

Hybrid Work as a key driver for Employee Retention and Motivation

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by

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DECLARATION BY STUDENT

I hereby declare that the data presented in this Dissertation / Internship report entitled, “Hybrid Work as a key driver for Employee Retention and Motivation” is based on the results of investigations carried out by me in the Discipline of management studies at the Goa Business School, Goa University under the Supervision/Mentorship of Dr. Suraj Pavto Velip and the same has not been submitted elsewhere for the award of a degree or diploma by me. Further, I understand that Goa University or its authorities will not be responsible for the correctness of observations / experimental or other findings given the dissertation.

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COMPLETION CERTIFICATE

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INTERNSHIP CERTIFICATE

This is to certify that Ms. Aishwarya Somnath Raikar, Student of the Goa Business School, Goa University, undergoing Master of Business Administration has successfully completed Internship between 1st March 2023 to 26th April 2023 at Essity operations Goa Ltd. She actively participated in the activities during the period of internship and learned the skills needed for various activities such as Designing of skill matrix for blue collar workforce.

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CHAPTER 1

COMPANY PROFILE

1.1 Company Background



Essity Operations Goa Limited is Goa's leading health & medical products manufacturer. In the year 1963, the foundation stone was laid for the first manufacturing plant in Goa, the plant was established by the CMM group as a joint venture with Beiersdorf (India) Limited. Beiersdorf AG was the first factory that was being set up post-liberation in 1961 with license no. 1.

In 2014, BSN Medical obtained a controlling interest in the plant to manufacture its surgical tapes. In 2017, when SCA acquired BSN Medical and became its highest shareholder, it got renamed Essity Operations Private Limited.

Essity AB is a global hygiene and health provider company headquartered in Stockholm, Sweden. The name Essity stands for "Essentials" and "Necessity." The product portfolio of this company includes one-use products such as baby diapers, tissue papers, menstruation pads, incontinence products, compression therapy, orthopedics, and wound care. Essity has a portfolio of well-known brands under it like TENA, Tork, Libero, Tempo, and so on. Essity has around 46,000 employees worldwide and operates in over 150 countries.

The registered office is in Mumbai and its turnover for the year 2021 was 9.4 million €. Essity manufactures its products for 3 major, 3rd party customers which are Leukoplast®, Hansaplast®, and Delta-cast.

Essity Operations Goa Private Limited was incorporated on 28th November 2013. It was formerly known as Belladonna Plaster Limited. It was acquired by Essity AB and formed a subsidiary company, called Essity Operations Goa Private Limited. The company is situated at Curti Nirancol, Ponda Goa. The directors of the company are Lawrence William Coleman, Anil Shyam Bhambhani, and Terence Francis Jude Dsouza.

The purpose of Essity is to “Breaking barriers to well-being.” The vision of the company is “Dedicated to improving well-being through leading hygiene and health solutions.” The mission of Essity is “to sustainably develop, produce, market, and sell value-added products and services within hygiene and health.”

The company’s authorized share capital is Rs. 10,000,000 and its paid-up capital is of Rs. 6,282,000. Essity Operations Goa Limited is the leading manufacturer of Hansaplast Adhesive Bandages, which is a 3rd party manufacturing done at this outlet. Under the brand Hansaplast the company manufactures Adhesive bandages and Lion plaster which all belong to the company Beiersdorf AG company at their modern technology-equipped plant at Ponda. Essity Operations Goa Limited undertakes the manufacturing of these products.

Along with that, the company manufactures its own brand products like the Leukoplast, Gypsona Plaster of Paris bandages, and Rapidur which belongs to the company’s products of Essity.

The manufacturing plant has a highly professional team of 55 white-collar employees and 150+ blue-collar employees (temporary & permanent) who are unionized.

The company has a plot area of overall 21,452 sqm and the built-up area is 9308 sqm. The plant works in two styles of shifts. When the production volumes are low-moderate there are 2 shifts and when the production volumes are high there will be 3 shifts engaged.

The company has a CBM (Compelling Business Need) which creates room for culture, technology, local business partner, and global relevance.

1.2 Products Manufactured at Essity Operations Goa Limited



Hansaplast and Lion plasters



Leukoplast Adhesive Tapes



Gypsona Plaster of Paris Bandages of various sizes



Rapidur Plaster of Paris bandage

CHAPTER 2

INTRODUCTION TO THE TOPIC

2.1 Introduction

Over the past few years, the word hybrid working, or as we know more popularly as “work from home” or remote working has taken over the traditional nine-to-five office job.

