essential part of the working environment even after the pandemic. This paper aims to identify the preferences of employees from culturally diverse backgrounds in relation to the setting of their work location and time after the end of the pandemic. A web-based questionnaire survey as a quantitative research method was used. Data were collected from employees in Slovakia and Kuwait. The research findings indicate that employees value time flexibility, although localization flexibility is also growing in importance. The proposed hybrid work model seems to be the most suitable solution in line with the employees' preferences. It is crucial to understand employees' needs in terms of working time and place because only workplaces that are designed for employees and show organizational resiliency can survive and maintain competitiveness in the future.

Hybrid work is here to stay, as demonstrated by the numbers of employees who show that they prefer it over traditional and remote work models. Organisations, too, find that hybrid work offers higher levels of productivity, better work, efficient projects, and keeps their employees happy. This is a win-win situation that will be impacted by the introduction of an even faster internet in the form of 5G, cutting-edge technology to aid employees, and automation.

4. Types of Hybrid Work Models Along With its Benefits and Challenges

During and in the wake of the pandemic, the hybrid workplace model offered employers and employees several ways to keep businesses running. These included the flexible hybrid work model, fixed hybrid work model, office-first and remote-first types. Companies and individuals integrate the work models that best suit their needs and requirements without compromising on efficiency, deadlines, and workloads.

4.1. Flexible hybrid work model

Employees have the flexibility of remote work with the stability of in-person office work in the flexible hybrid workplace model. In this type of hybrid work, employees have greater autonomy and can manage their tasks in a work environment and schedule that suits them. Although the timing and number of hours an employee can work for are flexible, they will be expected to meet deadlines and complete projects in the same manner as working full time at the office. The flexible hybrid workplace model has been shown to increase productivity, job satisfaction, and allows employees to find a work-life balance that suits them best. For example, if they need to spend time focusing on a project, they can choose to work from home or in a coffee shop. If they want a sense of community, need to meet with their team, attend a training session or join a town hall, they can choose to go into the office. Cisco is leveraging this model and offering its employees the option to choose where they work on any given day.

Benefits:

- Offers freedom and flexibility for individuals to determine where and when they work
- Builds a trust-based relationship with employees, which increases loyalty and job satisfaction
- Expands talent pool, leading to more diverse thinking
- Improves the bottom-line due to cost savings on office space and travel

Challenges:

- Difficult for employees to find a suitable day or time for in-person teamwork
- Lack of visibility into how many people are going to the office on any given day and if the building has the capacity to support them

4.2. Fixed hybrid work model

Organisations fix their employees schedule for working in the office or remotely in a fixed hybrid work model. Unlike the flexible model, where timings and work slots may vary, a fixed hybrid model requires the employee to be at office or work remotely at a set time for a certain period of time agreed upon by employer and employee. For example, it could be that certain teams go into the office on Mondays and Wednesdays, while others go in on Tuesdays and Thursdays. Or an organization could allow everyone to work from home on pre-determined

days each week. American Express is an example of an organization that has adopted a fixed hybrid work model.

Benefits:

- Increases opportunity for in-person collaboration and team building
- Gives employees the option to schedule appointments or run quick errands on certain days of the week
- Provides the ability to easily forecast office capacity

Challenges:

- Lack of individual choice, which could lead to a loss of productivity if employees are not in the optimal setting for the work that needs to be done
- Inability to reduce office space

4.3. Office-first hybrid workplace model

An office-first hybrid work model typically has employees working mostly from the office. Employees also have the option to work remote for a few days a week or a month. This type of hybrid work is seeing a rise in popularity post-pandemic, because employees can access office resources and meet coworkers, but also work remotely some of the time. Employees are expected to be on-site but have the flexibility to choose a few days a week to work remotely. Nowadays, all the companies have adopted this type of model where employees work in the office three days a week but have the option to choose two days for working remotely.

Benefits:

- Allows flexibility and individual choice
- Helps maintain company culture and community

Challenges:

- Lack of visibility for employees around who will be in the office and when
- Inability to accurately forecast how many employees will be in the office on a given day

4.4. Remote-first hybrid work model

In remote-first work models, employees work remote most of the time, and will need to work in person for a couple of days a week or month. In this model, the company may not have an office space and instead relies on team members in the same area to get together when they see fit. Remote-first work was one of the first few hybrid work models that were introduced as the pandemic waned, and employees were being eased back into full-time work. Still prevalent and the preferred hybrid model type, this variation offers employees an opportunity to connect with colleagues, use company resources, but still maintain higher levels of independence compared to the other types mentioned here. This is still the preferred method for employers to reduce overheads while being able to attract and retain top talent worldwide. Twitter adopted this remote-first model and will allow all employees to work from home.

Benefits:

- Increases productivity and job satisfaction for employees who want to work remotely most of the time
- Provides the ability to reduce costs by reducing or eliminating office space

Challenges:

- Potential for employees to feel isolated
- Increased challenges maintaining the company culture and community

5. Factors Driving Hybrid Work Culture

Hybrid work emerged as a viable work arrangement during the COVID-19 pandemic when businesses transitioned to remote work and used virtual collaboration tools to remain productive. While some organizations had hybrid and remote workers before the pandemic, those working arrangements accelerated overnight as most of the workforce went from in-person meetings to kitchen table virtual collaboration.

Now, after realizing the benefits and challenges of remote work, organizations are adopting hybrid work models to extend greater flexibility to employees while maintaining the in-person interactions that are crucial for the company community and culture.

There are numerous surveys and research which reveal the factors driving hybrid work:

5.1. Technology

The widespread availability and use of technology, such as video conferencing software and cloud-based collaboration tools, has made it easier for employees to work remotely and stay connected with their colleagues. Some of these tools include Zoom, Slack, Microsoft Teams, and Rabbut.

5.2. Cost Savings

Companies can save money with hybrid work models. The many ways they can save costs include reducing office space, lower rentals, lower overhead costs associated with resources and cost to company for commuting, meals, and on-site perks among others. Employees also enjoy the cost savings with little to no commuting, and reduced workloads.

5.3. Employee's Choice

After hybrid work models were introduced, many employees have come to prefer the flexibility and autonomy that comes with it, after 1 to 2 years working in this manner. Several employees looking for work or at their current companies demand remote work, whether it is full time remote or even partially remote. They cite their productivity and wellbeing as a priority leading them to choose hybrid work.

5.4. Health and Safety

Although hybrid work started as a way for organisations to run their businesses in a safe and protected manner from COVID-19, hybrid work offers more health and safety benefits. During the flu season, for example, a sick worker can infect others, causing a strain on resources. Workers who do not need to come close to sick employees can stay safe and healthy, thus preventing them from falling sick and not being able to work, bringing productivity down.

5.5. Talent Retention and Recruitment

Today's employees demand remote or hybrid work models. Companies that offer a hybrid work option are what potential employees look for. This can help organisations hire and retain top talent, who may otherwise leave for a company that offers more flexible work options.

RESEARCH METHODOLOGY

6. Research Methodology

This research aimed to investigate employees' experiences with work-from-home practices during the pandemic and determine employees' post-pandemic work setting preferences in Slovakia and Kuwait using a quantitative approach. Quantitative research involves collecting and analyzing numerical data to identify patterns, relationships, and trends.

6.1 Data Collection and Sampling

The data for this study were collected through a self-administered web-based questionnaire survey. To ensure comprehensibility and inclusivity, the questionnaire was designed in three languages: Slovak, English, and Arabic. This multilingual approach aimed to reach a broader audience and minimize bias. Offering the questionnaire in different languages accommodated participants who were more comfortable responding in their native language. The language used in questionnaires is crucial in shaping how respondents understand and interpret the questions. The choice of language can influence how participants form their responses. This implies that using multiple languages in a questionnaire might affect the data obtained. Furthermore, the participants were provided with clear instructions on how to complete the questionnaire.

The questionnaire survey was divided into three sections. The first section gathered demographic information from the participants, such as age, gender, and other relevant characteristics. The second section focused on the participants' work settings during the pandemic, aiming to understand how their work arrangements were affected by the pandemic. Finally, the third section explored the participants' preferences for work settings after the pandemic, investigating their desires for future work arrangements.

