



Hybrid Workmodel: A Dynamic Paradigm of Change Management Post COVID

Dr. Gajendra Kumar

Assistant Professor, Lala Kishan Chand Government PG College, Gangoh Saharanpur

ABSTRACT:

The aim of this paper to discuss the meaning, requirement, opportunities and pitfalls of hybrid work model adopted by most of the companies during and post pandemic.

A company uses a hybrid work model if it allows its employees to work both in-office and remotely.

Today, when the world starts to relieve lockdowns and move back to normal pre pandemic life, the organizations also go back to opening doors for their employees. According to one survey Two-thirds of business decision makers are considering redesigning office spaces for better, accommodating hybrid work model for better safety and security and to reach economies of scale. As many companies can't have all of their employees in the office at the same time while maintaining social distancing and following protocols of COVID.

Key words: Hybrid work model, COVID, Social distancing, work environment.

Introduction

The COVID pandemic has been the main cause of change in the working of the professional world pushing to almost each and every business across the globe to restructure and redefine their approach towards work and work force.

Since 2020, when the first wave of COVID 19 had hit the world many of the countries in the world went for complete lockdown, where almost every organization opted for work from home culture so that the working of the organization and the client commitments would not get disrupted.

With the declining of the first wave the organizations had started to build a new model of working which empowered the organization to face such situation in near future, which is the hybrid model of working in which company allows a flexible approach to the employees to work on-site and remotely depending on the various parameters.

According to certain surveys and reports of health organizations that COVID virus will never go away but remain with us in various mutated forms. Nobody knows which variant of the virus will hit us with what intensity. So the organizations came up with the idea of working on hybrid model where the functionality of the organization would not suffer a blow and companies can work with lesser employee termination.

It has been considered to be a mutually beneficial arrangement for employees and associations, making it possible to browse different capacities to diminish costs, to propel laborers and make balance between work life and personal life.

As we move to a hybrid human force model, almost 100 percent of the achievement of this change is connected to individuals changing how they work. Change can be troublesome and disturbing, particularly when it includes your job. The "WFH" status that was requested in March 2020 (and the bunch effects of the COVID-19 pandemic - remote learning, organizations shutting, wearing masks, and so forth) has likely been the biggest change we have encountered in the course of our lives. It was pretty difficult. As we push towards the NEW NORMAL it could be mentally simple to imagine however moving our association to a hybrid model will be one more huge change to our lives. We can roll out this improvement much smoother. Not at all like the work-from-home change in March 2020, opting to utilize the ideas of managing change to anticipate and direct the shift to a hybrid model. This will significantly improve the rate of success. A way to deal with getting ready, imparting, supporting, and aiding people and groups effectively execute change- is a major shift in the whole paradigm of change management.

Such a scenario where the world has been in a pandemic situation for more than two years now, demands reinvention of work models and organizational structure, to make a smooth transition to a work model which is employee as well as organization-centric. The whole work from Home structure during the lock down worldwide attracted a lot of mixed reviews of such working culture.

With ease on lock downs and so much of criticism for complete remote working, organizations decided to pave their way through this challenge by adopting to the Hybrid Work Model which could help employees and the organization to get the best of both the worlds-which is future of work

With changing times and technology, organizations allow their workforce to work with their convenience and choice. The term introduced is hybrid working model.

The hybrid working model permit the people to work either from the work place just like in traditional way or to work from home and/or any remote place or combination of both .

This hybrid model has numerous variations to adopt either by company or by the employees as per the suitability of the either parties. Some of the variation is listed here for a better understanding of hybrid model.

1. Some employees work from office and some from remote places whichever suits them as per their convenience and switch as per the requirements or roster provided to them
2. All the employees must carry out the work from the work place at least twice in a week that means they have to come to workplace at least twice in a week to perform their job and rest of the week they perform their tasks from remote areas.
3. All the employees in the organization to perform their job from remote areas permanently.
4. Combination of any two of the above mentioned points and/or all the points can occur simultaneously.



The balance between the combination of traditional and virtual workspace offers an opportunity to the organizations even transnational ones to enhance productivity and cut down on costs.

The implementation of The Hybrid workforce presents the opportunity for a different approach to restructuring the organization. In this case, Hybrid work structure means getting to make people coordinate and work together through the combination of technology and traditional ways of communication.