Hybrid work refers to a work arrangement where the employee has the flexibility and comfort to work both remotely and in an office environment. With the outbreak of Covid-19, this method of working got even more important as organizations have had to adopt remote work policies to ensure business continuity.

The Covid-19 pandemic forced many organizations to adopt hybrid working models out of necessity but now as the pandemic resides many companies are considering making a hybrid working style a permanent part of their operations.

As the world of work continues to evolve, it is increasingly important for organizations to understand the impact of hybrid work on employee retention and motivation.

The benefits of this method of working are numerous, and many studies have shown that it can be a key driver for employee retention and motivation. It is analysed that employees who are been given the flexibility to work in a hybrid environment are more likely to be satisfied, motivated, and less likely to leave the organization. This is because the hybrid work method allows them to have control over their work-life balance and they can tailor their schedules as per their needs.

Employee retention and motivation have become key concerns for many organizations in today’s increasingly competitive job market. So, one potential solution to this is enabling hybrid work structures in organizations that allow employees to work both, at the office as well as at home.

This research will aim to expand hybrid work with the goal of helping organizations to make informed decisions about their work models.

2.2 The Evolution of Hybrid workplace systems

The concept of hybrid work was there around but has not been much explored and was traditionally limited to certain industries like sales and consulting, where employees would split their time between visiting their clients, working in an office, or sometimes working from home. This style was before based on the thought that certain tasks could be performed remotely while others required an in-person interaction.

With the rise in digitalization like cloud computing, mobile devices, and collaboration tools, has made the concept of hybrid working a more feasible and effective option to adopt. With these technological advancements, employees can now communicate with colleagues from anywhere in the world and have access to company data & information at the click of a button.

When the covid-19 pandemic hit, it created a lasting impact on the way people worked. The social distancing guidelines forced many organizations to switch to hybrid models on a large scale, with some organizations fully adopting a remote work model.

Today, organizations are implementing different forms of hybrid working and are finding out which model fits the best for their employees and their business needs. Some organizations have fully implemented a remote work model while others have implemented a hybrid model where employees can work from home or office depending upon their preferences.

Additionally, some organizations have implemented a rotational or split shifts model that allows employees to work in the office and remotely on a regular basis.

2.3 Hybrid work arrangement and employee retention

Employee retention in more specific terms is a set of human resource policies and strategies of an organization to attract and keep in its employment the best of talents. Retention of employees is a critical aspect for every organization to maintain a source of competitive advantage since the loss of a talented employee can affect productivity and in the long run the profitability of the organization.

A lot of money is spent by organizations to recruit and train employees, until they become efficient, hence in recent years, employee retention strategies and plans have been made scientifically to retain the employees.

A study made by (Denton, 1992; Golden, 2008; Richman et al, 2008; Ronen, 1981) proposed that hybrid work provides organizations with retention benefits since it is increasing employee job satisfaction levels.

2.4 Covid and Hybrid Working in India

As the covid-19 pandemic still is in effect in India, many organizations have considered implementing hybrid working models as their new normal. This has brought about a shift in traditional office working style to remote working methods, where employees are working from home.

Bloomberg Quint, an Indian business, and financial news organization conducted a poll of 41 big companies, asking them what work model they were using to which 25 of the respondents said that they were following 100%, work-from-office models. None of the companies allowed employees to work from home on a full-time basis. When inquired with the employees, a quarter said that they would like to do a permanent work-from-home/ hybrid working.

Why do employees prefer Hybrid working?

Employees opt for a hybrid /remote working model because there are savings in extra expenses. As per a report, in India apart from rent, traveling is a major expense which they incur. Also, they tend to spend extra on the cafeteria, petrol price, toll fees, and other expenses which incur every day. With the hybrid working structure, these expenses got limited.

2.5 Hybrid work arrangement or style

To define hybridity includes the combination of physical work arrangement and the remote (hybrid) work system. In essence, some work in-person on the site of the organization while some work the internet at their home or any place where they feel comfortable. The arrangement could also involve some people getting to show up physically on that site of the company and taking the rest of the work weeks to work remotely.