The data collection period spanned August and September 2021. A probability sampling technique, specifically simple random sampling, was employed to select the study participants. The target population consisted of employees working in Slovakia and Kuwait. The participants were recruited through company email lists and social media platforms. The intended sample size for this research was determined using a simple formula for an unknown population. Assuming a desired margin of error of $\pm 5\%$, and a z-value of 1.96 with a

corresponding 95% confidence level, the target sample size was set at 385 participants from each country. However, the target sample size was not achieved due to the availability and willingness of individuals to participate.

6.2. Descriptive Data Analysis

After the data were collected, descriptive data analysis techniques were applied. The collected data were analyzed using the MS Office software, MS Excel. The descriptive statistics summarized and described the key variables, including the frequencies, percentages, and means of each scale. The analysis aimed to provide an overview of the responses and identify patterns or trends within the data.

The questionnaire included 4-point Likert-scale questions. A Likert scale is a commonly used rating scale that allows participants to indicate their level of agreement, satisfaction, or preference. The Likert-scale responses were recorded and converted into numerical values in this case. This conversion involved assigning numerical values to each response option (e.g., -2 for very dissatisfied, -1 for dissatisfied, +1 for satisfied, and +2 for very satisfied, or 0 for least preferred, +1 for slightly preferred, +2 for preferred, and +3 for most preferred).

RESULTS

7. Results

7.1. Demographic Information

Responses were received from 354 employees. Overall, 71% of the employees worked in Slovakia, and 29% worked in Kuwait. Most respondents in Slovakia were female, and those in Kuwait were mostly male. Most respondents were aged between 30 and 39 years old. The breakdowns of gender and age are shown in Figure 1. The sample sizes are too small, and the ratios are not equivalent, although this research can determine several important insights. In addition, the components in some tables may not sum up to the totals due to rounding.

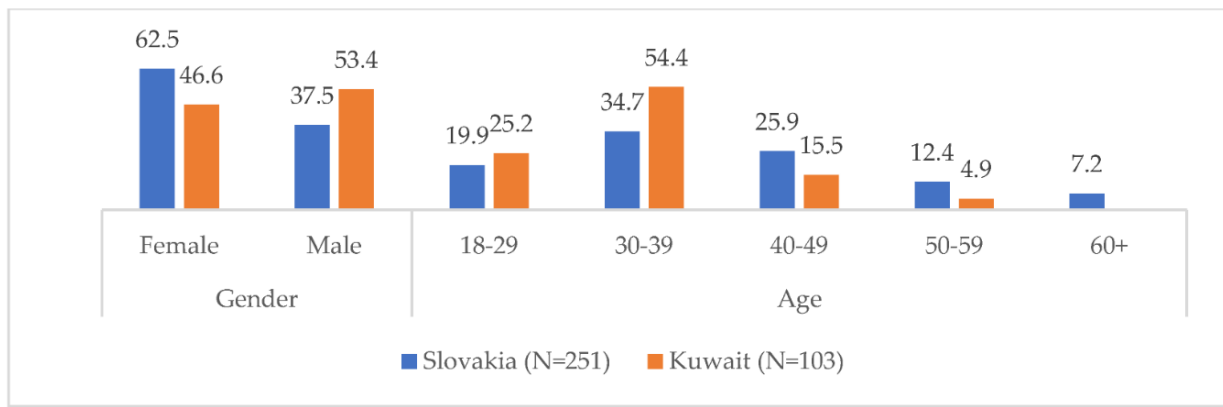


Figure 1. Breakdowns of gender and age (%). Source: the authors.

7.2. Work Settings during the Pandemic—Experience with WFH Practices

Among the 251 employees in Slovakia, 90.4% of the employees worked from home during the pandemic in some form. About 49.4% followed a hybrid work model and worked from home one, two, three, or four days a week. About 36.7% worked from home regularly, and the other 4.4% of employees worked intermittently from home. The remaining 9.6% of employees worked from the office despite the pandemic. In Kuwait, only 30.1% of the employees reported working from home in some ways during the pandemic. This is a significantly lower proportion compared to Slovakia. The hybrid work model (one, two, three, or four days a week) was reported by only 19.4% of the employees. The other 8.7% of employees worked full time from home.

Similar to Slovakia, another 1.9% of the employees worked from home biweekly or occasionally. Up to 70% of the employees continued working from their office or had no work-from-home experience (No WFH Ex) during the pandemic. More specifically, out of the 72 employees, 27 were assigned to work from home in some ways but reported that they did not work from home; therefore, they were considered to not have any work-from-home experience during the pandemic (Figure 2)

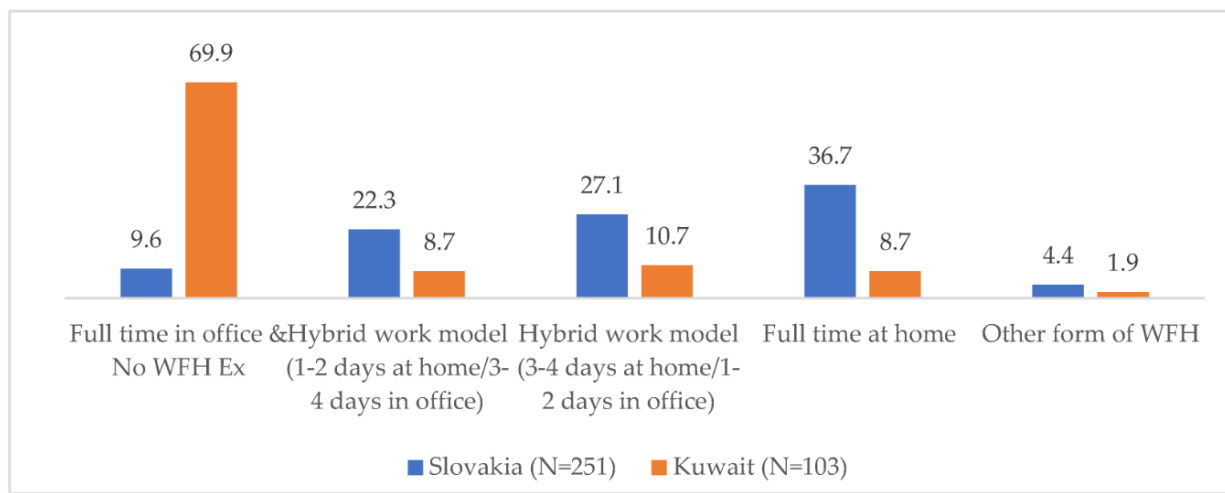


Figure 2. Pandemic work schedule (%). Source: the authors.

This part of the questionnaire survey evaluated employees' experiences with WFH practices during the pandemic. Therefore, only responses from employees with work-from-home experiences during the pandemic were analyzed for this section.

In the sample (Figure 3), a significant number of employees in Slovakia (83.3%) and Kuwait (80.6%) reported no financial support from their employers during the pandemic.

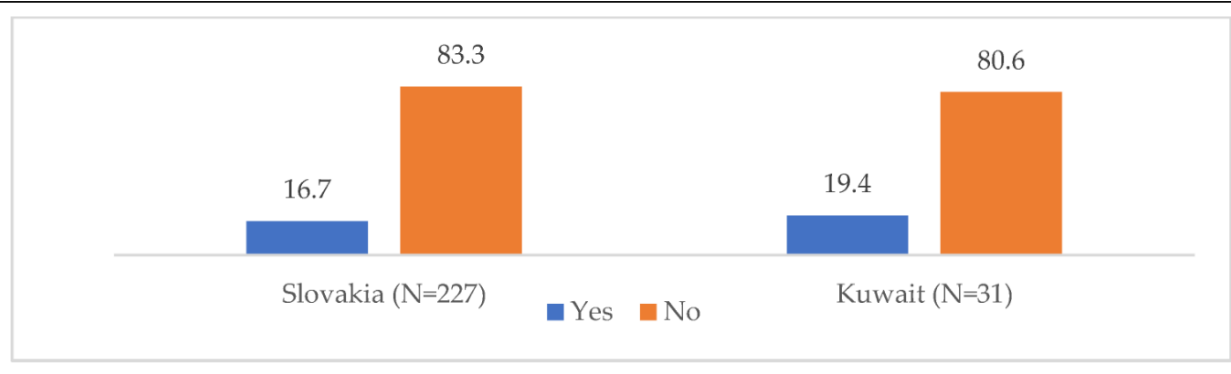


Figure 3. Availability of “home office fee” (%). Source: the authors.

