

HYBRID WORK MODELS: ORGANIZATIONAL AND PSYCHOLOGICAL PERSPECTIVES

Hybrid labor models blend traditional employment structures with flexible work arrangements, such as freelancing or remote work. They aim to leverage the benefits of both worlds: the stability and structure of traditional employment, along with the flexibility and autonomy of freelance or gig work [1].

The choice of studying organizational and psychological conditions of hybrid labor models is grounded in the contemporary shift towards flexible work arrangements. With the increasing adoption of hybrid models in organizational settings, there is a growing need to understand the factors that contribute to their successful implementation. Additionally, the COVID-19 pandemic accelerated the adoption of remote work, making it imperative to fill in the gap in the organizational and psychological dynamics of hybrid work models [2].

This research aims to explore and give recommendations on how organizations can effectively integrate remote and in-office work to maintain productivity and employee satisfaction.

We designed a comprehensive questionnaire to gather insights from individuals currently engaged in hybrid work arrangements. The questionnaire comprised twelve questions covering demographic information, work preferences, experiences with hybrid work, and suggestions for improvement.

A total of 30 respondents participated in the survey, representing diverse demographics and professional backgrounds. The sample was heterogeneous in terms of: age, gender and job title (Figure 1, 2).

Days worked from home: 1-2 days (18 people), 3-4 days (12 people), indicating a substantial adoption of hybrid work arrangements (Figure 3).

Statistical analysis revealed several notable findings mentioned below.

Respondents generally rated their experience with hybrid work models positively, with 18 people (60 %) indicating 'good' to 'excellent' satisfaction levels.

What respondents liked most about working from home was: flexibility, absence of commute, comfortable environment.

What respondents liked most about working in the office was: collaboration, social interaction, structured environment.

