

A Study on Impact of Employee Engagement during Hybrid Work Model with Special Reference to Unify Technologies

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Abstract: The purpose of the study is to find working nature of the employees. The study was conducted with due reference to Hybrid Working Model. It is the combination of both Work from Office (WFO) and Work from Home (WFH). Team Building, Mental Health and Wellbeing, Productivity, Time Management in Hybrid Work Model was focused on this study. Data has been validated with analytical tools and founded that there is an increasing trend in working in hybrid work model. In this study a sample (N=120) employees filled out a Survey containing Questionnaire on the Hybrid Work Model. The study adapts the research methodologies comprising of Percentage analysis, Regression analysis and Correlation analysis. The results indicate that Employees prefer Hybrid Work Model for their Comfort. This also explained the flexibility of the employees in demographic nature. In prioritizing the long run of working employees, there is the necessity to embrace the hybrid workplace model.

Keywords: Work from Home (WFH), Work from Office (WFO), Hybrid Work Model.

I. INTRODUCTION

Hybrid work is a flexible work model that supports an in-office and remote. It offers employees to choose to work wherever and however they are most productive. Hybrid work helps in managing the workforce that increases the productivity and job satisfaction that undergoes major challenges of remote work, such as isolation and lack of community. A hybrid work model provides employees flexibility and the option to work from home or anywhere they can be productive. With hybrid work, the workplace is an ecosystem of employees working from home, in co working spaces, and the office. Team members can migrate between various locations depending on the work they need to get done.

The hybrid working system ensures the organization employing it enjoys the special advantages that come with the remote working system. Hybrid work model comes with remote work, essential elements are flexibility at work, reduced labour cost, more satisfaction on the part of workers, and better environmental experiences.

Pandemic has prompted a substantial move in work arrangements, with remote and hybrid work models becoming the new standard in IT industry. As organisations adapt to this flexible work arrangement, it is crucial to know its effect on IT employees' job satisfaction. The hybrid work helps in providing the employees with greater flexibility to manage their balance between work and life through a unique combination of remote work and face-to-face interactions. This arrangement has several advantages, like reduced time and access to a larger talent pool. Job satisfaction is essential to productivity of employees. It incorporates a variety of factors, including work-life balance, job security, compensation, opportunities for professional development, and social interactions. Understanding how the hybrid working model influences these factors and consequently impacts IT employees' job satisfaction is crucial for both employees and organisations.

The hybrid working model offers both benefits and difficulties. On the one hand, it permits every worker to customize their work timings according to their needs and preferences. The stress of commuting is reduced by remote employment, which encourages an improved balance between work and personal life. Maintaining effective communication, Team collaboration in a hybrid environment can present difficulties. The absence of face-to-face interactions may cause social interactions and the development of strong interpersonal relationships between colleagues. When the separation between work and personal life, managing work-life boundaries can become more challenging. Organisations must resolve these obstacles to ensure that the hybrid working model has a positive effect on IT employee's job satisfaction.



Maximise job productivity in a hybrid workplace, organisations should prioritise open communication channels, provide technological infrastructure and support for remote work, and implement flexible work policies.

Higher levels of flexibility are reported in the public sector compared to the private sector. However, there is variation across the public sector, with people in the public sector more likely to work flexible hours like flexitime or part-time. Public sector employees are less likely to work remotely compared to the private sector. Self-employed workers were more likely to work at home sometimes or always than employees before the pandemic and during the lockdowns. Evidence suggests that most workers would like to conduct hybrid working in the future, with survey data from 2021 and 2022 estimating that more than 80% of employees who worked from home because of the pandemic prefer a hybrid working model. Survey data suggest that organisations preferences for hybrid working are more mixed.

a. Impacts on workers:

Research indicates that workers have both benefits and disadvantages to flexible working. Benefits of remote and hybrid working for staff can include increased wellbeing, self-reported productivity and work satisfaction, reduced work-life conflict, new ways to collaborate and more inclusive ways of working with technology. Challenges can include increased work intensity, longer working hours, distractions, health issues, decreased social interactions, less promotion and learning opportunities and an inability to disconnect from work.