On the other hand, with hybrid structure coming into being there might be a need for revised designs in the organization structure. The challenges in communication may not be easy to deal with but by redesigning and some decisions Hybrid work model can work more efficiently.

A Hybrid model could permit businesses to draw in more topographically scattered ability, possibly help efficiency and lessen offices' expenses without making new continuous issues around culture, preparing and prosperity, whenever oversaw cautiously.

Theoretical Background

In a 2020 study by CoreNet Global and Cushman and Wakefield, a larger part of respondents said they followed an office-first methodology, and under a third had embraced a hybrid model in pre-Covid times. The report predicts that in a post-Covid world, remote only models will be similarly as common and half and half models are probably going to be over the place as much as twice of what is going on.

The change is as of now occurring. Around May 2020, Twitter stood out as truly newsworthy when it reported that its representatives could work remotely indefinitely as per their wish. Face book stuck to this same pattern that very month, as CEO Mark Zuckerberg noticing that up to half of the organization's work force could be working from homes in the coming 5 to 10 years. Google is as of now permitting its representatives to tele work until September 2021, with plans to experiment with flexible hours/days once representatives return to the workplace.

Organizations are embracing inventive answers to facilitate the change to another model. Dropbox is offering payments to people who opt for co working spaces for representatives who need an actual work area. GitLab urges its workers to put in a couple of hours seven days on virtual quick breaks for tea or coffee and utilize Slack and Google Hangouts for informal and casual discussions without even a trace of being present physically. Indeed, even before the pandemic, Cisco utilized videoconferencing innovation to cause two distinct rooms to look like a solitary space to guarantee consistency and problem free association.

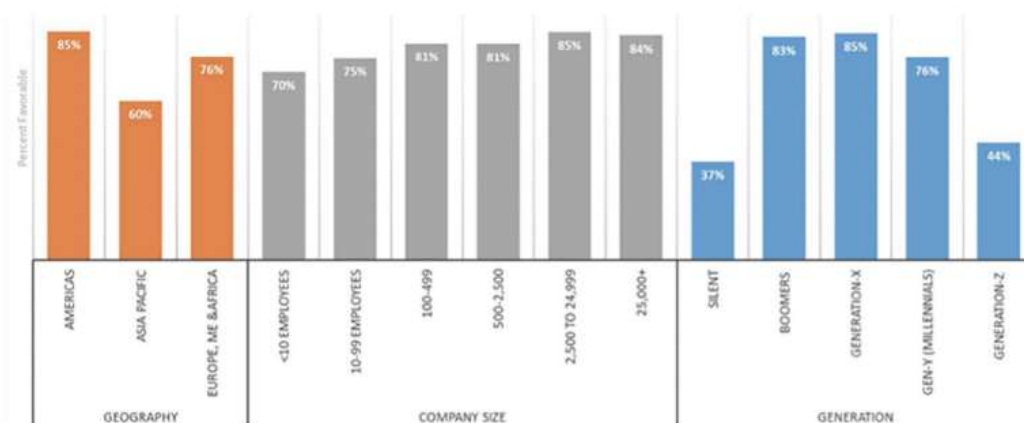
New study from We Work and my firm Workplace Intelligence reveals more insight into how the hybrid model will change the face of the world of work after the pandemic. Some researchers discovered that post-COVID-19; employees need to part their time equitably between three kinds of spaces: company workplaces, personal spaces like homes, and/or special spaces like coffee shops and co working spaces. Organizations are additionally ready for this methodology: 79% of the C-suite says they will allow their work force to part their time between corporate workplaces and remote working, on the off chance that their work is feasible in that manner.

How seriously would representatives like to clutch the capacity to work from a distance? A review by Robert Half tracked down that 33% of experts (34%) presently telecommuting because of COVID-19 would stop whenever expected to be in the workplace all day. Almost 50% of respondents (49%) said they lean toward a mixture work plan, where they can split their time between the workplace and another area remote at their disposal.

The change in outlook went positive towards remote work was clear during a new PwC study. It featured that 83% of managers presently say the shift to remote work has led to success for their organization.

