A STUDY OF THE IMPACT OF HYBRID WORK POLICY ON EMPLOYEES' ORIENTATION AND ISSUES OF CORPORATE GOVERNANCE IN NEW NORMAL

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ABSTRACT

Employees around the globe have seen drastic changes in work culture during the last few years. A list of changes has happened in the operational pattern of the jobs. Employees have started working from home and the organization introduced new technologies. Project management application and online management systems have made their fortune in this period. Things were going well and several companies felt that they could permanently switch to work from home and save their operational costs. But suddenly on 17 July, 2022 news popped up that Elon Musk has sent an email to Tesla employees with the subject line "remote work is no longer acceptable". Musk clearly said that employees either return to the office or lose their job. This raised a debate that whether work from home affects the productivity of employees up to a level where he can be terminated. Hybrid work could be the future of organizations or the new normal was temporary. The response will surely be ascertained over time and the actual situation can only be seen in the future. But researchers have tried to know the scope of hybrid work culture among the employees. Researchers have considered the work-life balance, productivity, and job satisfaction aspects of employees. A survey was conducted among employees of IT sector employees of Delhi NCR to know their perception of the hybrid work policy and their perception of a decrease or increase in their work-life balance, productivity, and job satisfaction. Opinions of the employees were also collected for transparency, accountability, and fairness in business operations if hybrid work is continued. The objective to ask employees about transparency, accountability, and fairness was to know could corporate governance be regulated well in a hybrid culture. The present study has used a bilateral approach where researchers have focused on employees' aspects of work-life balance, productivity, job satisfaction, and organizational aspect of transparency, accountability, and fairness in business. Researchers have tried to contribute to the literature related to corporate governance too so that managers, HR professionals, and policymakers can use the findings of the present research to make decisions for their businesses.

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Keywords: *Hybrid Work Culture, New Normal, Corporate Governance.*

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Introduction

Office operations and work culture have changed over the last few decades. Things have turned employee-centric from the earlier work-centric model. Workplace management and office operations are having a very large history. It started with the industrial revolution. Workers from different geographical areas started moving to the factories. They made their residences nearby the workshops and factories. Outside the factory, their life does not have proper food and sanitation. Inside the factories, they have to spend 100 hours a week. This situation has affected the health and well-being of workers. Several

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revolutions and civic planning have been done outside the factories to restore the health, hygiene, and sanitation issues of workers. Keeping that aside, inside the workplace the health and well-being of the workers were also taken care of.

Henry Ford (1926) implemented five days working at Ford Motor Company, Hawthorne Experiments (1924 to 1933) at Western Electric Company with HBS (Harward Business School), Office Ergonomics, and many more concepts were introduced to improve the work conditions and office operations. As the service industry grew, workplaces turned from factories to offices, blue color jobs tuned to white color jobs, and form technical skills required the workplace need to be turned into the need of mixed skills (technical, human relations, and leadership).

To make coherent discussion researchers have detailed the concept of weekly working hours first, the objective of this discussion is to realize that the present transition of hybrid work is not the only change in office culture. The history of changes has been detailed. This discussion is followed by a brief discussion of work from home and hybrid work. The researchers have also discussed the effect of this change on corporate governance in the last part of the Introduction.

Weekly Working Hours

Researchers have tried to understand the existing and accepted models of office operations. According to historical understanding, the Babylonians gave us the seven days of the week, and the days had something to do with the phases of the moon. Historians can't find the exact reference, but it had something to do with the number of days they could work slaves before requiring a rest day, or the slaves would begin to die.

Judaism designated Friday at sundown to Saturday as the day of worship, Christians designated Sunday as the day of worship, and different Muslim countries may focus on Thursday-Friday, Friday-Saturday, or even Saturday-Sunday. The point is that each of the three major religions has a designated day.

The 'weekend' concept came into existence during the Industrial Revolution when people in the north of England worked in factories all day. It began as a voluntary agreement between factory owners and workers, allowing them to work on Saturday afternoons. The owners discovered that their employees were more refreshed on Monday morning. In the United States, a New England cotton mill was added Saturday so that Jewish workers could have their day of worship. Because the Christian owners were off on Sunday and they shouldn't make anyone work on a day of worship, all mill workers were given two days off. In 1926 or so, Henry Ford began closing his factory on Saturdays and Sundays. Over the next few years, other companies followed suit. Workers would find a company that only required 5 days per week more appealing in 1940, the Fair Labor Standards Act of 1938 went into effect, requiring a maximum 40-hour work week. The result was a two-day weekend across the country.

The researchers have tried to find apart from working hours what are different types of office operations and what purposes they serve? Researchers have done a literature survey to find that there are several practices for maintaining office operations. Office operations start with the physical infrastructure of the office. Researchers found that American work culture prefers close cabins for employees. It gives a sense of pride to the employee and keeps the specialization intact. Japanese work culture prefers teamwork and bonding with employees. They prefer a single-roof office where no discrimination is made based on the designation. Senior and joiner managers' desks remain side by side. It increases the team spirit among them. Mid-day napping is encouraged in Japan. France did not expect employees to get attached to work after working hours. In South, Korea work is an accepted culture. In South Korea word "gwarosa," meaning 'death by overwork' prevails.

Researchers have found that different work cultures and different countries have their office operations. Researchers have found that the present era is facing a transition in office operation practices. It is needed to be studied what changes are happing in the world office cultures.