b. Impacts on organisations:

Research indicates that organisations have both benefits and disadvantages to flexible working. Benefits of remote and hybrid working for organisations can include increased staff well-being, reduced costs, increase in the productivity, reduced sickness, absence levels. Challenges can include reduced mental wellbeing of staff, difficulties in staff interaction, collaboration, engagement, negative impacts on working culture and productivity losses.

c. Employee Engagement:

Engaged employees are those who feel positive about their jobs – perform better for their employers and can promote their organization as “an employer of choice.” The organization is seeking regarding the contribution and behaviour of its employees in terms of job performance, discretionary effort, motivation, commitment to the organization. There are four approaches of Employee Engagement, described below,

d. Job engagement:

It can be used in a specific job-related way to describe what takes place when people are interested in and positive, even excited, about their jobs, exercise discretionary behaviour and are motivated to achieve high levels of performance.

e. Organizational engagement:

Organizational engagement focuses on attachment to the organization. The organizational aspect of engagement when they defined employee engagement as ‘a cheerful outlook held by the employee towards the organization and its values.

f. Work life balance:

It is a method which helps employees of an organization to balance their personal and professional lives. Work life balance encourages employees to divide their time on the basis on priorities and maintain a balance by devoting time to family, health, vacations etc. along with making a career, business travel etc. It is an important because it helps to motivate the employees and increases their loyalty towards the company. Five steps of Work life Balance:

Step-1: Creating a work leisure plan.

Step-2: Leaving out activities that waste time and energy.

Step-3: Outsourcing and Delegating work.

Step-4: Set enough time for relaxation.

Step-5: Prioritizing work.

g. Benefits of work life balance:

There are several advantages of work life balance. Some of them are listed below:

1. Work life balance increases the motivation of employees and helps them perform better at job and helps them to give a better output.
2. It helps people to relieve their stress as they can spend leisure time with their friends and family.
3. Companies can maximise productivity from an employee who is rejuvenated and refreshed as compared to over worked employee

4. Healthy lifestyles can be maintained by having a work life balance. This includes a good diet, regular exercises and helps to maintain a healthy work life balance.
5. Employees who are initiative-taking can help the business grow as they are more attached to their job and careers.

h. Stress:

It is a process that involves identifying, assessing, and addressing sources of stress within the workplace. This can be done through various methods such as developing policies and procedures to promote work-life balance, offering employee assistance programs, or providing training on stress management techniques. By taking steps to manage workplace stress, employers can create a healthier and more productive environment for their employees. It is one of the major reasons for employee absenteeism and low productivity. Many factors can contribute to stress at work, such as long hours, heavy workloads, and unrealistic deadlines, lack of break time, poor working conditions, and job insecurity. Stress can also be caused by interpersonal conflict with co-workers.

II. REVIEW OF LITERATURE

Patrícia Vasconcelos, Elizabeth Furtado, Plácido Pinheiro(2015) says that the thought of telework is said to the accomplishment of distance work with the support of technology. It needs associate degree execution model of labour activity in programme of flexible Work distance (FW), staff and rules for conducting this execution. This analysis was applied to a company that established an FW project. For analysis of the alternatives of FW models we tend to apply two ways of Verbal decision Analysis (VDA). the primary technique was accustomed classify the standards and therefore the second to ordain them with the target of realize a ranking of the alternatives in step with the preferences of concerned.

Dahlia Baker (2021) finds the pandemic has noncontinuous each facet of our lives, together with tasks as basic as getting to work. The modification has brought with it each opportunity and challenges with the use of digital services to carry conferences, webinars. Before the pandemic took hold, there was a general perception that employment tasks ought to be performed within the workplace. As a stark distinction to the present more ancient read of labour, workplaces were forced to change to operating remotely in a very short time and lots of believe that this can result in permanent. There square measure varied indications that the majority individuals wish to continue operating in offices within the future further. Analysis exhibited that most structure and work variables were significantly connected with the result measures productivity and work satisfaction, whereas individual and social unit variables were less correlated. For organizations, this is often immensely useful since structure and work-related characteristic variables square measure so much easier influenced by procedures and time unit policies rather than individual work vogue and social unit factors.