There is a highly significant difference between the employees in Slovakia and Kuwait. In summary, the employees in Slovakia worked about the same number of hours as before the pandemic, whereas the employees in Kuwait reported a decrease in working hours while working from home during the pandemic compared to the pre-pandemic times (Figure 4).

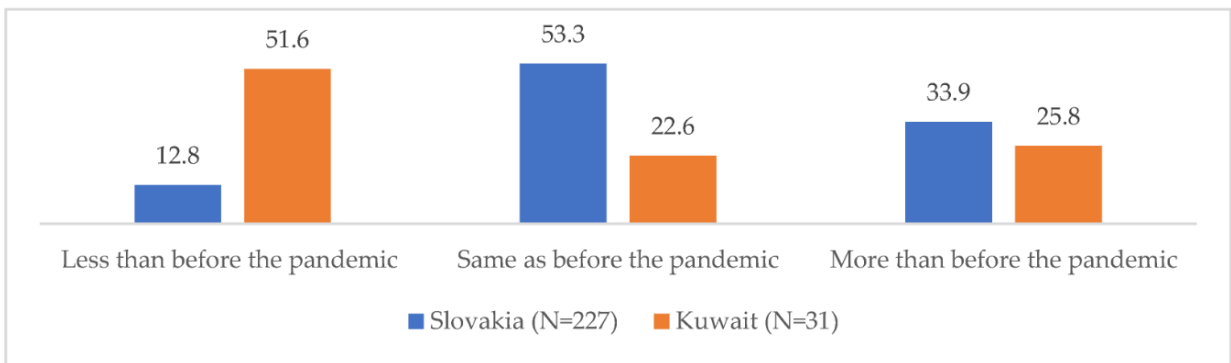


Figure 4. WFH Ex—working hours (%). Source: the authors.

Over half of the Slovak employees (56.8%) worked flexibly and with breaks during the day. One-third of the employees worked as per the working hours defined in their contracts. Slightly over half of the employees (51.6%) in Kuwait worked as per the working hours specified in their contracts. Employees who worked flexibly and with breaks during the day accounted for up to 20% (Figure 5).

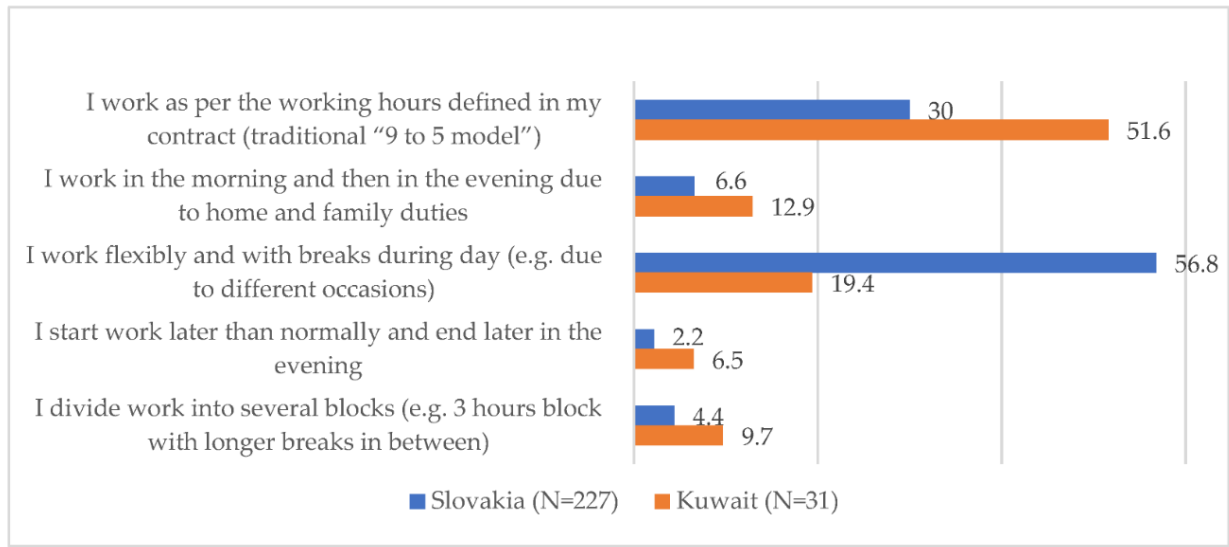


Figure 5. WFH Ex—organization of work and time (%). Source: the authors.

The employees in Slovakia and Kuwait gave a significantly different picture of their work-from-home experiences. The employees in Slovakia indicated that they better cooperated (65.2%), communicated (57.7%), and kept up with colleagues (56.8%) from their office rather than from home. On the other hand, about half of the employees felt more concentrated (50.7%) when working from home. They were able to better manage time (51.1%) and organize work (41.9%). Overall, the employees who worked from home reported being more effective and efficient (44.1%) under these conditions. More than half of the employees (52%) were more satisfied working from their home office than from a traditional workplace. These employees reported that working from home was as motivating (51.5%) as from the office, and their productivity (41.9%) did not change. In addition, the employees who worked from home during the pandemic did not notice any differences in terms of problem solving (44.1%), learning and career development opportunities (43.6%), self-efficacy (59.9%), and innovation (63.9%) (Table 1)

Better at the Office	About the Same	Better at Home
Cooperation Communication and connection with fellow colleagues	Motivation Productivity Problem solving Learning and career development opportunities Self-efficacy Innovation of products or services	Effectiveness and efficiency Satisfaction Concentration Time management Work organization

Table 1. Job-related behaviors based on WFH experience (Slovakia).

As for the employees in Kuwait, most of those who worked from home during the pandemic reported that all job-related aspects listed above are better in the office than at home. However, it is noteworthy that about the same proportion of employees (41.9%) felt more confident working in the office than working from home.

The employees in Slovakia expressed greater satisfaction (mean = 1.1) with the pandemic-induced WFH practices than the employees in Kuwait (mean = 0.3). Overall, 88.1% of the employees in Slovakia and 67.8% of the employees in Kuwait were satisfied or very satisfied with their WFH practices during the pandemic (Figure 6).

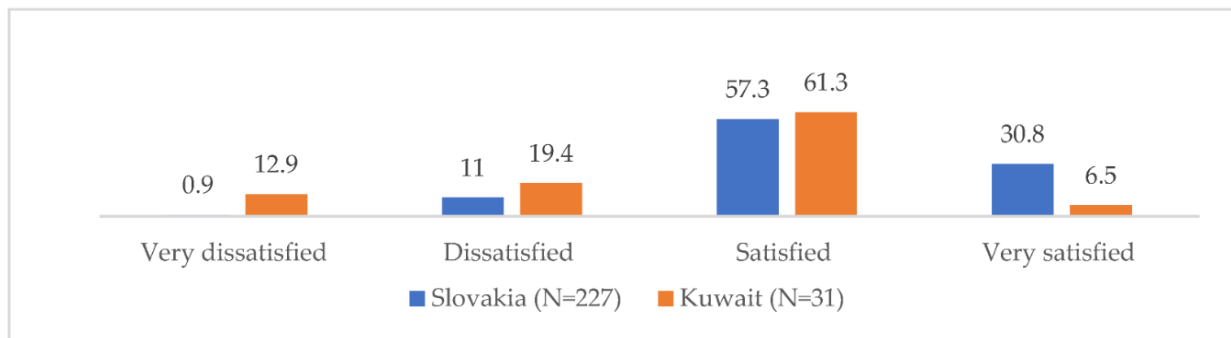


Figure 6. WFH Ex—overall satisfaction (%). Source: the authors.