The hybrid working system makes those organizations employing it enjoy the special advantages that come with it. Some of the essential elements of this are flexibility at work, reduced labour cost, more satisfaction on the part of workers, and better environmental experiences. Also, there comes the added benefit of the traditional working system. This system where both the benefits of traditional and remote workplace systems together co-exist is stated as hybridity.

2.6 Some Advantages of the Hybrid working systems

For employees-

- Exclusion of commute time

In metro cities, they have observed that employees who commute daily to work in metros and public transport like buses, uber, take a minimum of 2 hours or more, especially on workdays. These employees feel drained and tired by the time they reach the office. The

hybrid work model helps these employees to save on their commute time and helps to give better productivity as they do not need to travel to an office every day.

- Maximized productivity

Much research has mentioned that hybrid working has helped in increased productivity since there are no usual office distractions happening. It is observed in employees that when a company he works for is genuinely caring for them puts the employees in a state of constant motivation. The employees show better productivity at work and are not easily fatigued by the workload because the hybrid working systems are designed such that the employees are in a convenient stage. The employees no longer must think or worry about getting up early and going to the office or just worrying about catching a metro or a cab to work. Also, some employees love and function better in a flexible environment. According to a study carried out by BGA across different countries, the research conducted there found that 75% of their productivity working from home was much better as compared to the office performance pre-pandemic. And corroborating this claim a study by the Coso Cloud says that 77% of respondents in their study showed greater productivity working from home.

For employers-

- Reduced Expenses

All employers are on the hunt to reduce the costs of running their organizations. With hybridity comes the advantage of cutting down on expenses and costs of running a physical office setup. The benefits of reduced cost of rent, electricity, and water consumptions on the bills, transport, company logistics, housekeeping, and Wi-Fi bills, are some of the elements that are enjoyed by the companies who are engaged in working in a hybrid setup. In simple, more employees working hybrid will eventually mean fewer workers coming on-site, which also implies that the organizations will not require the need for a massive workspace. Many

companies have shut down their physical office setups and have chosen to work in a remote setup of working.

- Higher staff retention

One of the benefits of hybrid work is employee satisfaction. This allows the employees with flexibility and independence which adds to their satisfaction. This satisfaction leads them to stick to the company leading to a higher retention rate.

- Reduction in employee leaves

With the benefit of staying at home and working in their comfortable ambience, the employees feel less stressed and tired. Thus, they tend to work at their schedules which they are comfortable with making them take fewer leaves from the office.

- Better employee productivity

Along with the flexibility and independence brought in by hybrid working, there is a rise in productivity levels amongst the employees. Business Line conducted research where they found out that 69% of Indian employee productivity had increased due to hybrid working.

2.7 Some Downsides of Hybrid Working Systems

For the employees-

- Distractions within the household

Many times, it is said hybrid work has no office distractions but at home, there are other distractions that come in. There are family members, children, and pets which can create distraction and noise.

- Lack of human contact/ Employee Isolation

The flexibility and autonomy bought in by Hybrid working employees has always been a positive driving factor but after a prolonged period, the lack of physical interaction amongst the employees may lead to losing touch in the relationship of the employees with their other colleagues. The independence bought in by hybrid working is vital, and it helps employees to focus better without worrying much about external factors or distractions but at the same time, the danger of getting too used to being alone without any office activities can be burdensome. There can be a drop in team bonding. In the same way, hybrid work can challenge employee interaction, especially regarding sharing of ideas and solutions. In fact, several times the best decisions or important discussions are usually held when colleagues bump into each other in the corridors or while having lunch in the physical cafeterias, or as simple as during the conversations held between the two people at their work desks.

For employers-

- Monitoring performances

There could be a challenge for employers to measure their performance in remote hybrid working conditions. Also, their appraisals become a task for employers to measure and assess.

- Cyber Risks/Fraud and Data Leaking and breach danger

Cyber pitfalls such as Cyber-attacks, data loss, etc are the likely cyber risks attached when working hybrid. Because of the connectivity of the internet to get the work done, the employees who work hybrid can connect to unfamiliar internet networks, some of which could be unsecured. Also, there can be many instances where out of ignorance, an employee may carelessly share a confidential document via the Internet. Due to this, there is a need for employers to beforehand train the employees on the necessary internet knowledge and etiquette. They need to teach the employees about secure ways to connect to the company

and applications and services offered by third-party networks. Also, training like the effective backup of their work data, implementing data recovery, and effective multi-factor authentication should also be taught. Also, the companies as a form of precaution, must regularly update their software and install strategies for data and privacy breaches and password and their digital management systems.