Work-from-Home

Though existing earlier, the word work from home caught the attention of people during the last few years. People were earlier using online project management tools that have helped businesses. But when disease break out and the pandemic stopped working several businesses. Before the days of Skype and Zoom calls, a NASA engineer by the name of Jack Nilles laid the foundation for modern remote working when he coined the term "telecommuting" in 1973. Modern work from home is a highly need-based innovation. Companies even paid for furniture for the people for their work-from-home set-up.

Hybrid Work Culture

Work from home remained a mandate up to the COVID effect was not minimized. Vaccination and new health practices have reduced the risk of infection. Lockdowns were revoked by the government and the official work has been opened. Yet, the effect of work from home (WFH) remained on people and organizations. Few organizations have found that WFH has reduced their operation cost by up to 60%. Keeping employees at the office for 8-10 hours attracted electricity, air conditioning, housekeeping, and office infrastructure costs. Few companies have assimilated WFH as their core policy. On the employee's end, the much-debated work-life balance has been achieved. Without compromising with careers, employees were able to devote time to family.

But few jobs need much attention that can not be obtained outside the workplace. So, a few companies asked everyone to get back to the office as things were restored. But employees felt better at WFH. To put things in the right perspective, managers have gone for a trade-off. Work culture has been accepted where the employees have both WFH and office work. This is known as Hybrid Work Culture.

Hybrid Work Culture and Corporate Governance

Bob Tricker (1984) when generated the idea of corporate governance, may not have imagined the modern work environment. The application of best management practices to follow state law and ethical standards. To meet the sustainable development of stakeholders.

If something is good for internal stakeholders or employees that must be adopted. So hybrid work culture must be adopted for good corporate governance. But hybrid work is not limited to regular employees. What if major board meetings are held online only? Will three pillars of corporate governance transparency, accountability, and fairness be maintained? It is a big question in front of hybrid work.

Researchers have assumed that putting all the work on the cloud will make things transparent. But at the same time, online information can be fabricated. Recent banking frauds are an example of such manipulation. Keeping investors' money safe and growing is also important for good corporate governance. Researchers assume that hybrid work may affect the accountability of the organization and employees both. The organization becomes more accountable to the employees but what about productivity levels? There are similar concerns for fairness in businesses. To examine these concerns researchers have proposed the present study. With the discussion above researchers have defined the problem statement as 'A study of the impact of hybrid work policy on employees' orientation and issues of Corporate governance in New normal'.

Literature review

The literature review is a very important part of any research. It helps the researchers to develop a better understanding of the research problem and key world. Usually, a review of the previous 7-9 years of work is done, but researchers did not find enough literature on 'Hybrid Work'. Miller, C. (2001) has discussed hybrid management. That issue was different from the present concept of 'Hybrid Work'. In a few research papers, Work from Home (WFH) concepts have been discussed. Ferguson, M., Carlson, D., Zivnuska, S., & Whitten, D. (2012) discussed work-life balance. In earlier literature, researchers have used the word 'telework' for work from home concept.

Neirotti, P., Paolucci, E., & Raguseo, E. (2013) studied the relationship between firms' adoption of telework and the firms' technological, organizational and environmental contexts is explored. The results show that those companies in Italy are likely to implement telework or remote work or WFH which have previously used internet-based infrastructure for their work. It has been seen that the technology advancement has happened in the last few years. So, it can be said that assimilating technology-based working far from the office was new for them at that time. Greer, T. W., & Payne, S. C. (2014) collected survey data from 86 high-performing teleworkers and their respective supervisors. turnover intentions, work-to-family facilitation, and family-to-work facilitation remained major variables of their study.

Work from home in the research is then discussed with the synonym 'telework'. Yet there was no sign of Hybrid work terminology. Working outside of the traditional office setting (telework) was becoming common in 2015, yet research has not examined how people feel (i.e., their affective experiences) on days when working at home versus in the office. Anderson, A. J., Kaplan, S. A., & Vega, R. P. (2015) have contributed with their study 'The impact of telework on emotional experience: When, and for whom, does telework improve daily affective well-being?' Findings show that several of the individual differences moderated the relationships. Discussion focuses on the need to consider the affective consequences of telework and the characteristics that determine who will benefit more or less

from working at home. Basile, K. A., & Beauregard, T. A. (2016) tried To identify strategies successful remote workers use to create and maintain work-home boundaries, and to determine how these strategies relate to employee preferences for segmentation or work-home integration.

Most of the discussions in the literature remained around the word telework, work at home, or work from home. Discussion on Hybrid work started in 2020. It was the era when the pandemic hit the world. People were devastated by the deadly virus. People found remote work/telework/work from home as the only option to use for work. Moglia, M., Hopkins, J., & Bardoel, A. (2021) described a review and identifies links between telework and the consequences of sustainability from previous academic studies. These connections have been classified and mentioned based on their contributions to various countries' long-term development goals. Most research has shifted from discovery to cognizance of countries with a completely high human development index reputation. The swot matrix method is used to depict the strengths and weaknesses identified in the existing literature, as well as the threats and opportunities for future work. This aims to ensure policy coherence so that strategies to promote one result, such as increased economic productivity, do not undermine another, such as improved fitness. Grzegorczyk, M., Mariniello, M., Nurski, L., & Schraepen, T. (2021) said that a new framework could lay the groundwork for a general increase in telecommuting. Framework agreements on mixed work should not be used to impose internal work organization or employee choices on employers. However, it should aim to facilitate the implementation of flexible working arrangements, ensuring the same minimum level of protection for local and mixed workers, while promoting harmonization in the EU internal market and facilitating the geographical mobility of workers.

