Hybrid Working Model and Job Satisfaction Among Corporate Employees in Kerala

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ABSTRACT

The hybrid working model integrates remote and in-office work, providing employees with flexibility and enhancing job satisfaction through increased autonomy, improved work-life balance, and reduced commuting stress. By allowing individuals to tailor their schedules and work environments, this model fosters comfort and productivity. However, challenges such as communication barriers, blurred work-life boundaries, and potential isolation may impact satisfaction levels. Effective organizational strategies are crucial to mitigating these issues, ensuring seamless collaboration, and fostering a supportive work culture. Ultimately, job satisfaction in a hybrid model depends on how well organizations balance flexibility, communication, and employee well-being.

Keywords

1. Hybrid Working Model – Working model where employees work from office and home environments alternatively in a week.
2. Burn out – Potential draining of working ability of employees due to work stress and other factors
3. WFH – Work From Home

INTRODUCTION

Hybrid working model is presumed to be a successful model than Work From Home (WFH) model due to its blend of the benefits of both work from office and work from home model. However, challenges exist within the hybrid model that can impact job satisfaction. Communication may become more complex, requiring organizations to implement effective strategies to maintain seamless collaboration between remote and in-office workers. Additionally, blurred boundaries between work and personal life can arise, leading to potential burnout if not managed properly. The study intends to find out the effectiveness of hybrid model among employees.

SIGNIFICANCE

The significance of the study on the impact of hybrid working model on job satisfaction among corporate employees lies in its potential to provide insights into optimising work arrangements for maximum productivity, employee engagement, and retention. This research could help various companies adapt to evolving workplace trends, enhance employee well-being, and maintain competitive advantages in attracting and retaining talent in the increasingly digital and flexible work environment. Even though many studies have been conducted in this area abroad, very limited studies are conducted among corporate employees in our state making the study relevant.

STATEMENT OF THE PROBLEM

The study focuses on the challenges faced by corporate employees while working on hybrid model. It also intends to find out the preference of employees towards this model from other two models, i,e Work From Office and Work From Home.

SCOPE

The study is conducted among corporate employees of Kottayam District, working along different companies in Kerala adopting hybrid working model. The study focuses on how well the employees are satisfied with the new working model and whether any preference is given by employees to the said model.

OBJECTIVES

1. Evaluate the satisfaction level of employees from hybrid working model.
2. Ascertain the preference among employees towards hybrid working model.

METHODOLOGY

The study is descriptive in nature.120 samples were used in the study. Convenient sampling was used for the study. The sample consist employees from various corporate companies and backgrounds from Kottayam district. The data required for the study were collected from both primary and secondary data. Primary data for the study was collected through questionnaire and the secondary data has been collected from various articles, journals and websites. The data were analysed by using percentage method and weighted average method.

LIMITATIONS

1. The sample respondents were approached to a limited area. So, generalisation is not possible.
2. Job satisfaction can be influenced by various external factors beyond the working model such as company culture and personal circumstances. Controlling these factors is difficult.

The following are the references made for the paper:

Smith, C. (2024, Journal of Organizational Behaviour) Smith's research revealed that job satisfaction in hybrid work settings was influenced by a combination of factors, including work-life balance, job autonomy, and the availability of resources for remote collaboration. Employees who felt supported in managing their workload reported higher satisfaction levels.

Garcia, Q. (2024, Journal of Occupational Health Psychology) Garcia's study focused on the psychological aspects of job satisfaction in hybrid work environments and found that employees who had a sense of autonomy and competence in managing their work reported higher levels of satisfaction and well-being.

Thomas, G. (2024, Personnel Psychology) Thomas's research emphasized the role of leadership behaviour in determining job satisfaction in hybrid work environments. Managers who provided clear direction, recognition, and support to their teams saw improvements in employee morale and satisfaction.

Wong, M. & Smith, N. (2024, Journal of Occupational and Organizational Psychology) Wong and Smith's research explored the impact of hybrid work models on turnover intentions and found that employees who had a balance between remote and on-site work reported lower intentions to leave their organizations. Job satisfaction was a key predictor of turnover.

ANALYSIS OF DATA

### TABLE 1 RESPONSE REGARDING PERIOD OF WORKING IN A HYBRID WORKING MODEL

Duration of period	No of respondents	Percentage
Less than a year	77	64.2
1-2 years	32	26.7
2-3 years	6	5
More than 3 years	5	4.1
Total	120	100

Source: Primary Data

Interpretation: majority respondents are coming recently under hybrid working model. And 26.7% of employees are works as a part of hybrid working model on 1-2 years. Only 4.1 % of employees works as a part of hybrid working model on the duration of 3 year or more.

FIGURE 1 PERIOD OF WORKING IN A HYBRID WORKING MODEL
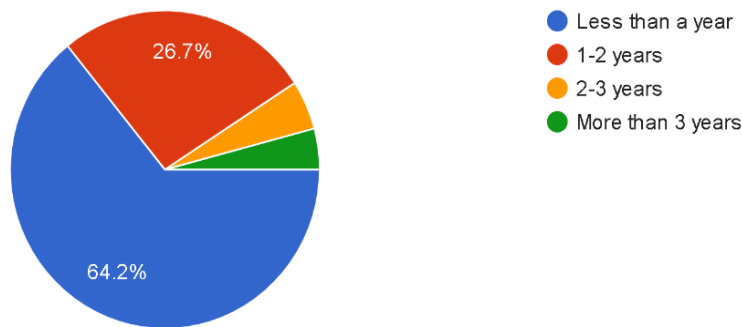
TABLE 2 PREFERENCE OF EMPLOYEES WHEN WORKING REMOTELY COMPARED TO WORKING FROM OFFICE