2.8 The Future of Work is the Hybrid Workplace

Although organizations opt for hybrid working and employees enjoy the experience of working from home, physical offices still will resume for most organizations still. It's observed, man still loves showing up at the office and working physically as much as he loves to work remotely. Human beings are wired to be "social beings" and many still love and have the desire to return to work onsite. But results have shown that the future of work is virtuality and hybrid workplace systems. The new normal will be Hybridity where there will be a proper combination of traditional and office workings styles to achieve a balance of both.

The future of Hybrid working will now emphasize performance over presence, and organizations will now shift their focus on measuring employee performance and outcomes instead. This will ensure that employees now will be judged on their work outputs rather than the time spent by them in the office. The future will now have a greater focus on employee well-being. Companies now will prioritize the mental well-being of their employees in managing stress as hybrid workings can cause mental isolation, loneliness, and burnout.

There will be more technological advancements in this style of working and will involve the usage of more sophisticated tools and software like virtual meeting platforms, AI-powered project management tools, and advanced communication technologies. The offices of

organizations having hybrid working will now be smaller workstations rather than having dedicated offices or cubicles. The organizations will now have more emphasis on maintaining a strong company culture since working hybrid, having, and creating a positive working culture is a need when working hybrid.

2.9 Hybrid Work and Motivation

Motivation is a term that can be described as the requirement that provokes an individual to behave or act in a certain way (Bjorklund, 2001).

The term motivation in general has several meanings and definitions. One easy-to-understand definition of motivation is that “Motivation is a force that drives people to complete an action (Cheng & Cheng, 2012). The context to this definition, is shared with an example, that when an employee, who is in hunt to work hybrid/ remotely, but does not have the option or is not allowed to work by his/her organization, this could lessen his high level of motivation drastically. This implies that his/her motivational needs have not being fulfilled or met.

There are several factors which come into play while considering hybrid working and motivation. Motivation cannot be seen or touched but it is felt by the behaviour and the output generated by the employees at work. Providing employees with opportunities for growth & development can act as an important factor in a hybrid work environment. Since the covid times, maintaining employee’s levels of motivation high is a task for the organizations. However, many organizations have successfully maintained high motivation levels for those working hybrid by providing them with trainings and required skills so that they can be motivated and perform productively.

CHAPTER 3

REVIEW OF LITERATURE

3.1 Review of Literature

- ❖ The research paper (Tran, 2022) aims to understand the impact of hybrid work on productivity in the Agile software development (ASD) team. The research conducted a single case study, with the use of a sequential mixed method research design. Also, the research conducted a focus group interview to gain deeper insights into the survey findings. The research questions the study aimed to answer was, “how does hybrid work impact productivity in Agile software development teams”? So, the analysis found a clear positive impact of hybrid work on job satisfaction among (ASD) teams. The study indicated the recent research revealing that changes in attitudes of the workforce indicated less stigmatization of flexible work. The research found that there are three dimensions of productivity; Job satisfaction, Performance, Communication, and collaboration.
- ❖ (Choi, 2019) Author conducted research in understanding the longitudinal analysis in knowing the effects of telework (hybrid working) on reducing the employee turnover. For the research, the data received is from two sources which is the U.S. OPM Congressional reports on teleworking implementation in the federal government and the other source of data is from CPDE (Central Personnel Data Files). The results from this paper showcased that the agencies with more teleworking employees resulted in fewer voluntary turnover rates. Also, the agencies which supported the employee’s teleworking methods were able to record a lower voluntary turnover. The study highlighted that employee turnover can incur great expenses to an organization and include many costs like recruitment, separation, training, and lost productivity hence, to save over these costs telework could be the optimum solution for the organization. The results proved that agencies which has telework tend to experience lower rates of

voluntary turnover of employees and are likely to develop positive attitudes towards their agency and management. They can also benefit from less stressful work environments.

