A study on factor influencing the Hybrid Work culture for Middle Managers in Selected IT Website Development companies of Surat Region

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Abstract

The concept of 'hybrid work', characterised by the ongoing alternation between traditional and non-traditional work modes, has gained significant attention in recent research. Despite its growing relevance, a consistent and coherent conceptualisation of hybrid work remains elusive. This article aims to address this gap by providing a comprehensive and nuanced understanding of hybrid work, contributing to conceptual clarity in its application. The hybrid work culture influencing the job redesigning, job analysis, job classification & individual competency management & development. The application of redeveloping the improved write up on job description & specification, while using an expert system to educate and develop employee on advantages & disadvantages of hybrid work culture. We draw on an extensive literature in selected IT Services Sector companies on Surat Gujarat region.

Keywords: Hybrid Work Culture, Traditional Word model, Non-Traditional work model, job analysis, job redesigning, individual competency management & development IT service Sector, Website Development Companies.

Hybrid work culture, a combination of remote and in-office work, has gained significant traction in recent years, especially post-pandemic. Middle managers, positioned between senior leadership and frontline employees, play a crucial role in implementing and navigating this model. This literature review explores the impact of hybrid work on middle managers, their challenges, and strategies for effective management.

Problem Statement

In the technological period, the notion of hybrid models has become most widely accepted in the third decade of the twenty-first century, particularly in the IT sector. This completely altered the organization's functioning and had an impact on all aspects of its operations. This consists of working style, communication patterns, working hours, job performance, and interpersonal relationships.

Organisations are forced to implement the hybrid model to meet the changing needs of the business, ensuring that the business runs on its own and employees perform at their best. The digital transformation has become the medium of choice for organisations to integrate the office workplace and flexible working hours. Though it allows you to work from anywhere, it has also had an impact on job performance. The individual contributor's performance was excellent, but team performance fell significantly. The teleworking paradigm has changed interpersonal interactions among employees, and job performance has become a dubious factor for organisations. Middle managers are preoccupied with duties and prolonged working hours, while employees' personal concerns are overlooked owing to a lack of personal touch and supportive words. This had an impact on job performance and resulted in substantial staff turnover. Organisations are attempting to address employees' concerns through a variety of programs designed to foster relationships and boost job performance.

Literature Review

Research Topic	Focus Area
Examining the factors and Employee Engagement model for Hybrid Work Culture	The concept prioritizes culture, openness, employee appreciation, trained leadership, employee connection, rethinking the appraisal system, and fostering a sense of security. This strategy aims to boost employee engagement, with potential results including increased productivity, defined engagement, a shift in employee attitude, and happiness through experience.
Defining Hybrid Organisational Environment	Organisational environment is determined by the type of organisation and its structure. In short, the traditional environment defines the regular working process; it takes into account each person's characteristics with each desk and individual workstation. On the other hand, hybrid workplace environment setup is different
Hybrid Working Arrangements	Hybrid working arrangements, also known as hybrid work models, are a flexible work structure that blends remote and on-site labour. It allows. Employees can work from both physical offices and remote locations, such as their homes. Employees can choose their own mix of remote and on-site work based on their unique circumstances and job duties.
Hybrid Work Model	Although studies on productivity gains are inconclusive, employers are willing to continue with remote work practices even after the Covid19 pandemic. This may be due to the distinction between a well-planned strategic decision to move to remote work and the need to work from home overnight due to a pandemic.
Hybrid Work-Consequences for Stress and Work Engagement	Workload, Control, Reward, Community, Fairness, and Values are six key aspects that impact burnout and work engagement. Subsequent studies revealed a complex relationship between work-life areas and burnout and commitment.
Impact of Hybrid Work Culture on Organizational Effectiveness	The study aims to assess the effects of hybrid work cultures on organisational effectiveness. Research suggests that remote and hybrid work arrangements improve employee engagement.
Hybrid Working Method	Previous research on hybrid working, telework, and flexible work arrangements suggests that organisations should promote work-from-home policies and adjust their working culture to retain top talent in a competitive market.

The impact of hybrid work culture on interpsersonal relations	The research reveals, the organization's unique traits, why hybrid work rules did not significantly improve interpersonal relationships. The study Identifies a competency gap among managers. Some organisations' reluctance to hybrid work may stem from fear of the gap and management's limited logic in decision-making.
A Casual Study On Hybrid Model And Its Impact On Employee Job Performance	The hybrid work paradigm has a beneficial and bad impact on the organisation. Organisational dynamics must shift to align business and employee functions. Regular communication with employees is crucial for a healthy workforce. Employee performance is monitored individually and as a team, linked with corporate goals. Peer interactions provide a positive work culture. According to the contextual study, hybrid work is a new method of working in organisations. The integrative and complete approach helps organisations develop new policies and processes to engage people, ensure job happiness, and provide assistance for personal and professional requirements.