Kanwar Muhammad Javed Iqbal, Farooq Khalid, Sergey YevgenievichBarykin(2021) says that the hybrid geographical point may be an idea of each industry trend within the world. With digitalization changing into additional normalized across each sphere within the world village. Each geographical point must maximize and transcend obstacles and innovations to ease into the hybrid geographical point. The COVID-19 pandemic brought a wave for associate degree inflated would like for a hybrid geographical point. though some countries have relaxed the imprisonment in their states, businesses are taking their time to line up an additional formidable work arrangement. several are already operational the hybrid system whereas others are running remote. The pandemic has tutored the work a lesson of preparation and designing. on the far side that is additionally the lesson of flexibility and adaptableness within the geographical point. In prioritizing the long run of labour, there is the necessity to embrace the hybrid geographical point model. Indeed, the long run of labour would possible be the hybrid geographical point model.

Monika Grzegorzcyk, Mario Mariniello, Laura Nurski and Tom Schraepen (2021) tells that with the COVID-19 vaccines, countries square measure commencing to imagine a future in which workers and employers' decisions do not seem to be conditioned by the pandemic. The crisis hit everyone onerous however additionally generated a chance. it is shown that employees with appropriate jobs will with efficiency work remotely, with no negative implications for his or her productivity or performance. Telework could even unlock new operating processes with the final word impact of increasing productivity. The pandemic crisis has additionally stressed the necessity for the creation of safeguards at intervals the work surroundings to safeguard employee's well-being to make sure an economical mixing of remote and on-the-scene workers, with no variations within the method they are treated or their career opportunities.

Danijela Sokolic(2022) tells that Remote work, particularly performing from home, has become the foremost common add the third decade of the twenty first century. What started at the start of the millennium as Associate in Nursinging experimental apply in some corporations (within the IT industry) has become widespread and unintentional in 2020 and 2021, because of Covid nineteen pandemic. It modified a number of the foremost important options of the roles, like the communication patterns and the conception of the workplace, leading not solely to vital changes within the method work is completed, however conjointly to a different psycho-emotional perception of labor within the context of

adjusting socialization patterns. The need to transition to a virtual setting forced each corporation and staff to do out different ways of operating (e.g., managing virtual groups, guaranteeing infrastructure and access to work resources, managing groups, workspaces, etc.). The paper addresses a number of the key factors that influence work performance at the structure and individual levels. It presents how technological developments and growing awareness of different approaches to figure organization square measure dynamical companies' perceptions of managing their Most worthy resource, human potential, and discuss potential failures in teleworking policies. The goal of this study is to supply insight on the impact of geographical point flexibility on work and the broader implications for each corporation and staff.

Antoni Wontorczyk, Bohdan Roznowski(2022) tells that with the COVID-19 pandemic having noncontinuous economies, businesses, and individual activities, it is vital to look at however completely different varieties of work influence worker behaviour. This study applies work engagement because the dependent variable and considers its determinants within the type of stress factors and attitudes toward remote work. The selection for the study was purposive. Standardised survey questionnaires were utilized in the study: Stress Management Standards and Attitudes toward Remote Work. The obtained results indicate that there have been no vital differences between teams in terms of the intensity of labour engagement, however work engagement was explained by alternative variables that area unit completely different in every of the studied teams. Relationships and use of social media were the foremost vital factors among remote staff. For on-the-spot staff, the most important factors were management and role definition. For practitioners, the results indicate that aspects of labour ought to be thought of to take care of high levels of labour engagement once employees area unit transferring to alternative varieties of work.

Al Riyami et al. (2023) made a study to investigate the effect of work-from-home (WFH) arrangements on employee perceptions, concentrating specifically on work motivation (WM) and work-life balance (WLB). Due to the pandemic, they noted that organizations worldwide have increasingly adopted WFH. The study's goal was to understand the connection between WFH and WLB while considering mediating factors such as conflict between work and families (WFC) and job motivation.