- ❖ (Idris, 2014) studies the situation of flexible working in the Malaysian banking industry. The author carried out data analysis using qualitative approach method which described a few potential effects of five types of flexible working practices like flex time, flex leave, job sharing, flex career, and flex place on employee retention was analysed. The data was gathered through personal interviews with the local bank managers, which helped in knowing how contextual factors such as the macro-environment, organizational culture, and human resource management systems can help in influencing the effectiveness of flexible working practices in employee retention. The findings of the study suggested that flexible practices to a certain extent were able to improve employee retention in Malaysian banks and stated that there are other factors like socioeconomic and organizational characteristics that must also be considered. The study concludes that the flexible working practices were not well understood by the Malaysian HR managers and thus, this has contributed to the low usage of flexible working as an employee retention tool in Malaysia.
- ❖ (Kumari & Yelkar, 2022) In this paper the author tries to analyse the employee engagement models in hybrid work cultures. This study focuses on the key drivers, which are provided to the employee, and will increase the engagement factors. In relation to this, the authors seek to consider eight such factors to analyse the responses of employees from the different sectors. The factors listed by the authors are; transparency in approach, continuous feedback, creating engaging activities, recognizing employee victories, employee connect, encouraging teamwork/ collaboration, focussing on everyday employee experience, and strengthening the atmosphere of trust. Hence, the

study aims on building this engagement model that will be to benefit the new-age hybrid offices. For the data collection, a random sampling method was undertaken and the research design was exploratory in nature. The outcome of this model stated that the engagement outcome is the dependent variable and the engagement factors are the independent variables. The study however showcases that the relationship between these models is not defined and this gap is proposed as a reference point for elaborative study in the future.

- ❖ In this research conducted (Aryasri & Babu, 2009), analysed the impact of flexitime on employee retention as a part of work-life balance, based on empirical evidence gathered from the IT sector. The study was able to show that when the average flexi-time increases, the average employee retention scores also increased. The study was able to show a positive correlation and association between employee retention and flexi-time. The study used statistical tools like mean, standard deviation, correlation, regression, and ANOVA. In conclusion, the paper suggested that organizations should integrate flexi-time as a part of practice for work-life balance. And that the business objectives should also use as a strategic tool for the recruitment and retention of employees. For the implementation of this, the organization should get support from management and co-workers.
- ❖ (Garg & Yajurvedi, 2016) The author of the research has studied the impact of work-life balance practices on employee retention and how these practices have helped improve organization's performance. The research paper analysed a sample of 200 people from Noida, India and the participants were from the IT sector. For this research, the author used a data collection technique of using a questionnaire. The study reveals that the work-life balance has a direct influence on employee retention and can improve organizational performance.

- ❖ (Bloom, Han, & Liang, 2022) From this paper, the research was conducted on 1612 graduate engineers, from the marketing and finance employees of an IT firm, by carrying out a randomized control trial of hybrid working on them. The study observed 4 key results which are that hybrid working was highly valued by employees on average, reduced attrition rates by 33%, and had improved job satisfaction levels, secondly, the hybrid working method was able to reduce working hours on home days and increased them on the office days and weekend. Thirdly, hybrid working increased their electronic communications as now they had increased managing and video calling. Lastly, it showcased that there was a long difference in the valuation of hybrid working between managers and non-managers. the findings of the study showed that the hybrid working method was highly valued by the employees and 33% of the attrition was reduced drastically. Hence, there was an increase in retention and job satisfaction rates the company decided to roll out the work-from-home scheme to the entire company.
- ❖ (Sonnenschein & Wiik, 2022) This paper seeks to address how the Norwegian and Danish newspapers represented employee motivation and job satisfaction of remote workers during the covid -19 pandemic. The research used a thematic analysis of 5 newspapers from Norway and Denmark. The findings of the research suggested that the newspapers of the two countries represented the topic of interest from different viewpoints and this led to two motivation themes, namely, the Self Determination Theory (SDT) and the Herzberg Two Factor theory. The SDT theory explored the areas of why some employee's productive while working from home and Herzberg's theory analysed physical and psychological issues as dissatisfier, as these issues were the consequences of working in a home-based office. The study also showed that the hybrid method of working could be an optional solution for the upcoming job market, where

task-based employees feel motivated at work and job satisfaction while working from either home or the office.

CHAPTER 4

PROJECT PROFILE

4.1 Objective of the Study

- To examine the relationship between Hybrid working and Employee Productivity.
- To study the relationship between Hybrid working and Employee Retention.
- To investigate the impact of Hybrid working on Employee Motivation, Engagement, and Loyalty.