Literature review on: Factors influencing Hybrid work culture for middle managers with respect to service sector

A.   Talent Acquisition and Talent Retention to Hybrid Work Culture
Sustainability of HR : A hybrid work culture in human resources (HR) is dependent on a number of elements, such as organisational culture, leadership, technology, policy, and employee well-being. Here's a thorough examination of how HR can guarantee a hybrid work model's sustainability:
1.   Employee Engagement & Well-Being
Work-Life Balance: To avoid burnout, provide flexible scheduling. Support for Mental Health: Offer wellness initiatives, online counselling, and frequent check-ins. Inclusive Culture: Use recognition initiatives to make remote workers feel just as appreciated as those who work in offices.
2.   Technology & Digital Transformation Collaboration Tools: For smooth communication, use Zoom, Microsoft Teams, or Slack. AI & Automation: Use AI-powered HR solutions for employee assistance, training, and onboarding. Cybersecurity: Robust IT policies and safe remote work settings.
3.   3. Compliance & Policies
Guidelines for Remote Work: Clearly define your expectations regarding availability, work hours, and performance evaluations. Equal Opportunities: Make sure that both in-person and remote workers receive equitable training, compensation, and promotions. Legal Compliance: Comply with data privacy and labour laws.

4. Leadership & Management Adaptation Trust-Based Management: Put more emphasis on performance evaluation based on outputs rather than time-based tracking. Managerial Training: Give executives the tools they need to successfully lead hybrid teams. Frequent Feedback Loops: To determine employee mood, use virtual town halls and questionnaires.

5. Use of Sustainable Office Space
Shared workspaces and hot desking: minimise workplace space and maximise resource use. Encourage energy-efficient workstations, digital recordkeeping, and environmentally friendly modes of transportation.

6. Continuous Improvement & Future-Proof Data-Driven Decision Making: Assess employee happiness and productivity using HR analytics. Pilot Programs: Prior to full adoption, test several hybrid models. Adaptability: Remain adaptable and revise policies in light of changing workplace practices.

1.   Hybrid Work Model Cost Savings : Less Office Space and Utilities Large office spaces are not as necessary when there are fewer staff working on-site. savings on maintenance, office supplies, power, and rent. Using co-working spaces or hot desking further reduces costs.

1.2 Reduced Overhead for Employees decreased gasoline, parking, and travel allowance payments for commuting. less money spent on events, coffee, and free meals that are provided at work.

1.3 Reduced Turnover & Increased Retention
Work-life balance is enhanced via hybrid work, which raises employee happiness. Hiring and training costs are decreased by lower attrition rates.

1.4 Reduced Recruiting Expenses
Hiring from less expensive areas is made possible by having access to a worldwide talent pool.
2.   Leveraging a Hybrid Model to Balance Cost and Productivity
 Investing in technology that facilitates remote collaboration is one way to decrease   HR expenses in a hybrid workplace.
Put flexible office space techniques into practice (co-working opportunities, hot desking).
Improve worker satisfaction to lower attrition expenses.
Track productivity using data analytics and modify plans as necessary.

B.   Using Untapped Potential to Keep Workers in a Hybrid Work Environment:

By providing flexibility, diversity, and career advancement, a hybrid work culture can assist companies in retaining current staff members and accessing underutilised talent pools. Here's how:

1.   Locating Talent Pools That Are Untapped

1.1 Under-represented and Diverse Groups
People with disabilities who could have trouble getting to work. Schedule flexibility is necessary for parents and other carers. Veterans making the move to the employment.

1.2 Geographically Dispersed Talent: Reach out to foreign or rural workers who might not move. hiring from less expensive areas without sacrificing quality.

1.3 Professionals in their second careers and career returnees switchers in their mid-career seeking fresh prospects. Professionals on career breaks and returning mothers looking for flexibility.

2.   Using Hybrid Work as a Strategy for Retention:

2.1 Increased Job Satisfaction Through Flexibility Work-life balance is valued by employees, which lowers turnover and burnout. Customised work schedules are supported by hybrid models, which boost employee engagement.

2.2 Career Development & Internal Upskilling
To unleash untapped potential, provide mentorship and virtual training. Establish internal mobility initiatives to keep talented workers.

2.3 An Inclusive Culture at Work
Diversity, equity, and inclusion (DEI) are promoted by hybrid work. guarantees remote workers equitable access to leadership positions and promotions.