Prasad K. D. V et al. (2023) investigated the relationship between remote work and occupational stress, as well as the effects of these variables on job satisfaction, motivation, and performance. Employees from IT-enabled industries in the Hyderabad metropolitan area participated in their study. Three subscales were used to evaluate remote work: self-efficacy, technology, and collaboration. Findings indicated that remote work contributed to employee anxiety and tension, primarily due to lack of peer interaction, lack of routine pauses, and work-family conflicts. The authors proposed the creation of thorough human resource policies and performance management systems to address these issues.

John Hopkins et al. (2023) conducted a study on the prevalence of hybrid work models and their effect on knowledge workers' work-life balance and job satisfaction. The implications of this study are significant for academics and human resource professionals who look to improve performance and working conditions.

Research Gap

Even though past studies show work from home shows positive impact on employee engagement, this may not be the case during the pandemic. From my research, I am finding a situation where there is a need to balance two needs of demands (i.e., work life and personal space) to avoid any clash or conflict. It also offers employees to choose their work wherever and however they are most productive which results to provide employees flexibility in work, and how much they are satisfied with the hybrid mode of work.

III. RESEARCH METHODOLOGY

Objectives of The Study

- 1) To study the demographic nature of the employees.
- 2) To study the correlation among the independent variables in the Hybrid work.
- 3) To study the impact of dependent and independent variables in Hybrid work.
- 4) To measure the impact of work life balance and employee engagement in Hybrid work.
- 5) To measure the impact of Time Management ability among the employees in the Hybrid work.

Hypotheses of The Study

- 1) H0: Work life balance, Work stress and Time management does shows significant on employee engagement.
- 2) H0: Work life balance does show significant effect employee engagement.
- 3) H0: Stress and Time management does show significant effect employee engagement

The scope of the study is to know the flexibility of the employees during the remote and in office work. The study aims to study the possibility of work life balance, satisfaction motivation, stress, and engagement within the employees in the IT sector who are working from home. It helps to find the final output (productivity) from the employees in an organisation. The conditions during the lock down because of pandemic there are distinct factors that has shown impact

on employee engagement. Engaged employees has shown a positive attitude and collaborated with co-workers and optimised productivity in their company and maintained engagement among the employees. This helps in building relationship between the employer and employee.

Statistical tools adopted:

The research designed involves the collection of primary data through the questionnaire distributed to the employees. Statistical analyses, such as regression analyses and co – relation analyses were conducted to the test and examine the relationship between the variables. Co-relation and regression are two important statistical concepts used to analyze the relationship between variable in research and data analysis. While they both deal with relationships between variable, corrections asses the strength and direction of relationship between two continues variable, while regression analysis the relationship between a dependent variable and one or more independent variables, allowing for prediction and infer.

IV. DATA ANALYSIS & INTERPRETATION

Objective 1: To study the correlation among the independent variables.

Variables	Work life Balance	Time Management	Work Stress
Work life Balance	1		
Time Management	0.59	1	
Work Stress	0.376	0.290	1

Interpretation:

From the above table, the correlation is shown among the independent variables such as Work life balance, Time management and Work stress. The relationship between work life balance and time management is given by (r=0.59) which is <1, indicating positive impact on the employee engagement. The relationship between the work life balance and work stress is given by (r=0.376) which is <1, indicating a positive impact on employee engagement. Similarly, the relationship between the Time management and Time stress is given as (r=0.290) which is <1, indication again a positive impact on employee engagement during the hybrid work mode.

Objective 2: To study the Impact of Dependent and Independent variables:

H0 – Work life Balance, Time Management and Work Stress shows significant effect on Employee engagement.