4.2 Research gaps

- **Lack of comparative studies:** Many studies on hybrid work focus on the benefits and drawbacks of hybrid work compared to traditional office-based work. However, more research is needed on the relative benefits of different types of hybrid work arrangements (e.g., fully remote vs. hybrid) and how they impact employee retention and motivation.
- **Lack of research on specific hybrid work arrangements:** While there has been some research on hybrid work in general, there is a gap in understanding how specific hybrid work arrangements (such as a mix of in-person and remote work) impact employee retention and motivation.
- **Need for more research on the impact of hybrid work on team dynamics:** There is a gap in understanding how hybrid work arrangements impact team dynamics and collaboration, particularly in terms of maintaining team cohesion and ensuring effective communication.

4.3 Significance of the Study

The hybrid style of working which has been popularized since the hitting of Covid-19 pandemic has gained a significant amount of attention in recent years. This style of working arrangement involves the combination of in-office and remote working methods which are adopted by the employees. As this method gains importance, it is important to understand its impact on employee retention and motivation as well. This study is significant as it will

shed light on the topic of hybrid working and understand the relationship between hybrid work, employee retention, and motivation. By exploring this relationship between hybrid work and its key factors, the study will help to provide insights that will help organizations to create effective work arrangements, which will help in promoting employee satisfaction and productivity.

This study is catering to the entire state boundary within Goa and all the respondents belong to the state of Goa.

The findings of this study will be beneficial to organizations that are considering opting for hybrid working methods in the state of Goa, and to those who have already implemented hybrid work arrangements. This study will also help the organizations to understand how hybrid working will be a satisfaction factor that can help the organizations to reduce turnover in the long run.

Finally, the study will contribute to overall well-being and job satisfaction, as it explores the factors that drive employee motivation, loyalty, and engagement in a hybrid work environment which will improve employee productivity.

This study will contribute to the academic literature on hybrid work and its impact on employees.

4.4 Hypothesis

- Null Hypothesis (H0) - There is no significant relationship between Hybrid working and Employee Productivity

Alternate Hypothesis (H1) – There is a significant relationship between Hybrid working and Employee Productivity.

- Null Hypothesis (H0) - There is no significant relationship between Hybrid working and Employee Retention.

Alternate Hypothesis (H2) – There is a significant relationship between Hybrid working and Employee Retention.

- Null Hypothesis (H0) - There is no significant impact of Hybrid working on Employee Motivation, Engagement, and Loyalty.

Alternate Hypothesis (H3) – There is a significant impact of Hybrid working on Employee Motivation, Engagement, and Loyalty.

CHAPTER 5

RESEARCH METHODOLOGY

5.1 Sampling Size

The sample size taken for this research was 75 respondents. The target population for this research is comprised of those individuals who are working in a hybrid setup within the state of Goa.

5.2 Data Collection

For this research, two methods of data collection styles have been used.

Quantitative data- This data was collected using online questionnaire survey methods. These questions were sent to the respondents via email and WhatsApp to collect the data. The sent questionnaires has 4 parts. The first section included the demographic profile of the respondents and questions relating to their age, gender, qualification, their level of education was asked. The second section included the hybrid with employee productivity. This section aimed at knowing the respondent's years of working in the industry, whether they were working in a hybrid setup, how often did they work in a hybrid setup, their satisfaction working in a hybrid setup (asked using a Likert scale) and so on. The third section focused on hybrid working with employee retention. Here the questions like, leaving job due to dissatisfaction with work arrangement, how hybrid working was an important element to stay with their current employer and so on were asked. The fourth part included the hybrid working with employee motivation, engagement and loyalty was included. Here questions like how valued they felt while working remotely for their contributions, whether hybrid working had affected their motivation, loyalty, and engagement and so on were asked.

Qualitative data- Qualitative data included some semi-structured interviews with the employees who are working in a hybrid setup at the organizations. The interview focused on knowing what was the employee's perceptions of hybrid work arrangements and understanding their motivation and satisfaction factors.

5.3 Sources of data

The sources of data for the research were gathered mainly through primary and secondary data sources.

The primary data sources were-

Questionnaire method– Questionnaires were framed and sent to the employees/respondents, limited to the state of Goa who work in a hybrid setup for acquiring the data.

The secondary data sources were-

Company corporate magazines, the internet, the and company website (Essity, n.d.).