Pink, S., Ferguson, H., & Kelly, L. (2022) focused on the way digital social work was used during the pandemic, and critically analyse the policy responses. While policy responses downgraded digital practices to at best a last resort, we argue that digital is now an inevitable and necessary element of social work practice, which must be understood as a hybrid practice that integrates digital practices such as video calls and face-to-face interactions. Moving forward, hybrid digital social work should be a future-ready element of practice, designed to accommodate uncertainties as they arise and sensitive to the improvisatory practice of social workers. Hybrid work is emerging as a novel form of organizing work globally. Choudhury, P., Khanna, T., Makridis, C., & Schirmann, K. (2022) report causal evidence on how the extent of hybrid work—the number of days worked from home relative to days worked from the office—affects work outcomes. Collaborating with an organization in Bangladesh, we randomized the number of days those individual employees worked from the office for nine weeks in the summer of 2020. Their results indicate that an intermediate number of days in the office results in more emails sent, a higher number of email recipients, and an increased novelty of work products. Their test for underlying mechanisms suggests that hybrid work might represent the "best of both worlds," offering workers greater work-life balance, without the concern of being isolated from colleagues.

Researchers have found that the new normal is a post-COVID condition, so getting a longstanding article on the issue was not possible. People before 2020, used the term telework for work from home. But there is no study on work from home and work from the office, or on its balance. There is another research gap in that no study has been done to see the impact of corporate governance on the phenomena. So, to fill the gap researchers have proposed the present study.

Research Methodology
Objective
- To study the impact of hybrid work on employees
- To study the impact of hybrid work on corporate governance

Population
Researchers have selected the IT sectors employees as the population

Sampling
Researchers have selected the IT sector employees of Delhi NCR based on convenience sampling. A sample size of 388 employees was selected.

Based upon their work orientation they were further categorized into 04 parts, Hybrid Work Culture-96, Employees' Choice-90, Work from Home-109, and Work Form Office-93

Inapplicability of Existing or Standardised Tools
The collection of the data is a very important part of the research. The researcher should take care of the research objectives while collecting the data. Data must have enough in it to answer the existing research problems. Researchers were not able to use any pre-existing questionnaire as the

objective of the research was to measure the effect of work preference on the employees and the corporate governance issues in the organization. Most of the research tools measure single variables like work-life balance or job satisfaction etc. They also have several items up to 80-120. In a self-driven academic project, researchers have the limitation of time and money. It was difficult to collect responses for 120-200 statements (if researchers have used 2 or 3 pre-existing questionnaires) from professional employees in a defined period. Even doing so may have left a few aspects that were concerned with corporate governance.

Development of Research Tool

As the Hybrid work patterns are newly implemented in an organization, the availability of secondary data related to change in productivity, profitability, etc. can not be achieved. So, to collect suitable data to meet the established objectives researchers have decided to develop a questionnaire for the collection of primary data. The questions were related to Hybrid works' impact on employees and corporate governance in the organization. The tool was objected to seek the opinion of the employees for both.

The researchers have four types of work preferences for the respondents. Respondents have to select one they prefer. These four types were as follows:

- Hybrid work culture
- Employees' Choice
- Work from Home
- Work from the Office

After selecting the preferred work method, respondents were asked to reply to a scale of 23 statements. These 23 statements have a 05-point scale mark. 05 represents strongly agree, 04 represents agree, 03 represents neither agree nor disagree, 02 represents disagree and 01 represents strongly disagree. Researchers have put a mix of statements related to employees' aspects like WLB, Job satisfaction, etc. Simultaneously they have to reply to the statements related to corporate governance like operational transparency, organizational accountability, and fairness in business.

So, the research tool measures the opinion of the respondents on employees' aspects as well as corporate governance.

Table 1: Number of Statements in the Questionnaire

Employees' Aspects	Extracted Variables	Corporate Governance Aspects	Extracted Variables
My preferred work type at the office will help me to manage my family and work together	Work-Life Balance	I believe that my preferred work type at the office will make office operations more transparent	Transparency
My preferred work type at the office increases my family time		I believe that my preferred work type at the office will increase active disclosures of roles and responsibilities	
My preferred work type at the office helped me to feel better at work as human		I believe that my preferred work type at the office will make things explicit in the organization	
My preferred work type at the office will increase work-life balance		I believe that my preferred work type at the office will share more reliable information with internal stakeholders like us	
My preferred work type at the office increases my efficiency	Productivity	I believe that my preferred work type at the office will increase accountability in business	Accountability
My preferred work type at the office increases my work output		I believe that with my preferred work type business will become more answerable	
With my preferred work type at the office, I can handle more tasks		I believe that my preferred work type at the office will increase role clarity (no one gets unnoticed)	
My preferred work type at the office increases my productivity		I believe that my preferred work type at the office will bring fairness to business	Fairness
My preferred work type at the office is an incentive for me	Job Satisfaction	I believe that my preferred work type at the office is justification to employees' human needs	
My preferred work type at the office lets me involve more in my job		I believe that my preferred work type at the office will be a better HR practice	
My preferred work type at the office brings mental peace to me		I believe that my preferred work type at the office will help the good governance needs	
My preferred work type at the office increases my job satisfaction			

Researchers have used simple and comprehensive language so that the respondents can easily respond to each option. The name of the variable is based on the dimension reduction process (factor analysis) which has been detailed in the pattern matrix table.