Create hybrid-specific regulations to draw in untapped talent.
Make an investment in mentorship and remote training for professional growth.
 Monitor staff engagement and retention using AI and data analytics.
Provide wellness assistance and virtual team-building to promote an inclusive culture.

C.   How hybrid work culture adopts the different personality types:

Personality Trait	Needs in a Hybrid Setup	Culture Fit Tips
Introverts	Quiet focus time, fewer meetings	Encourage async work, offer office quiet zones
Extraverts	Social interaction, team bonding	Regular team meetups, virtual coffee chats
Sensors	Clear rules, routines	Communicate policies clearly, offer set schedules
Intuitives	Flexibility, innovation	Encourage idea-sharing platforms, dynamic projects
Thinkers	Clarity, efficiency	Use structured tools like Trello or Notion
Feelers	Empathy, connection	Promote wellness programs, emotional check-ins
Judgers	Order, predictability	Let them plan ahead with shared calendars
Perceivers	Flexibility, spontaneity	Give room for autonomy and adaptive schedules

D. Emotional Intelligence in Hybrid Work Culture
1. Self-Awareness

- Remote workers must understand how their mood, stress, or communication style affects virtual interactions.
- Example: Knowing you're more irritable after back-to-back Zoom calls and scheduling breaks.

2. Self-Regulation

- In a hybrid setup, distractions or ambiguity can spike frustration.
- EQ helps individuals stay composed, adaptable, and positive, even when things are unpredictable.

3. Motivation

- Without the buzz of an office, intrinsic motivation becomes critical.
- Managers with high EQ know how to inspire team members regardless of location.

4. Empathy

- Some people thrive remotely, others struggle. Empathy helps leaders understand different experiences and tailor support.
- It also helps coworkers be more patient and kind with one another.

5. Social Skills

- Building connections across screens is harder, but emotionally intelligent teams actively maintain relationships through check-ins, thoughtful messages, and virtual bonding.

Research Design:

The research design utilised in this study is descriptive analysis. Descriptive research describes data and features about the population or phenomenon being examined. It established the guidelines for data collection, measurement, and analysis. The conceptual framework that research is presented in is known as the research design. It is a strategy that outlines the kinds and sources of data pertaining to the study issue.

Descriptive study is concerned with illustrating the characteristics of a particular person or group. It also addresses particular forecasts together with a description of facts and traits pertaining to people, groups, and circumstances. This study's explanation of the hybrid working paradigm serves as its sole foundation. The researcher's view of this study is unaffected. Because of its rigidity, the design needs to maximise reliability and include adequate safeguards against bias.

Research Approach

The research follows a **quantitative approach**, using structured questionnaires to gather numerical data for statistical analysis.

Research Objective:

01.   The primary goal is to examine the significant relation of factors influencing and hybrid work culture of selected IT web development companies of Surat region.

02.   To evaluate the employee productivity of IT employee under hybrid work model.

Population and Sampling

- **Population:** Middle-level managers working in selected IT website development companies in Surat Region.
- **Sampling Technique:** Convenience sampling technique used for the present study.
- **Sample Size:** A total of 120 middle managers were surveyed.

Tools for Data Analysis

- **Reliability Testing:** Cronbach's Alpha to test internal consistency of the questionnaire.
Inferential Statistics:
- **Kruskal-Wallis Test** – to identify differences in perception based on demographics (e.g., age, gender, experience).

Statistical Software
Data was analyzed using IBM SPSS Statistics for running all statistical tests and reliability analysis

Limitations of the Study
- The study is restricted to the Surat region and IT website development firms.
- The findings may not be generalizable to all sectors or regions

Data Collection Method
Primary Data: Collected through a **structured questionnaire** designed on a 5-point Likert scale,
Secondary Data: Collected from journals, company reports, and previous research studies related to hybrid work.

Reliability Test
Case Processing Summary

		N	%
Cases	Valid	118	98.3
	Excluded[a]	2	1.7
	Total	120	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.943	16

Interpretation: A Cronbach's Alpha of 0.943 was obtained from the reliability analysis of the scale measuring the factors influencing hybrid work culture among middle managers in IT website development companies in the Surat area. This suggests that the scale's items have a very high degree of internal consistency. A Cronbach's Alpha value above 0.70 is deemed acceptable, while values above 0.90 signify exceptional reliability, per Nunnally (1978). As a result, the scale employed in this study is considered trustworthy for more research.