The employees were asked to identify their (five) major concerns about returning to the office. Overall, the employees in Slovakia and Kuwait showed minor differences. The major five concerns are shown in Table 2. Most employees (74.9%) in Slovakia were concerned about transportation to work and commuting time. Fear of getting sick (50.7%) and maintenance of safety policies (50.7%) were other core concerns for the employees, followed by fear of

maintaining productivity (48.9%) and moving to work from home due to other employee preferences (38.8%). Maintenance of social distance (33%) in the workplace was reported as the fifth concern. Other concerns were reported in the following order: effective collaboration (23.8%), caregiving for children and other dependents (22%), maintaining fairness and equitability (19.4%), and maintaining organizational culture (14.5%). It is noteworthy that 5% of the employees had no concerns at all. The major concern of the employees in Kuwait was fear of contracting the virus (61.3%). These employees were also concerned about maintaining safety (54.8%) and social distance (51.6%) in the workplace. About 35.5% reported fear of remaining productivity as the fourth concern, followed by the fifth concern of a shift to work from home due to other employee preferences, as reported by 32.3% of the employees. The order of the remaining concerns was as follows: effective collaboration (29%), maintaining fairness and equitability (25.8%), transportation and commuting time (22.6%), maintaining organizational culture (19.4%), and caregiving for children and other dependents (16.1%) (Table 2).

Slovakia	Kuwait
Transportation and commuting time	Fear of getting sick
Fear of getting sick and maintaining safety policies	Maintaining safety policies
Employee preferences for work from home	Maintaining social distance
Maintaining social distance	Maintaining employee performance
Maintaining employee performance	Employee preferences for work from home

Table 2. Five major concerns regarding returning to the office.

7.3. Preferences of Work Model and Settings after the Pandemic

This part of the questionnaire evaluated employee preferences regarding future work model and settings. Therefore, the responses of all employees, including those who worked from home (WFH Ex) as well as those who did not work from home (no WFH Ex) during the pandemic, were analyzed.

The employees were asked what work model they would prefer after the pandemic (in the future). Among the employees in Slovakia, 86.9% demanded work from home in some form

in the future. While 35.1% of the employees preferred to work from home one or two days a week, the other 38.6% preferred to work from home three or four days a week. Only 10.8% of the employees chose to work from home full time. The other 2.4% of employees desired to work from home in some other forms, such as working from home 2.5 days a week, working from home 2 or 3 days a week, working from home biweekly, mostly working from home, working from the office only if necessary, and working from home in necessary cases (as a benefit). About 1.2% of the employees preferred flextime and work in the office or on site. Only 12% of the employees wanted to work from their office full time. In Kuwait, 54.4% of the employees preferred to work from home in some forms after the pandemic. Working from home one or two days a week was preferred by 33% of the employees. About 16.5% desired to work from home three or four days a week. Only 2.9% of the employees preferred working from home regularly (full time). Another 1.9% of the employees preferred other forms of work-from-home practices, such as working from home biweekly and biweekly with a combination of a 4-day workweek (combination of compressed workweek and hybrid work model). Only 1% of the employees desired flextime. The remaining 44.7% of the employees were more inclined toward working from the office full time (Figure 7).

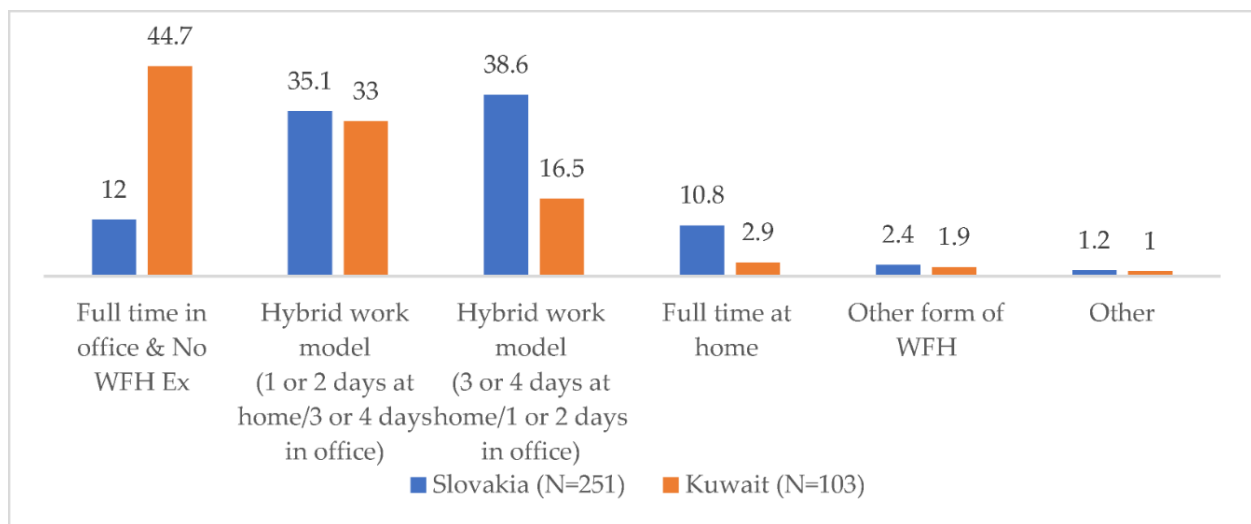


Figure 7. Post-pandemic preference—work model (%). Source: the authors.

A detailed breakdown of future employee preferences based on their work-from-home experiences during the pandemic is shown in Figure 8. Regardless of work experience and country, less than 50% of the employees would prefer to work from the office. Instead, the majority would choose to work from home in some forms.

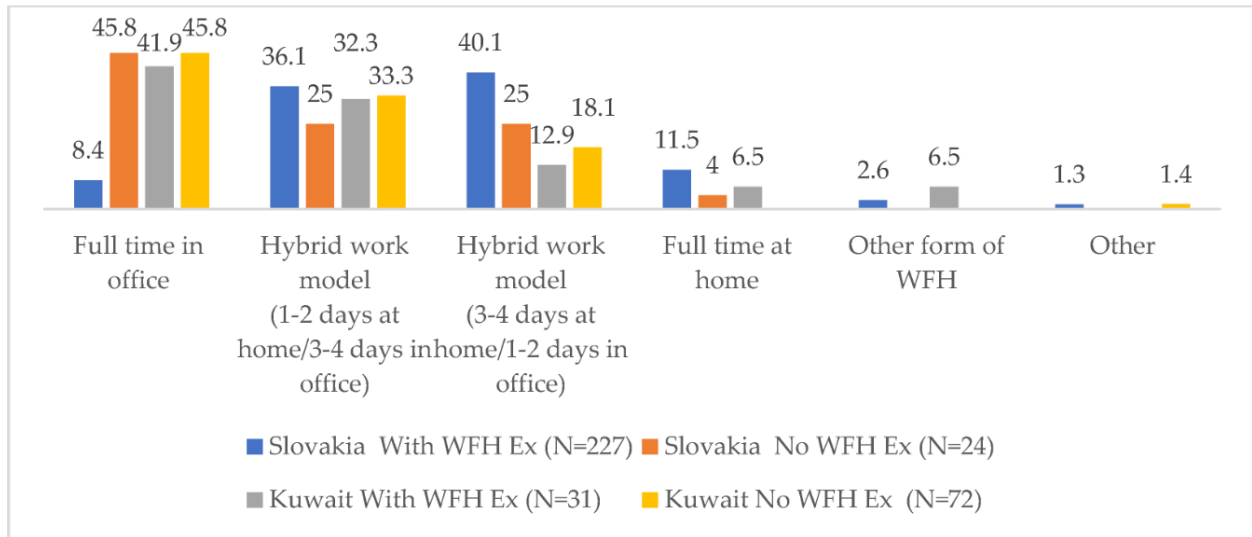


Figure 8. Post-pandemic preference—work model based on WFH experience (%). Source: the authors.