Improvement and Standardization of the Questionnaire

Researchers have used a new tool for the present study. Statement of the research has been collected from different studies that have been reviewed during the literature review. Further, the researchers have tested the face validity and reliability of the questionnaire. With the help of KMO and Bartlett's Test researchers have ensured the suitability of the data for factor analysis.

- **Face Validity of Research Tool**

Researchers used a questionnaire of 25 statements at first. They have distributed it among a sample group. The group of employees was not supposed to fill the data but the emphasis for the group was to reply about the meaning and comprehension of each statement. 02 statements were objected to by most of the members in the sample group. Both the statements had the word 'corporate governance' in them. That was making them 'odd men' in the questionnaire. Form the work preference the attention of respondents shifted to another topic of corporate governance. So for a better quality of the questionnaire researchers have eliminated them from the actual questionnaire.

- **Reliability Analysis**

To make the questionnaire reliable it has been tested for Reliability Statistics. Cronbach's Alpha test was applied to the collected data from 23 questions. Test score of .762 is significant for a reliable questionnaire (Jaiswal, 2018).

Table 2: Reliability Statistics

Reliability Statistics	
Cronbach's Alpha	N of Items
.762	23

Source: Analysis of collected data

Table 3: Item-Total Statistics Table

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
v1	76.2835	128.705	.274	.756
v2	76.0103	131.147	.259	.757
v3	76.1598	130.119	.261	.756
v4	76.2371	129.153	.292	.755
v5	75.8479	132.119	.190	.760
v6	76.0387	132.022	.187	.761
v7	75.7448	131.922	.235	.758
v8	76.7448	121.922	.523	.739
v9	76.6057	122.028	.514	.740
v10	76.8686	124.652	.372	.749
v11	76.6005	126.225	.430	.747
v12	76.9459	131.178	.184	.762
v13	76.9201	127.081	.320	.753
v14	77.0180	130.498	.206	.760
v15	77.0052	127.504	.282	.755
v16	76.4897	128.276	.225	.760
v17	76.0644	126.701	.372	.750
v18	75.9356	130.035	.274	.756
v19	76.3299	125.870	.362	.750
v20	76.5129	124.328	.405	.747
v21	76.4665	122.642	.419	.745
v22	76.5902	123.255	.455	.744
v23	76.3686	136.884	-.011	.775

Source: Analysis of collected data

Further, the SPSS outcome table, Item-Total Statistics, suggested that there is no significant change in reliability if researchers remove any of the 23 items. So, all items were retained for the study.

Factor Analysis

Researchers have used 23 items to extract the information from the respondents. Researchers tried for dimension reduction, to know the exact factor that the questionnaire was evaluating. So, researchers have conducted factor analysis. To test the suitability of data for factor analysis the researchers have tested the data for KMO and Bartlett's value on SPSS. Kaiser-Meyer-Olkin test value was calculated .724 and sig value in Bartlett's Test was calculated .000. Both the values are satisfactory so the researchers have conducted (principal component analysis) PCA.

Table 4: KMO and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.724
Bartlett's Test of Sphericity	Approx. Chi-Square	7503.382
	df	253
	Sig.	.000

Source: Analysis of collected data

Researchers have used 23 items in the tool. The Eigenvalues for six factors came above one. So, it can be said that 23 items were reduced to 06 factors.

Table 5: Total Variance Explained table

	Total Variance Explained					
Component	**Initial Eigenvalues**			**Extraction Sums of Squared Loadings**		
	Total	**% of Variance**	**Cumulative %**	**Total**	**% of Variance**	**Cumulative %**
1	4.461	19.397	19.397	4.461	19.397	19.397
2	3.683	16.011	35.409	3.683	16.011	35.409
3	3.521	15.310	50.719	3.521	15.310	50.719
4	2.591	11.265	61.984	2.591	11.265	61.984
5	2.443	10.623	72.607	2.443	10.623	72.607
6	1.487	6.465	79.072	1.487	6.465	79.072
7	.876	3.811	82.882			
8	.666	2.895	85.778			
9	.476	2.068	87.846			
10	.449	1.954	89.799			
11	.334	1.452	91.252			
12	.301	1.309	92.561			
13	.288	1.252	93.813			
14	.255	1.109	94.921			
15	.205	.891	95.813			
16	.197	.855	96.668			
17	.173	.753	97.421			
18	.141	.612	98.033			
19	.127	.551	98.584			
20	.103	.450	99.034			
21	.090	.393	99.427			
22	.078	.339	99.765			
23	.054	.235	100.000			
Extraction Method: Principal Component Analysis.						