Statements	Level of Agreement					Mean value	Rank on the basis of mean value
	Strongly agree(w5)	Agree (w4)	Neutral (w3)	Disagree (w2)	Strongly disagree (w1)		
Hybrid Working model has improved my work-life balance	42	51	23	3	1	4.08	1
I feel adequately supported by managers and team members while working remotely	26	59	32	3	0	3.9	2

If given an option, I would choose work from office mode	29	40	41	9	1	3.73	4
Hybrid working model is better than work from home model	24	46	38	10	2	3.66	5
Hybrid working model causes inconvenience due to the need for travel, tiffin etc	26	44	35	8	7	3.62	6
Company culture has improved significantly since the implementation of hybrid working model	26	49	36	7	2	3.75	3

Interpretation:

- The larger number of respondents says that, the hybrid working model improves their work-life balance in a better way (Rank1, Mean value 4.08).
- And also, they feel adequately supported by their managers and team members while working remotely. It means, while they working in a hybrid model, the access of the managers and superiors is high (Rank 2, Mean value3.9).
- The other perception of employees that, the company culture has improved significantly since the implementation of hybrid model.
- Even though there is a positive response towards hybrid model, if we give an option to workers, they choose work from office.

TABLE 3 SATISFACTION WITH THE COMMUNICATION AND COLLABORATION TOOLS PROVIDED BY THE ORGANIZATION FOR REMOTE WORK

Level of satisfaction	No of Respondents	Percentage
Highly satisfied	19	15.8
Satisfied	61	50.8
Neutral	38	31.7
Dissatisfied	2	1.7
Highly dissatisfied	0	0
Total	120	100

Source: Primary Data

Interpretation: The satisfaction of employees towards the communication and collaboration tools provided by the organization for remote work, the 50.8% employees are satisfied. Only 15.8% are highly satisfied and31.7% are neutrally satisfied. Number of dissatisfiers are just 2 out of 120 respondents.

FIGURE 2 SATISFACTION WITH THE COMMUNICATION AND COLLABORATION TOOLS PROVIDED BY THE ORGANIZATION FOR REMOTE WORK

120 responses
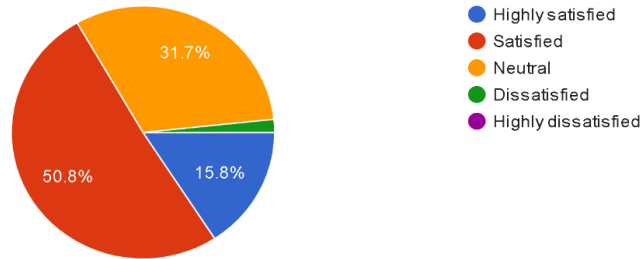
**TABLE 4 LIMITATIONS OF HYBRID WORKING MODEL**

Options	No of Respondents	Percentage
Travel	41	34.2
Food and beverage expenses	19	15.8
Room rent and like expenses	39	32.5
Others	21	17.5
Total	120	100

Source: Primary Data

Interpretation: The hybrid working model makes some difficulties like travel expenses, food expenses, room rent and other expenses. The main limitation is based on the food and travel expenses during the period of work in office (34.2% and32.5%).

FIGURE 3 LIMITATIONS OF HYBRID WORKING MODEL

120 responses
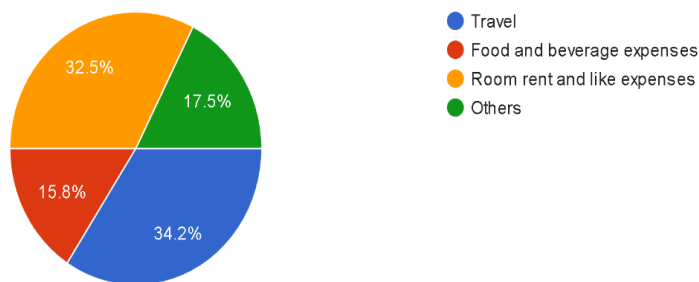
FINDINGS SUGGESTIONS AND CONCLUSION
FINDINGS

- A major portion of employees gives a neutral rank on their satisfaction towards hybrid working. model (rank 3).
- The larger number of respondents says that, the hybrid working model improves their work-life balance in a better way
- The larger number of respondents says that, the hybrid working model improves their work life balance in a better way and also, they feel adequately supported by their managers and team members

while working remotely. It means, while they working in a hybrid model, the access of the managers and superiors is high.

- The respondents have a positive response towards hybrid model, if we give an option to workers, they choose work from office.
- The major constraint of this model is the travel and associated cost involved which is not a major concern in WFH model.
- Majority respondents are satisfied with the communication and collaboration tools provided by the organisation for remote work.

SUGGESSIONS AND COCNLUSION

- Offer flexibility in work hours and location to accommodate different preferences and needs. This can contribute to higher satisfaction among employees who value autonomy and work-life balance.
- Schedule regular check-ins between managers and remote employees to provide support, address concerns, and recognize achievements.
- Continuously evaluate and evolve the hybrid working model based on feedback and changing circumstances.
- Allow employees to adjust their working hours to avoid peak travel times and minimize commute-related stress.

REFERENCES

1. Smith, C. (2024). Factors influencing job satisfaction in hybrid work settings. Journal of Organizational Behaviour.
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