The employees were asked to identify (five) main reasons for their work model preferences. Overall, the employees in Slovakia and Kuwait showed major differences in the reasons behind their preferred work schedules. When selecting the most preferred schedule, the majority (62.5%) of the employees in Slovakia considered transportation and commuting time. About 61% of the employees chose their work schedule based on work and time efficiency. About 60.2% of the employees made their choice based on where they are more productive, 51% of the employees made their choice based on where they are more comfortable, and 50.6% of the employees made their choice based on where they have minimum distractions.

In comparison, the majority of the employees in Kuwait selected their preferred work schedule based on where they feel more productive (65%) and comfortable (63.1%). Being visible or accessible to others as a factor for selecting a preferred work schedule played a role for 42.7% of the employees. About 40.8% of the employees chose their work schedule based on work and time efficiency, and 36.9% made their choice based on their workplace layout (Table 3).

Slovakia	Kuwait
Transportation and commuting time	Comfort
Time efficiency	Productivity
Productivity	Workspace layout
Comfort	IT setup
Distractions	Distractions

Table 3. Five main reasons for work model preferences.

The employees were asked how they would organize their work and time if they worked from home after the pandemic (in the future). As shown in Figure 9, more than half of the employees (62.5%) in Slovakia would work flexibly and with breaks during the day. About 20.3% of the employees would work as per the working hours defined in their contract. Another 6.4% of the employees would divide work into blocks with longer breaks, start in the morning and continue in the evening due to home and family duties, or start to work later than usual and finish the work in the evening. Almost 11% of the employees stated that they do not want to work from home. One-third of the employees in Kuwait would work as per the working hours defined in their contract. The employees who would work flexibly and with breaks during the day accounted for 21.4%. About 11.4% of the employees would start work in the morning and continue in the evening, divide work into blocks, or start work later than usual and complete their tasks in the evening. Almost 30% of the employees reported not wanting to work from home after the pandemic.

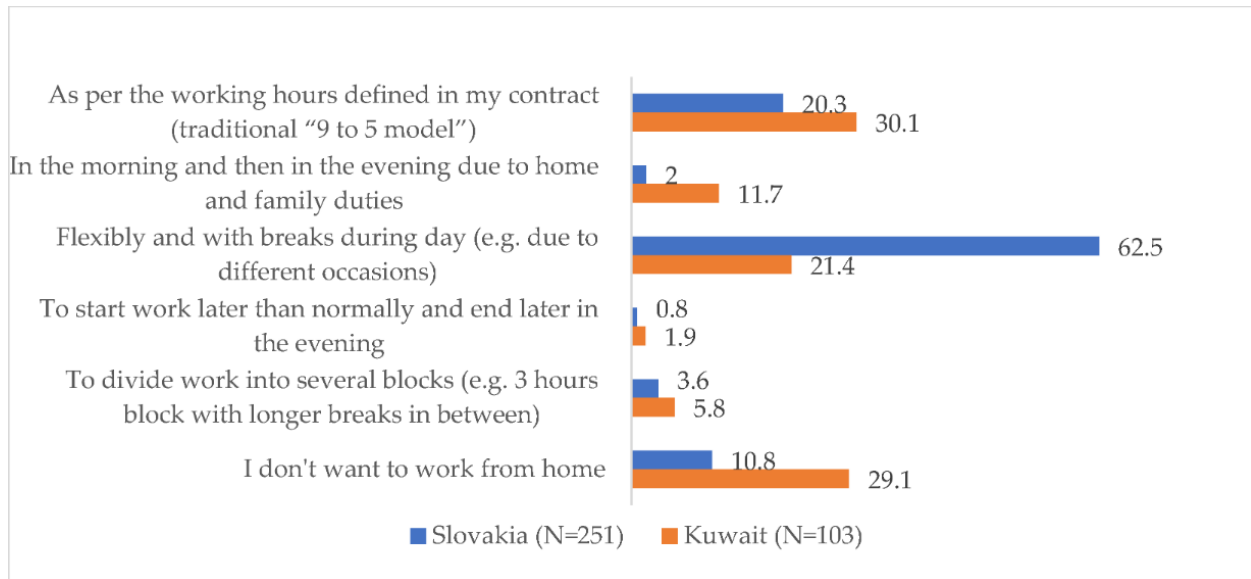


Figure 9. Post-pandemic preference—organization of work and time (%). Source: the authors.

The employees were asked about their preferences for work settings after the pandemic. The employees in Slovakia preferred more flexible working hours (mean = 2.37), more freedom to choose the location of work (mean = 2.34), prioritized health and safety (mean = 2.11), remote work (mean = 1.95), and greater digitization and automation of work processes (mean = 1.92), followed by "Home Office" fee (mean = 1.91) and IT equipment and support (mean = 1.84). As for the preferences among the employees in Kuwait, these employees preferred prioritized health and safety in the workplace (mean = 2.25), IT equipment and support (mean = 1.99), more freedom to choose work location (mean = 1.87), more flexible working hours (mean = 1.83), and greater digitization and automation of work processes (mean = 1.59). The work setting that was slightly preferred was "Home Office" fee (mean = 1.17), followed by remote work (mean = 1.12) (Table 4).

Slovakia	Kuwait
Flexible working hours	Prioritized health and safety
Localization flexibility	IT equipment and support
Prioritized health and safety	Localization flexibility
Remote work	Flexible working hours
Digitization and automation of work processes	Digitization and automation of work processes
"Home Office" fee	"Home Office" fee
IT equipment and support	Remote work

Table 4. Post-pandemic preference—work settings.

7.4. Hypothesis

The results of employee preferences suggest that the trend of work-from-home practices will continue, particularly in Kuwait, where post-pandemic preferences for such practices have increased almost two times (54.4%) compared to WFH practices during the pandemic (30.1%). Contrarily, the demand for WFH practices in Slovakia has slightly dropped (86.9%) compared to the use of WFH practices during the pandemic (90.4%). Hence, the research hypothesis is supported.

DISCUSSION

8. Discussion

The obtained results from the questionnaire survey conducted in Slovakia and Kuwait correspond with the research results reported by Karácsony (2021) and Diab-Bahman and Al-Enzi (2020). According to Karácsony (2021), pandemic-induced telework had an apparent positive effect on the job satisfaction of the studied Slovak employees, and a significant portion of the surveyed employees would maintain teleworking even in the post-pandemic era. Diab-Bahman and Al-Enzi (2020) concluded that a more significant portion of the surveyed Kuwaiti employees would be able to work efficiently if given the option of a hybrid work model. The surveyed employees confirmed the global trends. Hybrid work is coming to the fore, and the time employees physically go to work five times a week seems to be over.

8.1. Practical Implication for Managers and HR Professionals

This study indicates that employees value flexibility, but localization flexibility is growing in importance in addition to time flexibility. Yet, only a minority of employees prefer to work from home full time. These results imply that hybrid work is the most suitable solution that corresponds with employees' preferences. Table 5 suggests a hybrid work model that offers both localization and time flexibility and balances the benefits of working from office and from home. Employers may allow employees to work from home three times per week. The main purpose is to provide safety, save office-related costs, and satisfy employees' needs.

Place	Regularity	Contract Option	Reasons	
			Employers	Employees
Home/Household	3 times/week	Formal agreement on the use of telework.	Safety Cost savings	Family reasons
(Defined as a place of working in contract)	Permanent/ Flexible	Defined working time and flexible working hours.		Self-development Health
Office Coworking	2 times/week	Formal agreement with defined place of work and intensity. Defined working time and working hours.	Idea flows Brainstorming meetings	Work–life balance Social interactions

Table 5. Hybrid work model—localization and time flexibility.

On the other hand, some employees still appreciate the opportunity to work from home but also need to be in personal contact with colleagues (easier communication or cooperation). In this case, renting a coworking place (a different place than home) is another option that employers have. Employees may work from an office or alternative coworking place two times a week. The main purpose is to allow employees to fulfill the need for social contact and run brainstorming meetings. In both cases, the conditions of employment, such as regularity, place of work, working hours, and working time, need to be detailed in the employment contract. Notably, the EU Parliament Resolution on the right to disconnect primarily speaks about when an employee is not allowed to work but does not address when and where they can and want to work. This can be considered a shortcoming because, as the research findings indicate, employees would like the possibility of choosing when and how they work. Moreover, work flexibility could significantly boost employee motivation and productivity.