Source: Analysis of collected data

Table 6: Pattern Matrix Table

	Pattern Matrix					
	Component					
	1	2	3	4	5	6
v11	.939					
v9	.937					
v8	.913					
v10	.868					
v3		.943				
v2		.935				
v4		.917				
v1		.878				
v13			.918			
v15			.885			
v14			.848			
v12			.846			
v19				-.933		
v22				-.898		
v21				-.886		
v20				-.856		
v7					.925	
v6					.854	
v5					.828	
v16						-.824
v18						-.807
v17						-.604
v23						.441
Extraction Method: Principal Component Analysis. Rotation Method: Oblimin with Kaiser Normalization.						
a. Rotation converged in 8 iterations.						

Source: Analysis of collected data

With the reference to available literature and discussion with the peer group, researchers have named the variables as follows:

- Work-life balance,
- Productivity,
- Job satisfaction,
- Transparency,
- Accountability,
- Fairness

Hypothesis

H_{01}:   There is no significant difference of opinion for work-life balance among the different work orientation groups.

H_{02}:   There is no significant difference of opinion for productivity among the different work orientation groups.

H_{03}:   There is no significant difference of opinion for Job satisfaction among the different work orientation groups.

H_{04}:   There is no significant difference of opinion for Transparency among the different work orientation groups.

H_{05}:   There is no significant difference of opinion for accountability among the different work orientation groups.

H_{06}:   There is no significant difference of opinion for fairness among the different work orientation groups.

Findings and Suggestions

- There is no significant difference of opinion for work-life balance among the different work orientation groups.

Researchers have collected the responses for the work-life balance due to work orientation. In the respondent's sample size of 388 IT sector employees, 96 employees preferred Hybrid Work Culture, and 90 employees were of opinion that selecting work from home or work from the office should be employees' choice. 109 employees in the respondents' group are those who prefer to work from home and 93 employees prefer regular office culture. Employees were asked about their opinion on work-life balance. Researchers have calculated a one-way ANOVA test to know whether there is a significant difference in the means. The mean score for work-life balance for the employees who prefer Hybrid work culture is higher.

Table 7: Descriptive for Work-Life-Balance

Descriptive						
WLB						
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean	
					Lower Bound	Upper Bound
Hybrid Work Culture	96	3.1528	1.22634	.12516	2.9043	3.4013
Employees' Choice	90	2.3444	.80797	.08517	2.1752	2.5137
Work From Home	109	2.6636	1.11619	.10691	2.4517	2.8755
Work Form Office	93	2.6129	1.07709	.11169	2.3911	2.8347
Total	388	2.6985	1.10690	.05619	2.5880	2.8089

Source: One-way ANOVA analysis outcome from SPSS

ANOVA table suggests that the F value is 9.235 which reaches significance with a sig value (p-value) is .000 (which is less than the .05 alpha level). This means there is a statistically significant difference between the means of the different levels of work orientation.

Table 8: Descriptive for Work-Life-Balance

ANOVA					
WLB					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	31.907	3	10.636	9.235	.000
Within Groups	442.256	384	1.152		
Total	474.164	387			

Source: One-way ANOVA analysis outcome from SPSS

The mean plot suggests that those who prefer hybrid work culture feel more work-life balance due to their job orientation.

Fig. 1: Mean-plot of Work-Life-Balance
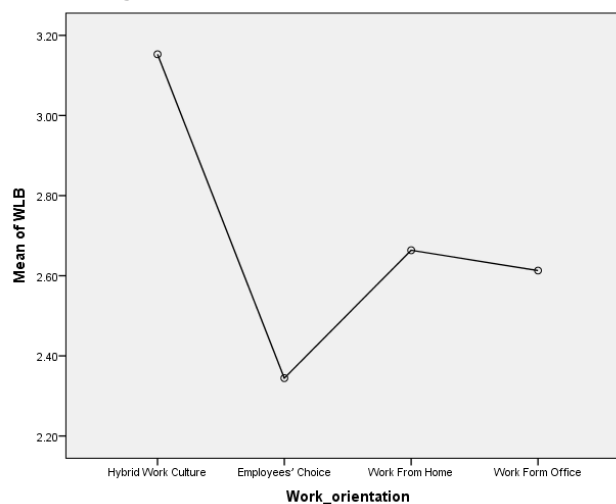
Source: Primary data (Survey) analysis

- There is no significant difference of opinion for productivity among the different work orientation groups.

Researchers have collected the responses for productivity due to work orientation. In the respondent's sample size of 388 IT sector employees, 96 employees preferred Hybrid Work Culture, and 90 employees were of opinion that selecting work from home or work from the office should be employees' choice. 109 employees in the respondents' group are those who prefer to work from home and 93 employees prefer regular office culture. Employees were asked about their opinion on their productivity. Researchers have calculated a one-way ANOVA test to know whether there is a significant difference in the means. The mean score for work-life balance for the employees who prefer Hybrid work culture is higher.

Table 9: Descriptive for Work-Life-Balance

Descriptive						
Productivity						
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean	
					Lower Bound	Upper Bound
Hybrid Work Culture	96	3.1562	.60010	.06125	3.0347	3.2778
Employees' Choice	90	3.1333	.54692	.05765	3.0188	3.2479
Work From Home	109	3.1284	.60162	.05763	3.0142	3.2427
Work Form Office	93	3.1541	.52142	.05407	3.0467	3.2615
Total	388	3.1426	.56832	.02885	3.0859	3.1993

Source: One-way ANOVA analysis outcome from SPSS

ANOVA table suggests that the F value is 7.061 which reaches significance with a sig value (p-value) is .003 (which is less than the .05 alpha level). This means there is a statistically significant difference between the means of the different levels of work orientation.