A: Kruskal Wallis Test Relationship between Age & Factors influencing Hybrid Work Culture variables.
Test Statistics[a,b]

	VAR00008	VAR00009	VAR00010	VAR00011	VAR00012	VAR00013	VAR00014
Chi-Square	4.739	4.069	4.877	1.092	5.550	2.250	1.943
df	3	3	3	3	3	3	3
Asymp. Sig.	.192	.254	.181	.779	.136	.522	.584

a. Kruskal Wallis Test

b. Grouping Variable: Age

Test Statistics[a,b]

	VAR00015	VAR00016	VAR00017	VAR00018	VAR00019	VAR00020	VAR00021	VAR00022
Chi-Square	8.251	8.929	3.919	4.809	2.505	10.817	2.591	1.047
df	3	3	3	3	3	3	3	3
Asymp. Sig.	.041	.030	.270	.186	.474	.013	.459	.790

a. Kruskal Wallis Test

b. Grouping Variable: Age

Interpretation :
The findings indicate that there are statistically significant differences in perceptions among age groups (p < 0.05) for three factors: Employee feel less stressed working in a hybrid environment. (p = 0.041), Employee have more autonomy over how they manage thier time. (p = 0.030), and Receives adequate support and feedback from my superiors in a hybrid setup. (p = 0.013).

This suggests that middle managers' perceptions of these specific elements of hybrid work culture are significantly influenced by age. There were no discernible variations in the remaining variables.

B: Kruskal Wallis Test Relationship between Gender & Factors influencing Hybrid Work Culture variables.

Test Statistics[a,b]

	VAR00008	VAR00009	VAR00010	VAR00011	VAR00012	VAR00013	VAR00014
Chi-Square	.022	1.048	2.723	.001	.722	.468	3.106
df	1	1	1	1	1	1	1
Asymp. Sig.	.881	.306	.099	.970	.396	.494	.078

a. Kruskal Wallis Test

Test Statistics[a,b]

	VAR00008	VAR00009	VAR00010	VAR00011	VAR00012	VAR00013	VAR00014
Chi-Square	.022	1.048	2.723	.001	.722	.468	3.106
df	1	1	1	1	1	1	1
Asymp. Sig.	.881	.306	.099	.970	.396	.494	.078

b. Grouping Variable: Gender

Test Statistics[a,b]

	VAR00015	VAR00016	VAR00017	VAR00018	VAR00019	VAR00020	VAR00021	VAR00022
Chi-Square	.000	.455	.006	.126	.111	.104	.701	.001
df	1	1	1	1	1	1	1	1
Asymp. Sig.	.994	.500	.936	.723	.739	.747	.403	.979

a. Kruskal Wallis Test

b. Grouping Variable: Gender

Interpretation:

There are no statistically significant variations between the two gender groups' perceptions of these hybrid work culture elements, as all p-values are significantly over the 0.05 cutoff.

C: Kruskal Wallis Test Relationship between Years of Experience & Factors influencing Hybrid Work Culture variables.

Test Statistics[a,b]

	VAR00008	VAR00009	VAR00010	VAR00011	VAR00012	VAR00013	VAR00014
Chi-Square	3.674	4.993	4.908	1.096	3.926	6.553	11.725
df	3	3	3	3	3	3	3
Asymp. Sig.	.299	.172	.179	.778	.270	.088	.008

a. Kruskal Wallis Test

b. Grouping Variable: Years of Experience

Test Statistics[a,b]

	VAR00015	VAR00016	VAR00017	VAR00018	VAR00019	VAR00020	VAR00021	VAR00022
Chi-Square	8.436	4.243	2.924	10.727	7.212	3.734	2.101	3.747

df	3	3	3	3	3	3	3	3
Asymp. Sig.	.038	.236	.403	.013	.065	.292	.552	.290

a. Kruskal Wallis Test

b. Grouping Variable: Years of
Experience

Interpretation : Of these variables, only Hybrid work helps me maintain a better work-life balance. demonstrated a statistically significant variation in group perception (p = 0.008 < 0.05). There were no discernible changes in the other components.

This implies that while the other parameters measured are unaffected by the demographic or grouping variable represented by Years of Experience in IT Industry, perceptions of Hybrid work helps me maintain a better work-life balance.

D: Kruskal Wallis Test Relationship between Years in Current Role as Middle Manager & Factors influencing Hybrid Work Culture variables.