Nevertheless, successful implementation and application of hybrid work arrangements require a thorough consideration of the operation (employee and workflow management), workplace culture, technological infrastructure that enables effective communication, employee well-being, and identification of any skills gaps that may have emerged due to the change in work processes. Each organization must design and develop a model specific to its needs, availability of technologies, and culture. Moving toward hybrid work models presents a risk due to the use

of employees' networks and devices. Therefore, it is important that HR and IT departments focus on end-user education, security, and seamless connectivity that enables hybrid teams to communicate quickly and effectively. HR teams will need to focus on making employees feel connected when their employees work from anywhere at any time. Developing chances for employees to interact and connect in a non-physical environment will be vital in designing a healthy hybrid workplace. Managers must ensure that office and home office employees have equal opportunities in a hybrid workforce. Performance evaluations should be based on work outcomes rather than work processes. It is central to ensure that employees working from home do not feel isolated or invisible.

It is crucial to equip oneself with the necessary skills, such as trust, communication, awareness, technological skills, creativity, critical thinking, and time management, to flourish in a hybrid work environment.

REVIEW OF LITERATURE

9. Review Of Literature

1. **Dahlia Baker (2021)** finds the pandemic has noncontinuous nearly each facet of our lives, together with tasks as basic as getting to work. The modification has brought with it each opportunities and challenges. The use of digital services to carry conferences, webinars Associate in Nursing conferences has enhanced at an avalanche like pace. Before the pandemic took hold, there was a additional ancient read of labor - with the general perception that employment tasks ought to be performed within the workplace. As a stark distinction to the present more ancient read of labor, nearly seventy five p.c of Swedish workplaces was forced to change to operating remotely in a very short time and lots of believe that this can result in permanent changes in however Swedish offices square measure designed. There square measure varied indications that the majority individuals wish to continue operating in offices within the future further. On the opposite hand, the operating lifetime of the future is characterised by Associate in Nursing enhanced demand for versatile solutions. analysis exhibited that most structure and work variables were significantly connected with the end result measures productivity and work satisfaction, whereas individual and social unit variables were considerably less correlated. For organizations, this is often immensely useful, since structure and work related characteristic variables square measure so much easier influenced by procedures and time unit policies rather than individual work vogue and social unit factors.
2. **Kanwar Muhammad Javed Iqbal, Farooq Khalid, Sergey Yevgenievich Barykin (2021)** says that the hybrid geographical point may be a idea on the lips of each industry trend within the world nowadays. With digitalization changing into additional normalized across each sphere within the world village. each geographical point must maximize and transcend obstacles and innovations to ease into the hybrid geographical point. The COVID-19 pandemic brought a wave for associate degree inflated would like for a hybrid geographical point. though some countries have relaxed the imprisonment in their states, businesses are taking their time to line up an additional formidable work arrangement. Several are already operational the hybrid system whereas others are running totally remote. The pandemic has tutored the work a lesson

of preparation and designing. on the far side that's additionally the lesson of flexibility and adaptableness within the geographical point. In prioritizing the long run of labor, there's the necessity to embrace the hybrid geographical point model. Indeed, the long run of labor would possible be the hybrid geographical point model.

3. **Patrícia Vasconcelos, Elizabeth Furtado, Plácido Pinheiro (2015)** says that The thought of telework is said to the accomplishment of distance work with the support of technology. It needs associate degree execution model of labor activity in programme of flexible Work distance (FW), staff and rules for conducting this execution. This analysis was applied to an company that established an FW project. For analysis of the alternatives of FW models we have a tendency to apply 2 ways of Verbal decision Analysis (VDA). the primary technique was accustomed classify the standards and therefore the second to ordain them with the target of realize a ranking of the alternatives in step with the preferences of concerned.
4. **Prithwiraj (Raj) Choudhury, Tarun Khanna, Christos A. Makridis, Kyle Schirmann (2022)** tells that Hybrid work is rising as a unique kind of organizing work globally. This paper reports causative proof on however the extent of hybrid work—the variety of days worked from home relative to days worked from the office—affects work outcomes. Collaborating with a company in Asian nation, we tend to randomised the quantity of days that individual staff worked from the workplace for 9 weeks within the summer of 2020. Our leads todicate that associate intermediate variety of days within the workplace results in a lot of emails sent, the next variety of email recipients, and augmented novelty of labor merchandise. Our check for underlying mechanisms suggests that hybrid work may represent the “best of each worlds,” providing staff bigger work-life balance, while not the priority of being isolated from colleagues
5. **Danijela Sokolic (2022)** tells that Remote work, particularly performing from home, has become the foremost common kind of add the third decade of the twenty first century. What started at the start of the millennium as Associate in Nursing experimental apply in some corporations (mainly within the IT industry) has become widespread and unintentional in 2020 and 2021, because of Covid nineteen pandemic. It modified a number of the foremost important options of the roles, like the communication patterns and also the conception of the workplace, leading not solely to vital changes within the method work is completed, however conjointly to a different psycho-emotional perception of labor within the context of adjusting socialization patterns. The need to transition to a virtual setting forced each corporations and staff to

do out different ways of operating (e.g., managing virtual groups, guaranteeing infrastructure and access to work resources, managing groups, workspaces, etc.). The paper addresses a number of the key factors that influence work performance at the structure and individual levels. It presents how technological developments and growing awareness of different approaches to figure organization square measure dynamical companies' perceptions of managing their Most worthy resource, human potential, and discuss potential failures in teleworking policies. The goal of this study is to supply insight on the impact of geographical point flexibility on work and also the broader implications for each corporations and staff.

6. **Monika Grzegorzczuk, Mario Mariniello, Laura Nurski and Tom Schraepen (2021)** tells that With the roll-out of COVID-19 vaccines, countries square measure commencing to imagine a future in which workers' and employers' decisions don't seem to be conditioned by the pandemic. The crisis hit everyone onerous however additionally generated a chance. it's shown that employees with appropriate jobs will with efficiency work remotely, with no negative implications for his or her productivity or performance. Telework could even unlock new operating processes with the final word impact of increasing productivity. The pandemic crisis has additionally stressed the necessity for the creation of safeguards at intervals the work surroundings to safeguard employees' well-being Associate in Nursingd to make sure an economical mixing of remote and on-the-scene workers, with no variations within the method they're treated or their career opportunities.
7. **Antoni Wontorczyk, Bohdan Roznowski (2022)** tells that With the COVID-19 pandemic having noncontinuous economies, businesses, and individual activities, it's vital to look at however completely different varieties of work have an effect on worker behaviour. This study applies work engagement (the key construct in organisational psychology) because the dependent variable and considers its determinants within the type of stress factors and attitudes toward remote work. The selection for the study was purposive. Standardised survey questionnaires were utilized in the study: UWES-9, Stress Management Standards, and Attitudes toward Remote Work. The obtained results indicate that there have been no vital differences between teams in terms of the intensity of labor engagement, however work engagement was explained by alternative variables that area unit completely different in every of the studied teams. Relationships and use of social media were the foremost vital factors among remote staff. For on-the-spot staff, the most important factors were management and role definition. For

practitioners, the results indicate that aspects of labor ought to be thought of so as to take care of high levels of labor engagement once employees area unit transferring to alternative varieties of work.

CONCLUSIONS

10. Conclusions

Return to office will largely depend on government regulations in the event of an exacerbation of the COVID-19 pandemic; however, many organizations will want to avoid closing offices. Some organizations may allow entry to offices only for vaccinated employees. This decision is very individual and will depend on the need to implement tasks. This decision will depend on individual organizations and the needs of managers of individual departments. The implementation of many lockdowns had changed the perception of only work-from-home models from very positive to slightly negative. Thus, the formal application of a hybrid work model seems to be the best solution.