SUMMARY OUTPUT

a. Predictors: (Constant), Work-life Balance, Time management and Work Stress

Multiple R	R Square	Adjusted R Square	Standard Error	Observations
0.50	0.25	0.23	1.09	107

ANOVA*

	df	SS	MS	F	Significance F
Regression	3	40.55068636	13.5169	11.365594	1.68096E-06
Residual	103	122.4960426	1.189282		
Total	106	163.046729			

- a. Dependent variable: Employee Engagement
- b. Predictors: (Constant), Work-life Balance, Time management and Work Stress.

c. Coefficients*

	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%	Lower 95.0%	Upper 95.0%
Intercept	1.351874601	0.545328153	2.479011	0.0147979	0.270344828	2.433404374	0.270344828	2.433404374
1.75	0.302809091	0.146277341	2.070103	0.0409444	0.012702486	0.592915697	0.012702486	0.592915697
1.333333333	0.545904823	0.154450813	3.53449	0.0006135	0.239588063	0.852221583	0.239588063	0.852221583
2	-0.234448458	0.132576927	-1.7684	0.0799554	-0.497383525	0.028486608	-0.497383525	0.028486608

a. Dependent variable: Employee Engagement

The above table represents the results of regression analysis with “Work-life Balance, Time management and Work Stress” as predictors and “Employee Engagement” as a dependent Variable. The model summary indicates that the multiple correlation coefficient (R) is 0.50, indicates moderate positive relationship between predictor and dependent variables. The coefficient of determination square (R square) is 0.25 indicating 0.0025% of variance in Employee engagement can be explained by Work-life Balance. The adjusted R square is 0.23, considering the degrees of freedom. The ANOVA table indicates that the regression model is significant (F = 11.36, p < .001). The coefficients table shows that Work life Balance have a significant positive impact on Employee Engagement ($\beta = 0.007$, p < .001). Hence the Hypothesis 0 is accepted.

Objective 3: To study the impact of Work life Balance and Employee Engagement during Hybrid work.

H0: Work life Balance shows significant effect on Employee Engagement.

SUMMARY OUTPUT*

Multiple R	R Square	Adjusted R Square	Standard Error	Observations
0.39	0.15	0.12	1.16	107

ANOVA*

Variables	df	SS	MS	F	Significance F
Regression	4	24.8350667	6.208767	4.582061	0.001917678
Residual	102	138.2116623	1.355016		
Total	106	163.046729			

- a. Dependent variable: Employee Engagement
- b. Predictors (Constant): Work life Balance

Coefficients*

- a. Dependent variable: Employee Engagement

	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%	Lower 95.0%	Upper 95.0%
Intercept	3.324757732	0.450981689	7.372268	4.55E-11	2.430237691	4.219277774	2.430237691	4.219277774
3	0.536435029	0.134231755	3.996335	0.000122	0.27018698	0.802683078	0.27018698	0.802683078
3	-0.24174388	0.128862183	-1.87599	0.063516	-0.497341408	0.013853648	-0.49734141	0.013853648
3	-0.099375778	0.135738692	-0.73211	0.46578	-0.36861283	0.169861274	-0.36861283	0.169861274
3	-0.132094668	0.106398345	-1.24151	0.217265	-0.343135281	0.078945946	-0.34313528	0.078945946

The ANOVA table shows that the model is statistically significant. The R-squared value of 0.15 indicates that 15% of the variation in the dependent variable (Employee Engagement) can be explained by the independent variable (Work life Balance). The adjusted R-squared value of 0.12 is like the R-squared value and indicates that the model is not overfitting. The coefficient for Work life balance is 0.132 which means that for every one-unit increase in Work life Balance and Employee Engagement increases by 0.132 units. The standard error of the estimate is 0.106 which means that the predicted values are expected to be within 0.106 units of the actual values. Hence H0 is accepted.

Objective 4: To measure the Stress of Employee engagement and to explore the Time Management ability among the employee engagement during Hybrid work.

H0: Stress and Time Management ability significant affect on Hybrid Work mode.