Table 10: Descriptive for Work-Life-Balance

ANOVA					
Productivity					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	44.060	3	.020	7.061	.003
Within Groups	124.938	384	.325		
Total	124.998	387			

Source: One-way ANOVA analysis outcome from SPSS

The mean plot suggests that those who prefer hybrid work culture feel more productivity due to their job orientation.

Fig 2: Mean-plot of Productivity
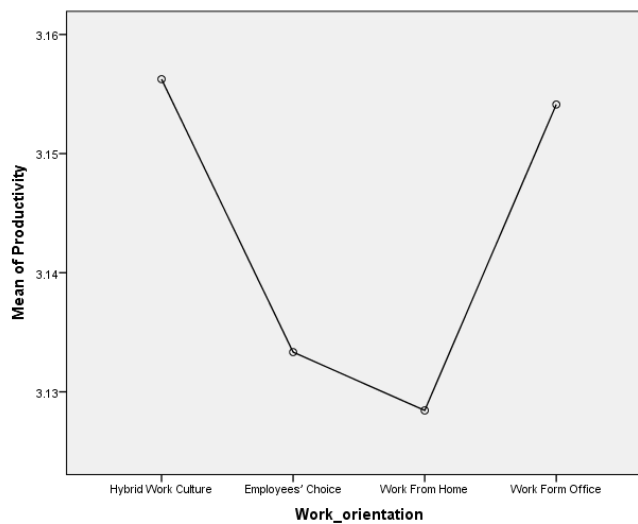
Source: Primary data (Survey) analysis

- There is no significant difference of opinion for Job satisfaction among the different work orientation groups.

Researchers have collected the responses for Job satisfaction due to work orientation. In the respondent's sample size of 388 IT sector employees, 96 employees preferred Hybrid Work Culture, and 90 employees were of opinion that selecting work from home or work from the office should be employees' choice. 109 employees in the respondents' group are those who prefer to work from home and 93 employees prefer regular office culture.

Employees were asked about their opinion on their Job Satisfaction. Researchers have calculated a one-way ANOVA test to know whether there is a significant difference in the means. The mean score for work-life balance for the employees who prefer Hybrid work culture is higher.

Table 11: Descriptive for Work-Life-Balance

Descriptive						
Job Satisfaction						
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean	
					Lower Bound	Upper Bound
Hybrid Work Culture	96	3.9609	1.12585	.11491	3.7328	4.1891
Employees' Choice	90	3.6750	1.00801	.10625	3.4639	3.8861
Work From Home	109	3.1055	1.10987	.10631	2.8948	3.3162
Work Form Office	93	3.0027	1.40481	.14567	2.7134	3.2920
Total	388	3.4246	1.23091	.06249	3.3018	3.5475

Source: One-way ANOVA analysis outcome from SPSS

ANOVA table suggests that the F value is 14.838 which reaches significance with a sig value (p-value) is .000 (which is less than the .05 alpha level). This means there is a statistically significant difference between the means of the different levels of work orientation.

Table 12: Descriptive for Work-Life-Balance

ANOVA					
Job Satisfaction					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	60.912	3	20.304	14.838	.000
Within Groups	525.446	384	1.368		
Total	586.357	387			

Source: One-way ANOVA analysis outcome from SPSS

The mean plot suggests that those who prefer hybrid work culture feel more Job Satisfaction due to their job orientation.

Fig 3: Mean-plot of Job Satisfaction
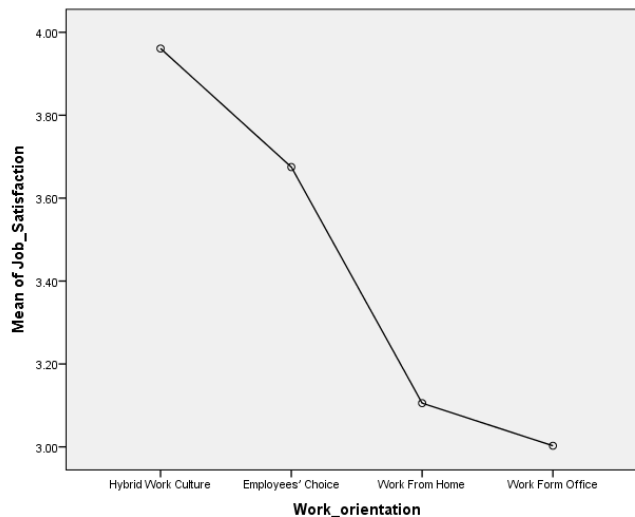
Source: Primary data (Survey) analysis

• There is no significant difference of opinion for Transparency among the different work orientation groups.

Researchers have collected the responses for transparency due to work orientation. In the respondent's sample size of 388 IT sector employees, 96 employees preferred Hybrid Work Culture, and 90 employees were of opinion that selecting work from home or work from the office should be employees' choice. 109 employees in the respondents' group are those who prefer to work from home and 93 employees prefer regular office culture.

Employees were asked about their opinion on Transparency. Researchers have calculated a one-way ANOVA test to know whether there is a significant difference in the means. The mean score for work-life balance for the employees who prefer Hybrid work culture is higher.