However, over time, many anti-pandemic measures went on the back burner. The main motive for keeping a hybrid work model has changed from maintaining workplace safety to work-life balance for employees. Organizations have transferred many activities to an online space with the aim of facilitating more efficient execution of processes, saving operating costs, and having sustainable employee performance management.

The biggest milestone is probably the shift in the acceptance of such a setup. From being a benefit in the form of working from home occasionally, it has turned into an inseparable part of competitive advantages where such a model is offered to employees. It can ensure business continuity, help organizations survive any unexpected crisis, and retain qualified employees.

This research offers value to managers and HR professionals alike; however, it has some limitations. The major limitation is the sample size imbalance. Integrating other methods for data collection, such as crowdsourcing, could have provided access to a larger group of participants. The second significant limitation is that the majority of the employees in Kuwait were assigned to work from home as a result of the pandemic restrictions, but in fact, this work arrangement did not really work. That means that although they were at home, they did not have real work-from-home experiences. In addition, this study was conducted during the COVID-19 pandemic when the employees' experience was shaped by a unique set of circumstances; hence, time could be considered as another limitation. Once the pandemic subsides, the conditions may change and working from home may feel different. As a result, the attitudes or preferences of employees may alter.

It will take some time to find a model that is truly balanced and different from the one we investigated and to identify all the advantages and disadvantages that will lead to maximum efficiency when applying a hybrid work model for employers and employees based on mutual

preferences. Our research investigated employees' preferences for the work model after the pandemic. The focus was on employees' preferences and attitudes, and not exclusively on the reasons for their inclinations. The use of qualitative methods to better understand why employees prefer a specific work model seems necessary.

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APPENDICES

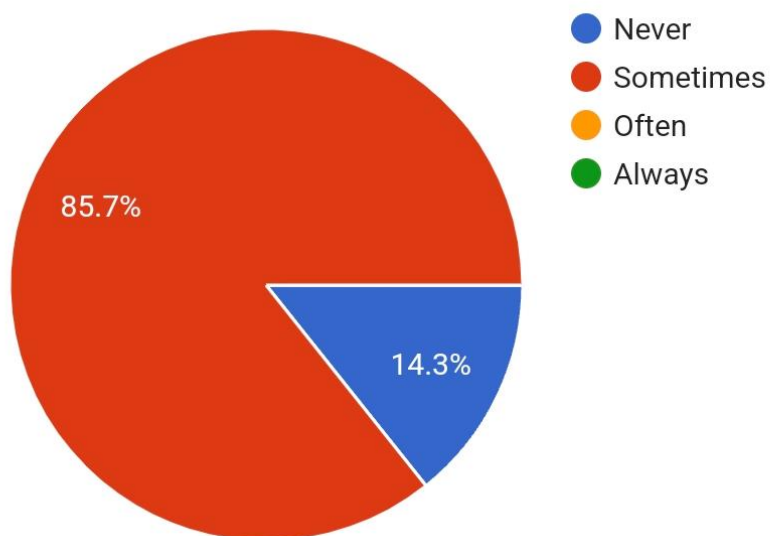
12. Appendix A: Survey questions

1. How often do you have technical difficulties with remote communication tools?
2. Do you not get enough opportunities for a small talk and bonding with your coworkers?
3. How many days would you prefer to work in the office?
4. What are your concerns about the hybrid work setup?
5. Do you have all the digital tools (like internet or Microsoft Word to perform your job wherever you are?
6. What can we do to improve social connectivity
7. Do you feel not being in office full time can hinder your development and progression

13. Appendix B: Survey Questions Along With Responses And Summary (Pie Chart)

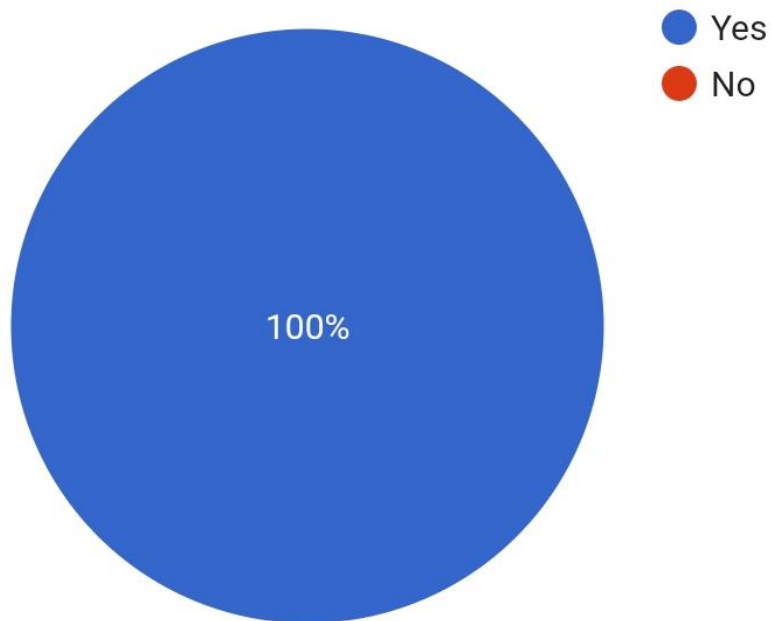
Following were the responses provided by the people in the survey:

1. How often do you have technical difficulties with remote communication tools?



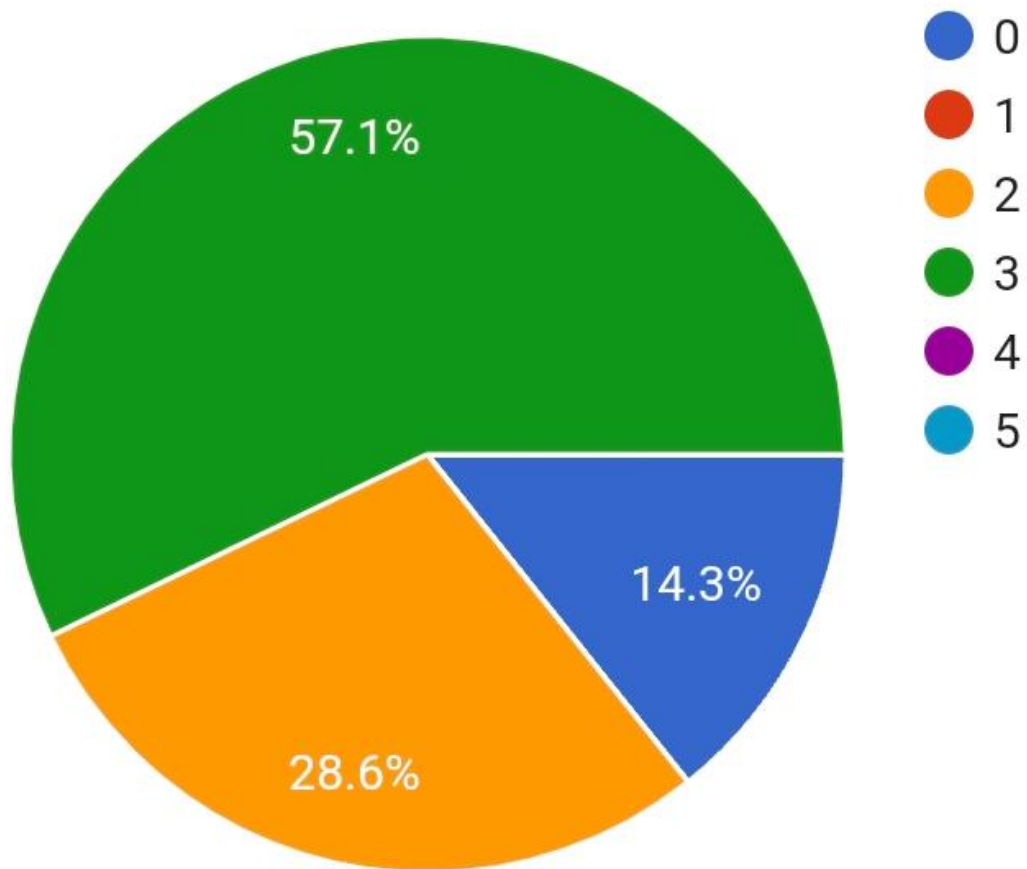
14.3% of the people never had technical difficulties while communicating remotely while 85.7% of the people occasionally had technical difficulties while working remotely.

