



Impact of Hybrid Work Model on Employee Engagement and Retention at Infosys

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Introduction

The global shift toward hybrid work arrangements, accelerated by the COVID-19 pandemic, has fundamentally transformed the traditional workplace paradigm. Organizations worldwide have been compelled to reimagine work structures, moving beyond the conventional office-centric model to embrace flexible arrangements that blend remote and in-person work. This transformation represents one of the most significant workplace changes in recent history, with far-reaching implications for employee engagement, organizational culture, and talent retention strategies.

Infosys, as a leading global technology services and consulting company, has been at the forefront of this workplace evolution. With over 300,000 employees across multiple continents, the organization's adoption of hybrid work models presents both unprecedented opportunities and complex challenges. The company's workforce, spanning diverse roles from software development to client consulting, faces varying degrees of adaptation to these new work arrangements, making it a compelling case study for understanding the multifaceted impact of hybrid work on employee outcomes.

Employee engagement, defined as the emotional connection and commitment employees have toward their work and organization, has emerged as a critical success factor in the hybrid work era. Research consistently demonstrates that engaged employees exhibit higher productivity, superior performance, and stronger organizational loyalty. However, the transition to hybrid work models introduces new variables that may either enhance or diminish engagement levels, depending on how these arrangements are structured and implemented.

Similarly, employee retention has become increasingly challenging in the post-pandemic labor market, often referred to as the "Great Resignation." Organizations are experiencing unprecedented turnover rates, with employees reevaluating their career priorities and workplace expectations. The relationship between hybrid work arrangements and retention intentions represents a crucial area of investigation, particularly for technology companies like Infosys that compete intensively for skilled talent.

The complexity of hybrid work's impact extends beyond simple work location preferences. Factors such as communication effectiveness, team collaboration dynamics, work-life balance, career development opportunities, and organizational culture all intersect to influence employee experiences. For Infosys, understanding these interconnected relationships is essential for optimizing hybrid work policies that support both employee wellbeing and business objectives.

Previous research on remote and flexible work arrangements provides valuable insights, but the hybrid model represents a distinct paradigm that requires specific investigation. Unlike full remote work or traditional office-based arrangements, hybrid models create unique challenges around coordination, equity, communication, and culture maintenance. The limited research specifically examining hybrid work's impact on engagement and retention in large technology organizations highlights the need for comprehensive, organization-specific studies.

This research addresses a critical knowledge gap by examining how hybrid work models specifically influence employee engagement and retention within Infosys's unique organizational context. The study's significance extends beyond academic contribution, offering practical insights that can inform evidence-based policy decisions and strategic workforce planning initiatives.

Research Objectives

Main: To examine the association between use of hybrid work and the employee engagement/retention in Infosys

Secondary: Explore factors that influence engagement in hybrid settings Compare the engagement of people in various hybrid work forms Create guidelines for maximizing hybrid work policies

Research Design

Method: Multi-Method Study

Quantitative: Survey and HR metrics data analysis

Qualitative: Interviews and focus groups

Duration: 6 months follow-up study with baseline measurement

Research Philosophy

Hybrid methodology taking into account positivist and interpretivist aspects

Pay attention to actual results and policy consequences

Study Population and Sampling

Target Population

INFOSYS Entire Infosys fraternity from different roles, departments and geographies

Target employees who have worked in both traditional and hybrid work models

Sampling Strategy

Stratified Random Sampling on:

Job Types: Entry level, Mid level, Management senior level

Divisions: IT Service, Consulting, Digitisation, Support Functions

Geographic Areas: India, North America, Europe, Rest of World

Hybrid Working: Fully remote, 2-3 days office, predominantly office based

Sample Size

Quantitative: 2,500-3,000 staff, (\pm margin of error $\sim 2\%$ at 95% confidence)

10-12 (interviews and focus groups) = 10-12 (interviews and focus groups) = 60-80 (interviews and focus groups) 60-80 (interviews and focus groups)

Effective number of focus groups Interviewed 60%-80% of store staff (interviews and focus groups)

Data Collection Methods

- Collection of Quantitative Data
- Employee Survey (First-Hand Data)

Survey Sections:

- Demographics and Working Conditions
- Position, how long you have worked here, department, current hybrid schedule
- Pre & post pandemic work preference

Employee Engagement Scale (With validated tools)