A Microsoft overview showed that workforce from Generation Z, right off the bat in their jobs and bound to be single, have battled with segregation, and an absence of laid out networks. This associate additionally recorded hardships with commitment during gatherings (Microsoft, 2021). This is reflected in discoveries from a worldwide work at home study, which discovered that employees from Gen Z needed to work less days from a distance than most of the traditional work force post-pandemic. The young lot additionally felt less useful telecommuting, with just around half as most Gen Z employees as Gen X employees saying that their productivity levels hiked working from home, with a positive pattern to efficiency across every demographic group with expanding organization size (Iometrics, 2020).

I AM VERY PRODUCTIVE WORKING FROM HOME



Source: Global Work from Home Experience Survey, 2020

Some organizations will continue pre-COVID-19 working standards; others might move completely on remote working, however proof recommends that numerous generally office-based organizations will work some type of half and half model. CBI information from pre-winter 2020 showed 47% of managers over viewed leaning towards staff parting their time equally between an office/other working environment and home; in 2019, just 8% upheld this. McKinsey recommend that around a fourth of the staff in cutting edge economies are probably going to work from home at least three days out of seven days post-pandemic.

Objective of the Study:

1. To get an insight of how change Management works
2. To understand how Hybrid Model is the new normal
3. To the point of learning how Hybrid model is a beneficial tool for organizations to grow and how it is a new age solution to problems that arose during COVID and might persist long after the pandemic ends.

Research Settings:

This study analyzes the old working circumstances (OWC) to the current working circumstances (CWC) to give knowledge into the general opinions of the unexpected changes to the working environment Post pandemic scenario.

This study used a qualitative exploitative research setting of in depth study of various case studies, previously happened studies and real life experiences out there. This study would turn out to be appropriate as we still being in the middle of the pandemic and a lot of academic studies have explored to how Pandemic is affecting the structure of organizations and how it would continue to need a change in working models post pandemic as well and as much these complex developments have a need to be studied for smooth transition.

The technologies which help to convert a dream into reality

Ten years back from now it is like to dream to do a job from your place, as per your time but with the emergence of internet and related technologies it is no more a dream. Especially during the year of 2020-2021 thus hybrid model support maximum organization around the globe to sustain their market and client in covid situation.

1. **Artificial Intelligence:** In the fate of work, the work will be finished with the utilization of half and half knowledge that unites human and computerized reasoning, increased with one another. Simulated intelligence will help people and machines to cooperate and use their assets.
2. **Cloud Computing:** The pandemic sped up the reception of distributed computing with multi-cloud executions. A crossover cloud is a blend of numerous cloud foundations where a public cloud is joined either with a private cloud or on-premises infra. This enables working environments to mix various stages and guarantees stockpiling broadening.
3. **Big Data:** enormous information and information investigation offers potential to give data progressively, adds to more equipped business arranging, further develops navigation and helps in giving techniques to improved client experience for the fate of work.
4. **Emergence of internet of things (IoT):** IoT and digitalization empowers work environments to roll out fast improvements in the approach to working that incorporates making new foundations, practices, offices and how representatives would work. IoT will empower the fate of work to be advanced, associated and information driven with center around proficiency and work results.

Benefits of Hybrid model:

1. **Cost cutting on infrastructure setting:** Organization doesn't need to take on lease on rent the wide and big floor space to the accommodation of the employees and hence help in cost saving in infrastructure building.
2. **Hiring talent across the globe:** organization can onboard employees from anywhere from the world in case of permanently working from home model, thus company can manage the talent and make optimum use of it.
3. **Less exposure to human contact:** since many companies can't have their employee to maintain all post covid protocols like maintaining of social distancing of 6 feet, wearing mask for 9 hours, thus this model helps companies to resume their employees safety and health.
4. **Environment friendly:** since employees working from their home for most of the days in the week they don't need to drive vehicle or any public or private transport to commute hence contributing in less carbon emission
5. **Saving of transportation expenses:** along with less carbon emission this hybrid model help in saving all those expenses that has been spend on cabs, petrol and diesel.
6. **Better balance between personal and professional life:** individuals can now look after their kids and old age parent at their home while working.
7. **Less workplace politics:** since everybody is working alone at their home as per their targets, there will less chance of engaging in office politics and groupism.
8. **Less grapevine and rumors:** people when working in group tends to gossip and spread unnecessary rumors which almost eliminated because of the hybrid working model as no one working in any physical group any more.