SUMMARY OUTPUT*

Multiple R	R Square	Adjusted R Square	Standard Error	Observations
0.466313	0.217448259	0.202399187	1.107633052	107

ANOVA*

Variables	df	SS	MS	F	Significance F
Regression	2	35.45422731	17.72711	14.44928	2.90188E-06
Residual	104	127.5925017	1.226851		
Total	106	163.046729			

a. Dependent variable: Employee Engagement

Coefficients*

	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%	Lower 95.0%	Upper 95.0%
Intercept	1.668793373	0.53160049	3.139187	0.002205	0.614609653	2.722977093	0.614609653	2.722977093
1.333333333	0.71510991	0.133103531	5.372584	4.77E-07	0.451160613	0.979059207	0.451160613	0.979059207
2	-0.162084011	0.129889538	-1.24786	0.214884	-0.419659839	0.095491817	-0.419659839	0.095491817

The ANOVA table shows that the model is statistically significant. The R-squared value of .217 indicates that 21.7% of the variation in the dependent variable (Employee Engagement) can be explained by the independent variable (Time Management and Stress). The adjusted R-squared value of .202 is like the R-squared value and indicates that the model is not overfitting. The coefficient for Employee Engagement is .162 which means that for every one-unit increase in Employee Engagement, Workload increases by .162 units. The standard error of the estimate is 0.12988 which means that the predicted values are expected to be within 0.12988 units of the actual values. Hence H0 is accepted.

FINDINGS OF THE STUDY

1. The study shows that majority (59%) respondents are from Male.
2. It is found that majority (86%) respondents are from the age of 20-30 years.
3. It is found from the study there is no big difference between the educational background of the respondents.
4. It is found from the study there are most (80.6%) of the respondents are the employees.
5. It is found that (32.4%) has shown Impact of Work-life Balance during Hybrid work.
6. It is found that (35.2%) of work schedule allow you to spend quality time with your friends and family.
7. The study indicates that (30.6%) of work-life balance increased the job productivity.
8. The analyses shown that (34.3%) of employees preferred remote work than in-office work.
9. The study shows that (26.9%) of employees feel remote and in-office team members are equally included in work.
10. It is found that (54.6%) of employees felt team collaboration improves the team building nature among the employees.
11. It is found that (34.3%) of employees found dissatisfaction towards overtime work.
12. It is found that (37%) of employees felt stressed about the job.
13. It is found that (38.9%) of employee's energy levels after working hours are quite stressed.
14. It is found that (76.9%) of employee's work rarely overtime.

SUGGESTIONS OF THE STUDY

1. Based on the findings it is suggested that team collaboration is important to make the work effective and more productive.
2. Based on the analysis, Employee engagement is important in making decisions, supporting each other, and collaborating in terms of Hybrid work mode.
3. Use of Technology made the use of effective thinking and helps in giving a better output.
4. Based on the analysis, work life balance should be maintained equally to reduce the stress among the employees.
5. Based on the analysis, remote and in-office work helps in maintaining Work-life balance, Team collaboration and reducing the stress among the employees.

V. CONCLUSION

The study shows that, the companies are forced to adopt Hybrid work mode that made changes towards the workplace, resources, and skills. Employee engagement is influenced by three factors i.e., Work life Balance, Time management and Work Stress. The research explores and identifies the relationship between Employee engagement, Work life

Balance, Time management and Work Stress as determining the regression analysis effect and Correlation effect. There are main variables Employee engagement is taken as Dependent variable and Work life Balance, Time management and Work Stress are taken as independent variable to check the employee engagement during the Hybrid mode. In the first stage, the employees maintained a work life balance by working remotely and in-office mode. This helped in discovering the benefits, which includes, less time spending in travelling, cost saving and maintaining the flexibility in the working hours. This is given a better productivity from the demographic factors as many of the employees are educated from different locations; the productivity of the work is constant during the hybrid work mode. In the second stage, the employees need to maintain a team collaboration nature in the organisation. Here the Team management is taken as independent variable and employee engagement is taken as a dependent variable. This analysis gives how the team is collaborated in remote as well as in-office mode. The analyses also shown the dissatisfaction of the employees during the overtime work when they are in remote mode. In the third stage, the analyses shown the impact of stress that employees are going through during the hybrid mode. Here the dependent variable is taken as Employee engagement and independent variable as Work Stress. The analyses have given me the energy levels of the employees after working hours and analysed how often the employees work overtime.

Although they are many factors that are influencing the remote mode that affects the work life balance, team building nature and work stress, they are a still benefit that helps the employees to work flexibly from the remote as the end output (productivity) will be constant.

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