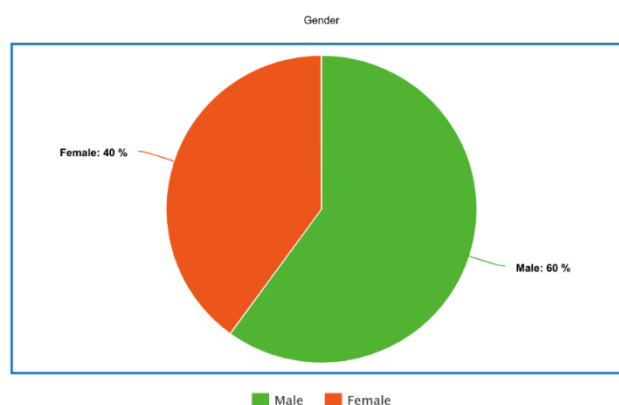


Fig. 1. Statistical data on gender of respondents

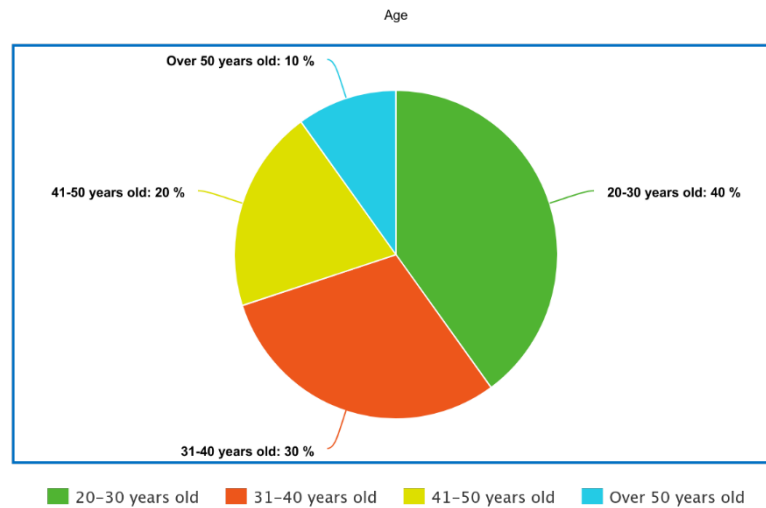


Fig. 2. Statistical data on age of respondents

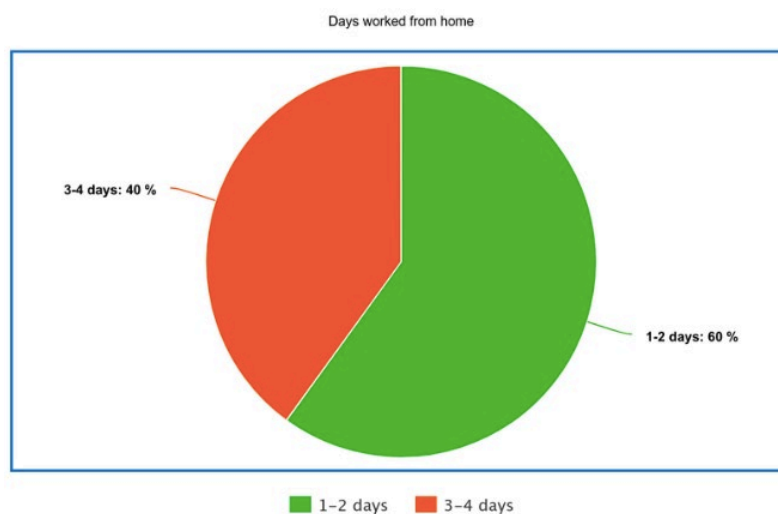


Fig. 3. Statistical data on days worked from home

Based on the survey findings, the following organizational and psychological conditions are recommended for successful implementation of hybrid work models:

- Possibility to vary the form of activity based on the needs of the employee: Flexible Scheduling.

Organizations should prioritize offering flexible scheduling options to employees to facilitate work-life balance and enhance job satisfaction. This can involve allowing employees to choose their work hours or days in a way that best suits their personal needs and preferences.

- Implementation of a fair and transparent pay scale to maintain employee motivation and prevent feelings of inequity within the organization: Equitable Payment.

Ensuring fair and transparent payment structures for remote work hours is essential to maintain employee motivation and prevent feelings of inequity within the organization. Organizations should regularly review and adjust compensation policies to align with the evolving hybrid work landscape.

- Providing psychological support for work outside the office: Psychological Support Mechanisms.

Implementation of robust psychological support mechanisms, such as counseling services, stress management programs, and regular check-ins with managers, is crucial for promoting

employees' psychological well-being in hybrid work environments. Providing resources and tools to help employees manage stress and maintain mental health is crucial for long-term success.

- Maintaining corporate spirit and corporate ties: Positive Work Climate.

Fostering a positive work climate characterized by trust, collaboration, and open communication is key to enhancing psychological comfort and team cohesion in hybrid settings. Organizations can achieve this by organizing 'virtual water cooler' or virtual social gatherings in other words, team-building activities, and recognition programs to boost employee corporate spirit, corporate loyalty, morale and engagement.

- Organising experience exchange and mutual training sessions: Exchange of Experience.

It can be highly beneficial to ensure successful implementation of hybrid work models by organizing experience exchange and mutual training sessions. By bringing together employees who have experience with hybrid work and those who are new to it, you can create a collaborative environment for sharing insights, best practices and challenges. These sessions can include interactive workshops, panel discussions and hands-on training to help employees adapt to the new work model effectively. By fostering a culture of learning and collaboration, an organization can maximize the potential of hybrid work and create a more productive and engaged workforce.

Overall, the findings from this research highlight the importance of understanding the organizational and psychological dynamics of hybrid work models in the modern workplace. By implementing flexible scheduling, equitable payment structures, psychological support mechanisms, exchange of experience and fostering a positive work climate, organizations can create a conducive environment for employees to thrive in hybrid work arrangements. As the future of work continues to evolve, it is essential for organizations to adapt and embrace hybrid labor models to remain competitive and support the well-being of their workforce. By incorporating the recommendations outlined in this research, organizations can effectively navigate the challenges and opportunities presented by hybrid work models ultimately leading to increased productivity, satisfaction, and success for both employees and organizations alike [3].

References

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