Challenges to hybrid model:

1. **Strategically planning required:** to implement the hybrid model , top management needs to work minutely and make strategies and tactics to implement work from home as employees will not be physically present and hence less supervision will be there and so on.
2. **Innovation leadership :** mentors need to more innovative and creative in leading their team and people as there is no human touch involved in hybrid model.
3. **Sharing of work load to avoid burn out:** to work from home can be tedious job and one has to look after their family and work as the same time which can cause burn out .
4. **Recognizing the efforts:** juggling between personal and professional life , recognizing the effort by the individual is important without which demotivation can be occurred
5. **Communication issue:**due to the difference in time zone and languages across the globe , due to unfamiliarity among the employees of the team and group, there might be communication gap among them which pull back them from their targeted organizational aim.
6. **Technical and network issues :** unreliable internet , power cut, don't have enough space for the designated work cause a hurdle in attaining the objective of hybrid model of working
7. **Imbalance in WLB:**this the bitter fact that no one have an ideal home environment for remote work, this can cause more stress and frustration among the individuals as they need to more juggling work and life

Conclusion:

The hybrid work model can possibly take any association to another degree of efficiency and keep on leftover protected considering the pandemic. The quick shift to computerized innovations will help in taking the edge in the new, half breed world as 'the fate of work'.

Hence, A half and half model could permit bosses to draw in more topographically scattered ability, conceivably help efficiency, reduce offices' expenses without making new continuous issues around culture, preparing furthermore prosperity, whenever oversaw cautiously. Significantly, bosses need to deal with the change cautiously to acknowledge greatest advantage and keep away from making a two-level labor force. Correspondence will be key as vulnerability over what's to come of work is the greatest reason for nervousness for representatives.

Recommendations:

1. Working on revising working policies making them flexible and family friendly.
2. Review and make necessary changes in the performance measurement.
3. Work on training and development of the staff.
4. Revamp the structure.
5. Keep a check on the work environment, infrastructure requirements and well being of employees.
6. Special training programs for managers to work on effective management of remote teams as well.
7. Consider the impact of Hybrid model on the employees and organization and how to implement across the organization. Also, be well prepared.

Reference:

1. <https://robinpowered.com/blog/what-is-hybrid-work>
2. <https://www.microsoft.com/en-us/worklab/work-trend-index/hybrid-work>
3. <https://www.cisco.com/c/en/us/solutions/hybrid-work/what-is-hybrid-work>
4. <https://www.themuse.com/advice/hybrid-work-models>
5. https://www.researchgate.net/publication/331571438_Stand-Alone_Literature_Review_The_Hybrid_Virtual_Traditional_Transnational_Organization
6. <https://www.birmingham.ac.uk/documents/college-social-sciences/business/research/wirc/hybrid-working-beyond-covid19.pdf>
7. Office of National Statistics. (2020). Coronavirus and homeworking in the UK: April 2020 Retrieved from: www.ons.gov.uk/employmentandlabourmarket/peopleinwork/employmentandemployeetypes/bulletins/coronavirusandhomeworkingintheuk/april2020

-
8. Forbes, S., Birkett, H., Evans, L., Chung, H., & Whiteman, J. (2020). Managing employees during the COVID-19 Pandemic: Flexible working and the future of work. Retrieved from Equal Parenting Project, Birmingham, United Kingdom: www.birmingham.ac.uk/schools/business/research/research-projects/equal-parenting/research.aspx
 9. Chartered Institute of Personnel and Development. (2021). Planning for hybrid working. Retrieved from: www.cipd.co.uk/knowledge/fundamentals/relations/flexible-working/planning-hybridworking#gref
 10. Confederation of British Industry. (2020). No turning back. Retrieved from www.cbi.org.uk/media/5855/no-turning-back.pdf
 11. Lund, S., Madgavkar, A., Manyika, J., Smit, S., Ellingrud, K., Meaney, M., & Robinson, O. (2021). The future of work after COVID-19. Retrieved from: www.mckinsey.com/featured-insights/future-of-work/the-future-of-work-after-covid-19 6. Mansour, N. (2021)