Table 13: Descriptive for Work-Life-Balance

Descriptive						
Transparency						
			Std.	Std.	95% Confidence Interval for Mean	
	N	Mean	Deviation	Error	Lower Bound	Upper Bound
Hybrid Work Culture	96	2.6823	1.41908	.14483	2.3948	2.9698
Employees' Choice	90	3.4389	1.51644	.15985	3.1213	3.7565
Work From Home	109	3.7982	.80900	.07749	3.6446	3.9518
Work Form Office	93	4.1048	1.07802	.11179	3.8828	4.3269
Total	388	3.5122	1.32727	.06738	3.3798	3.6447

Source: One-way ANOVA analysis outcome from SPSS

ANOVA table suggests that the F value is 24.142 which reaches significance with a sig value (p-value) is .000 (which is less than the .05 alpha level). This means there is a statistically significant difference between the means of the different levels of work orientation.

Table 14: Descriptive for Work-Life-Balance

ANOVA					
Transparency					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	108.181	3	36.060	24.142	.000
Within Groups	573.574	384	1.494		
Total	681.754	387			

Source: One-way ANOVA analysis outcome from SPSS

The mean plot suggests that those who prefer to work from the office feel more Transparency at work due to their job orientation.

Fig 4: Mean-plot of Transparency
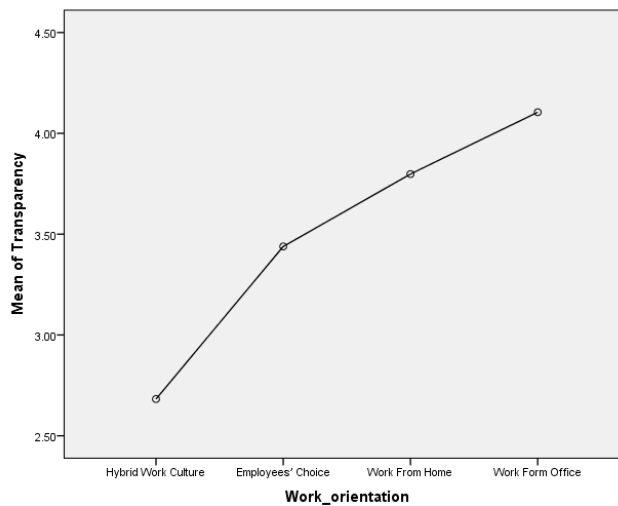
Source: Primary data (Survey) analysis

- There is no significant difference of opinion for accountability among the different work orientation groups.

Researchers have collected the responses for accountability due to work orientation. In the respondent's sample size of 388 IT sector employees, 96 employees preferred Hybrid Work Culture, and 90 employees were of opinion that selecting work from home or work from the office should be employees' choice. 109 employees in the respondents' group are those who prefer to work from home and 93 employees prefer regular office culture.

Employees were asked about their opinion on Accountability. Researchers have calculated a one-way ANOVA test to know whether there is a significant difference in the means. The mean score for work-life balance for the employees who prefer Hybrid work culture is higher.

Table 15: Descriptive for Work-Life-Balance

Descriptive						
Accountability						
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean	
					Lower Bound	Upper Bound
Hybrid Work Culture	96	3.5859	1.07656	.10988	3.3678	3.8041
Employees' Choice	90	3.8556	1.07119	.11291	3.6312	4.0799
Work From Home	109	3.6995	1.10438	.10578	3.4899	3.9092
Work Form Office	93	3.7796	1.06695	.11064	3.5598	3.9993
Total	388	3.7268	1.08122	.05489	3.6189	3.8347

Source: One-way ANOVA analysis outcome from SPSS

ANOVA table suggests that the F value is 21.066 which reaches significance with a sig value (p-value) is .001 (which is less than the .05 alpha level). This means there is a statistically significant difference between the means of the different levels of work orientation.

Table 16: Descriptive for Work-Life-Balance

ANOVA					
Accountability					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	33.737	3	1.246	21.066	.001
Within Groups	448.679	384	1.168		
Total	452.416	387			

Source: One-way ANOVA analysis outcome from SPSS

The mean plot suggests that those who prefer hybrid work culture feel Accountability due to their job orientation.

Fig. 5: Mean-plot of Accountability
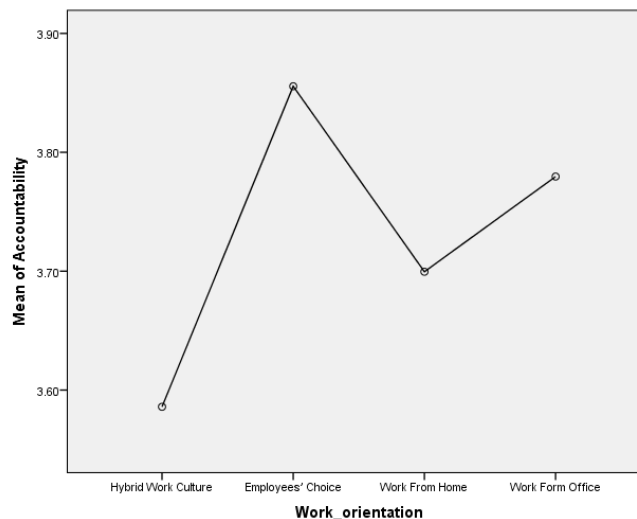
Source: Primary data (Survey) analysis

- There is no significant difference of opinion for fairness among the different work orientation groups.