2. Do you not get enough opportunities for a small talk and bonding with your coworkers?



All people who took the survey agreed they are getting opportunities to interact with their coworkers.

3. How many days would you prefer to work in the office?



57.1% of the people are in favour of 3 days working hybrid model while 14.3% are in favour of working remote completely.

4. What are your concerns about the hybrid work setup?

Nothing

Nothing

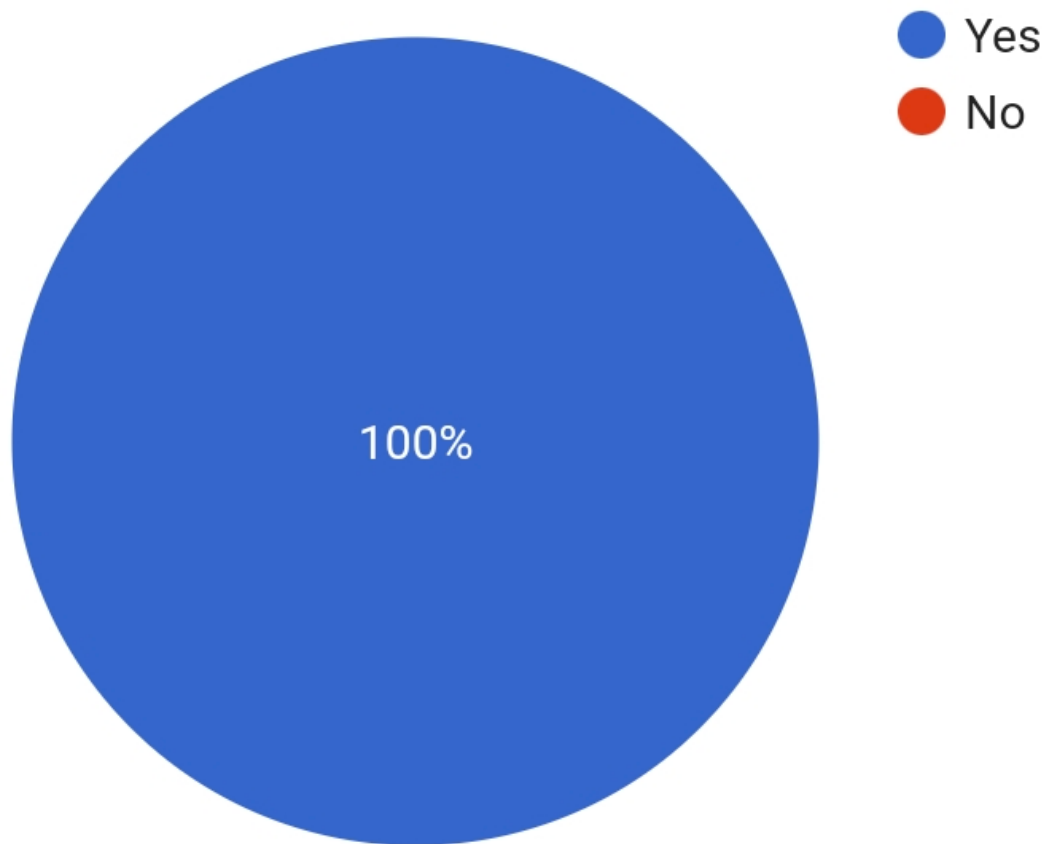
Hybrid work provides the flexibility for employees to work in ways that are most effective for them

If one is feeling Hybrid mode of working is comfortable based on few conditions like comfort to travel and give his 100% for work. Hybrid mode improves sometimes interpersonal skills like time management, maintain a POC point of contact with your managers and co workers.

It will be a good facility for improvement.

5 out of 10 people preferred to give response for concern regarding hybrid work.

5. Do you have all the digital tools (like internet or Microsoft Word) to perform your job wherever you are?



All the people who took the survey have agreed that they have all the digital tools (like internet or Microsoft Word) to perform their job wherever they are.

6. What can we do to improve social connectivity

Setup regular sessions

More meetings

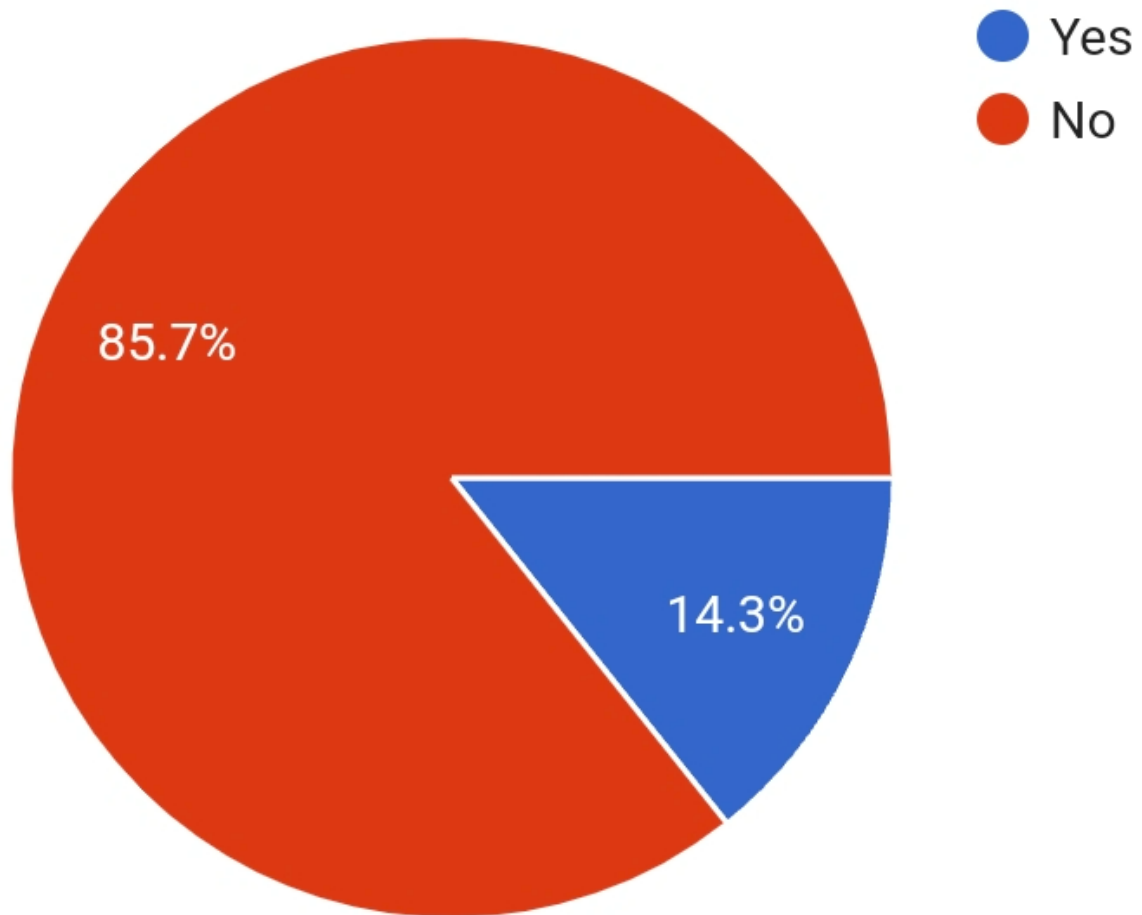
Get involved in your community

Organizing social gatherings for atleast 2 hours a week on the last working day.

We should make community hall near residing area, take initiative to meet people around us.

5 out of 10 people preferred to give response for improving social connectivity by mentioning of more session meetings and gathering with social workers

7. Do you feel not being in office full time can hinder your development and progression



85.7% of the total people who took the survey have said that office full time cannot hinder their development and progression while 14.3% of the people have said that their development and progression may get hindered if they work in office full time.

THANK YOU