- Utrecht Work Engagement Scale (UWES-9) The short form version is employed in this study.
- Gallup 12 engagement survey factors
- Job satisfaction measures

Retention Intentions

- Stay/Leave intentions questions
- Your Career Development Satisfaction
- Scales of Organizational commitment

Hybrid Work Experience

- Communication effectiveness
- Satisfaction with work-life balance
- Technology adequacy
- Team collaboration quality
- Manager support levels

HR Metrics (Secondary Data)

- Turnover Rates (Actual) (Voluntary/Involuntary)
- Performance ratings
- Promotion rates
- Absenteeism data
- Employee referral rates

Data Collection (Qualitative Data) Sampling and Recruitment Adult patients attending the participating centres with T2DM and agreed to participate in the study were identified by the Investigators and their clinic staff.

Thirty to Forty Semi-structured Interviews

Participant Categories:

- High performing employees with a combination of roles at the hybrid Organisational Role profile.
- Newcomers (that onboarded in hybrid period)
- Managers leading hybrid teams
- HR business partners

Key Topics:

- Individual hybrid work experiences
- Drivers and Barriers for Engagement
- Strong team dynamics and team work
- Professional progress in dual degrees
- Culture of the organization is transformed

Focus Groups (6-8 groups, 6-8 participants each)

Group Compositions:

- By department/function
- By career level
- By geographic region
- Mixed groups for diverse perspectives

Key Measures and Measurements

Independent Variables

- Hybrid Work Frequency(days a week in the office)
- Type of Work Arrangement (structured vs. flexible hybrid)
- Type of Role (manager vs. individual contributor)
- Composition of the Team Same location vs. Virtual

Dependent Variables

- Employee Engagement (as measured from validated scales)
- Intention to Stay (likelihood of remaining with the firm)
- Real Turnover (records of HR)

Mediators/Moderators

- Communication quality
- Manager support
- Work-life balance
- Technology effectiveness
- Organizational support
- Growth opportunities

Data Analysis Plan

Quantitative Analysis

- Descriptive Statistics

Distributions of the engagement and retention scores

Demographic breakdowns

Inferential Statistics

Multiple regression analysis (predictors of engagement)

Logistic regression (predictors of retention)

(Method) ANOVA (Comparing groups using kind of work)

Test of mediational effects using structural equation model

Longitudinal Analysis

Before-after comparison by paired t-test

Time-trend of WMA within the study duration

Qualitative Analysis

Thematic Analysis

Transcripts All coding interview and focus group transcripts

Patterns and themes were identified

Cross-case analysis

Framework Analysis

Theme Organization According to Research Goals

Formulating concepts and conceptual framework

Integration

- **Convergent Mixed Methods Analysis**
- Compare quantitative findings with qualitative insights
- Use qualitative data to explain quantitative results

Timeline

Phase	Duration	Activities
Phase 1: Setup	Weeks 1-4	IRB approval, survey design, pilot testing
Phase 2: Baseline Data	Weeks 5-8	Initial surveys, HR data collection, first interviews
Phase 3: Mid-point	Weeks 12-14	Focus groups, additional interviews
Phase 4: Follow-up	Weeks 20-22	Follow-up surveys, final interviews
Phase 5: Analysis	Weeks 23-26	Data analysis, report writing

Ethical Considerations

Participant Protection

Ethical clearance: Informed consent of all participants

Pain is a deterrent to participation in some patients was prospectively stated as a low threshold reason to withdraw.

Organizational Ethics

Clarity about the goal of research

Promise to disclose the results to participants

No repercussions based on your answers

Conclusion

This comprehensive research methodology provides a robust framework for investigating the complex relationship between hybrid work models and employee outcomes at Infosys. By employing a mixed-methods longitudinal design, this study will generate both statistically significant quantitative findings and rich qualitative insights that can inform evidence-based policy decisions.

The methodology's strength lies in its multi-faceted approach, combining validated measurement instruments with diverse data sources to ensure comprehensive coverage of the research question. The stratified sampling strategy ensures representativeness across Infosys's diverse workforce, while the longitudinal design captures the dynamic nature of work arrangement preferences and outcomes over time.

Key methodological advantages include:

- **Triangulation** through multiple data sources enhancing validity
- **Practical focus** on actionable insights for organizational improvement
- **Scalability** allowing for replication across other business units or time periods
- **Ethical rigor** protecting participant welfare while generating valuable organizational knowledge

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