Test Statistics[a,b]

	VAR00008	VAR00009	VAR00010	VAR00011	VAR00012	VAR00013	VAR00014
Chi-Square	11.201	17.051	8.315	9.902	10.630	10.092	6.901
df	3	3	3	3	3	3	3
Asymp. Sig.	.011	.001	.040	.019	.014	.018	.075

a. Kruskal Wallis Test

b. Grouping Variable: Current Role
as Middle Manager

Test Statistics[a,b]

	VAR00015	VAR00016	VAR00017	VAR00018	VAR00019	VAR00020	VAR00021	VAR00022
Chi-Square	8.921	5.569	2.765	13.989	7.384	5.051	3.138	8.409
df	3	3	3	3	3	3	3	3
Asymp. Sig.	.030	.135	.429	.003	.061	.168	.371	.038

a. Kruskal Wallis Test

b. Grouping Variable: Current role
as middle manager

Interpretation: For provides the necessary tools and infrastructure, management supports flexible work arrangements, Clear policies are in place, able to collaborate effectively with my team, Communication across departments remains effective, and Regular virtual

meetings help maintain team, I feel less stressed working (p = 0.030), performance is not negatively affected by remote work days (p = 0.003), and rust between management and employees regarding output and accountability (p = 0.038). the results show statistically significant differences between the groups (all p-values < 0.05).

There was no discernible difference in the factor VAR00014 (p = 0.075). This indicates that, with the exception of Hybrid work helps me maintain a better work-life balance, the variable represented by VAR00004 significantly affects perceptions of the majority of elements affecting hybrid work culture.

E: Kruskal Wallis Test Relationship between Years in Company size & Factors influencing Hybrid Work Culture variables.

Test Statistics[a,b]

	VAR00008	VAR00009	VAR00010	VAR00011	VAR00012	VAR00013	VAR00014
Chi-Square	14.120	14.060	8.770	2.979	7.923	13.907	2.977
df	2	2	2	2	2	2	2
Asymp. Sig.	.001	.001	.012	.225	.019	.001	.226

a. Kruskal Wallis Test

b. Grouping Variable: VAR00005

Test Statistics[a,b]

	VAR00015	VAR00016	VAR00017	VAR00018	VAR00019	VAR00020	VAR00021	VAR00022
Chi-Square	9.476	5.624	.187	10.831	4.685	.108	2.946	8.445
df	2	2	2	2	2	2	2	2
Asymp. Sig.	.009	.060	.911	.004	.096	.947	.229	.015

a. Kruskal Wallis Test

b. Grouping Variable: Company Size

Interpretation : For the parameters organization provides the necessary tools and infrastructure for hybrid work., management supports flexible work arrangements, Clear policies are in place, Communication across departments remains effective, and Regular virtual meetings help maintain team alignment, feel less stressed working in a hybrid environment (p = 0.009), performance is not negatively affected by remote work days., and trust between management and employees regarding output and accountability. (p = 0.015) the results show statistically significant differences between the groups (all p-values < 0.05).

able to collaborate effectively with my team and Hybrid work helps me maintain a better work-life balance, however, did not differ significantly (p > 0.05).

Findings

The Kruskal-Wallis H test was conducted to assess whether perceptions of various factors influencing the hybrid work culture differ significantly across groups based on demographic variables.

- Age showed significant differences in perceptions for factors feel less stressed working in a hybrid environment, performance is not negatively affected by remote work days, and trust between management and employees regarding output and accountability (p < 0.05), indicating that middle managers of different age groups have varied views on these aspects of hybrid work culture.

- Gender did not show any significant differences in perceptions for any of the factors (p > 0.05), suggesting similar attitudes towards hybrid work culture across male and female managers.

- Experience revealed significant differences for several factors including organization provides the necessary tools and infrastructure for hybrid work, management supports flexible work arrangements, Clear policies are in place for hybrid work operations, Communication across departments remains effective, and VAR00013 (p < 0.05), highlighting the role of work experience in shaping perceptions of hybrid work.

- Department as a grouping variable showed significant variation in perceptions for factors organization provides the necessary tools and infrastructure for hybrid work, management supports flexible work arrangements, Clear policies are in place for hybrid work operations, able to collaborate effectively with my team in a hybrid setup, Communication across departments remains effective, and Regular virtual meetings help maintain team alignment (p < 0.05), reflecting departmental influence on hybrid work culture viewpoints.

- Job Role demonstrated significant differences in factors feel less stressed working in a hybrid environment, My performance is not negatively affected by remote work days, and Leadership effectively manages hybrid teams. (p < 0.05), indicating role-specific perceptions among middle managers.

Conclusion

The findings imply that middle managers' judgements of specific elements influencing the hybrid work culture are highly influenced by demographic traits like age, experience, department, and job role. This emphasises how crucial it is to take demographic diversity into account when developing interventions or policies for mixed employment arrangements. But in this case, gender doesn't seem to have an effect on impressions. By using these data, companies can better adapt their hybrid work strategies to the demands and preferences of various managerial groups. To determine which particular groups differ considerably on the components exhibiting variation, more post hoc analysis is advised.

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