Researchers have collected the responses for fairness due to work orientation. In the respondent's sample size of 388 IT sector employees, 96 employees preferred Hybrid Work Culture, and 90 employees were of opinion that selecting work from home or work from the office should be employees' choice. 109 employees in the respondents' group are those who prefer to work from home and 93 employees prefer regular office culture.

Employees were asked about their opinion on Fairness. Researchers have calculated a one-way ANOVA test to know whether there is a significant difference in the means. The mean score for work-life balance for the employees who prefer Hybrid work culture is higher.

Table 17: Descriptive for Work-Life-Balance

Descriptive						
Fairness						
			Std.	Std.	95% Confidence Interval for Mean	
	N	Mean	Deviation	Error	Lower Bound	Upper Bound
Hybrid Work Culture	96	3.3507	.43088	.04398	3.2634	3.4380
Employees' Choice	90	4.2222	1.02892	.10846	4.0067	4.4377
Work From Home	109	2.6453	1.04259	.09986	2.4473	2.8432
Work Form Office	93	2.2294	.47897	.04967	2.1307	2.3280
Total	388	3.0859	1.09343	.05551	2.9768	3.1951

Source: One-way ANOVA analysis outcome from SPSS

ANOVA table suggests that the F value is 108.557 which reaches significance with a sig value (p-value) is .000 (which is less than the .05 alpha level). This means there is a statistically significant difference between the means of the different levels of work orientation.

Table 18: Descriptive for Work-Life-Balance

ANOVA					
Fairness					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	212.331	3	70.777	108.557	.000
Within Groups	250.361	384	.652		
Total	462.692	387			

Source: One-way ANOVA analysis outcome from SPSS

The mean plot suggests that those who prefer hybrid work culture feel a more fair organizational operation balance due to their job orientation.

Fig. 6: Mean-plot of Fairness
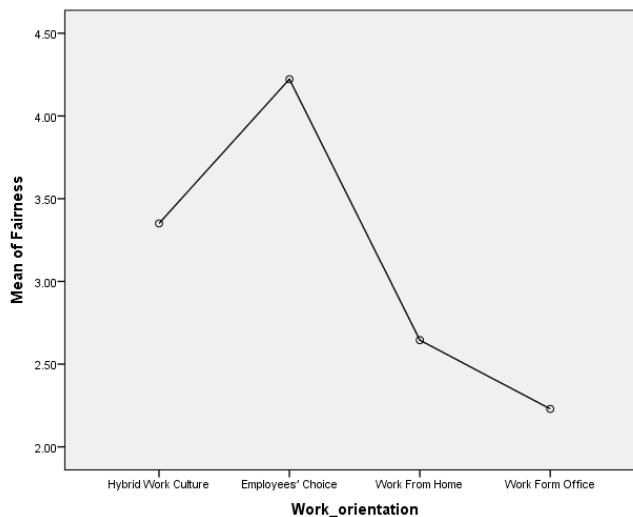
Source: Primary data (Survey) analysis

Conclusion

Organizations always suspect any change at first. Hybrid work is no exception. There are several benefits and problems issues in the implementation of hybrid work for any organization. When we talk about the problem issues, there are a few major concerns. Companies have to maintain the number of employees according to their business operation. It has been done by legal provisions of different Acts made by the government. In hybrid work, perhaps companies can manipulate the number of employees compulsory at the workplace. In the hybrid work model, remote employees' numbers may be increased to complete the head count. It can be done with any fake office email and id. Then the actual work has to be done by the office staff. This will increase the workload on the employees.

The basic concept of corporate governance of fairness and transparency will be compromised. The actual employee's workload will be unfair. On the other hand, there is often a workforce count for the business contracts. Before placing a B2B order companies examine the workforce strength, production facilities, etc. In the case of hybrid work, the number of employees can be manipulated and the basic pillar of corporate governance will fall, opening the doors of corruption in the company.

The present research data suggests the same. The outcome shows that employees feel they are treated fairly if the 'choosing work from home or work from office' option will be given to them. They also feel that this right to them shows the accountability of the business. They treat it as care from their company like a fringe benefit. Whereas people who believe that the work at the office is better, feel that only work from the office will make their company operation more transparent.

There are several threats to the implementation of hybrid work. These threats can be mitigated by proper implementation of the policy. Research outcome shows that employees in hybrid culture feel more productive and satisfied with their job. Hybrid work culture helps them to achieve work-life balance too. People doubt that employees' efficiency and organizational culture will be compromised if employees don't come regularly. But culture is not where you work, it is how you work. Culture is about shared habits. It's about how we interact and work. Researchers have a firm belief that the future of the work is hybrid. To cope with the change employees, have to change their habits.

Employees should align their location with the task. If they need an office environment they should be there. If they need work at home, they should avoid having a physical presence at the office. They should listen to their needs. Keeping an office kit intact will help them. Office kit carrying the keys, essential papers, id card, etc. It makes a sound like a child preparing for school. But once at the office, if you have missed any of these you may spoil your day. Try to apply 5 s (Seiri, Seiton, Seiso, Seiketsu, and Shitsuke) at your home, making a small office set up there. Create a duplicate of work. Though it is not so difficult in the era of cloud storage, it needs to be done. Work orientations have changed from time to time, they are changing again. To be ahead in the competition companies should start focusing on Hybrid work.

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