5.4 Data Analysis

For the data analysis, the data were analysed using the Jamovi Statistical software and Microsoft Excel's data analysis tool. The tools used are Correlation, Regression, and Graphs which are used to measure the data gathered from the respondents.

5.5 Research Question

The research question for this study is: "How does hybrid work influence employee Productivity, retention, motivation, engagement, and loyalty at the workplace"

5.6 Limitations of the Research

- The findings of the study may not be applicable to all types of industries and job roles, since it focuses on a hybrid working method and would be preferred to only those industries that have adopted a hybrid working method.
- Another limitation of this study could be that the data collected from surveys and questionnaires by the employees may provide inaccurate responses and can generate biased/vague responses, which could impact the reliability of the findings.

- The study will also not be able to measure the long-term impact of hybrid working as research will be containing information collected over a short span of time.
- The study also has a limited sample size which can impact the statistical power of data analysis and will not be able to capture significant differences, observations, and relationships.
- Time was a major constraint in gathering the responses in the questionnaires for the data collection. Due to lack of time, the responses gathered were fewer and hence, the sample size was limited to 75 responses only.
- Due to constraints in the time, this study was limited to the employees of the state of Goa only.
- The focus group survey had to be taken down due to time constraints and the source of data-focused heavily on the questionnaire survey method.
- Many companies did not allow to conduct research with their employees stating it would lead to lots of waste of time and they would not benefit in any much important way.

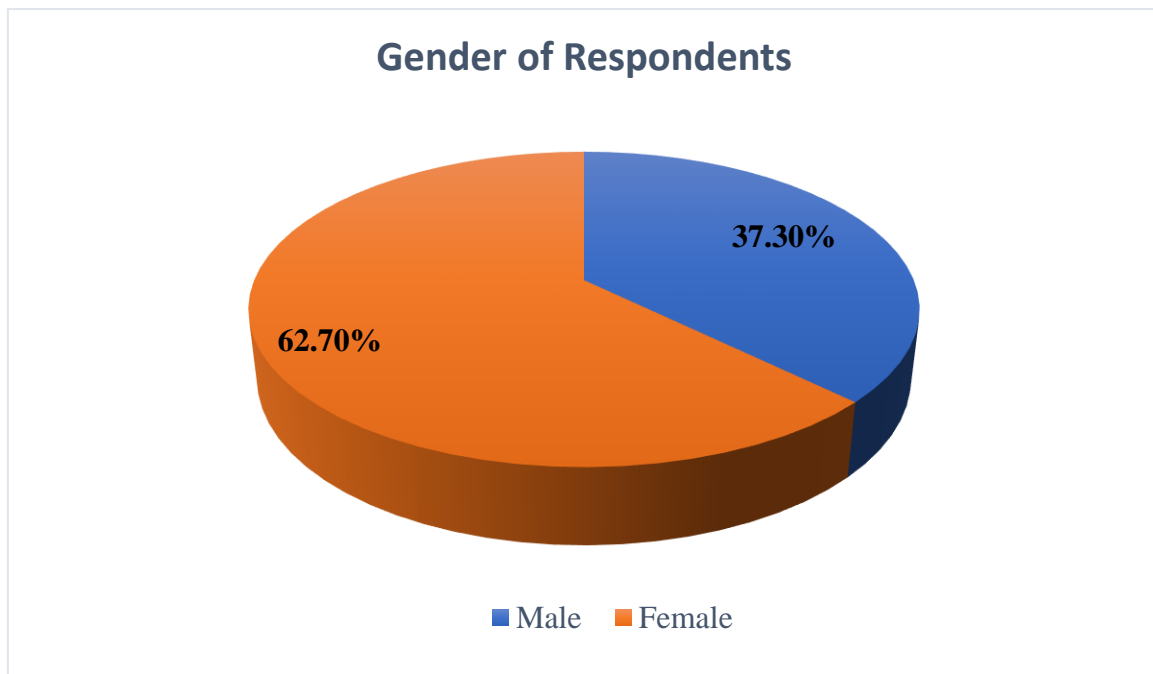
CHAPTER 6

DATA ANALYSIS AND INTERPRETATION

6.1 Demographic Profile Data Analysis and Interpretation

Table 6.1. a. Gender of Respondents

Sr. No.	Gender	No. of Respondents	Percentage
1.	Male	28	37.3%
2.	Female	47	62.7%
	Total	75	100%



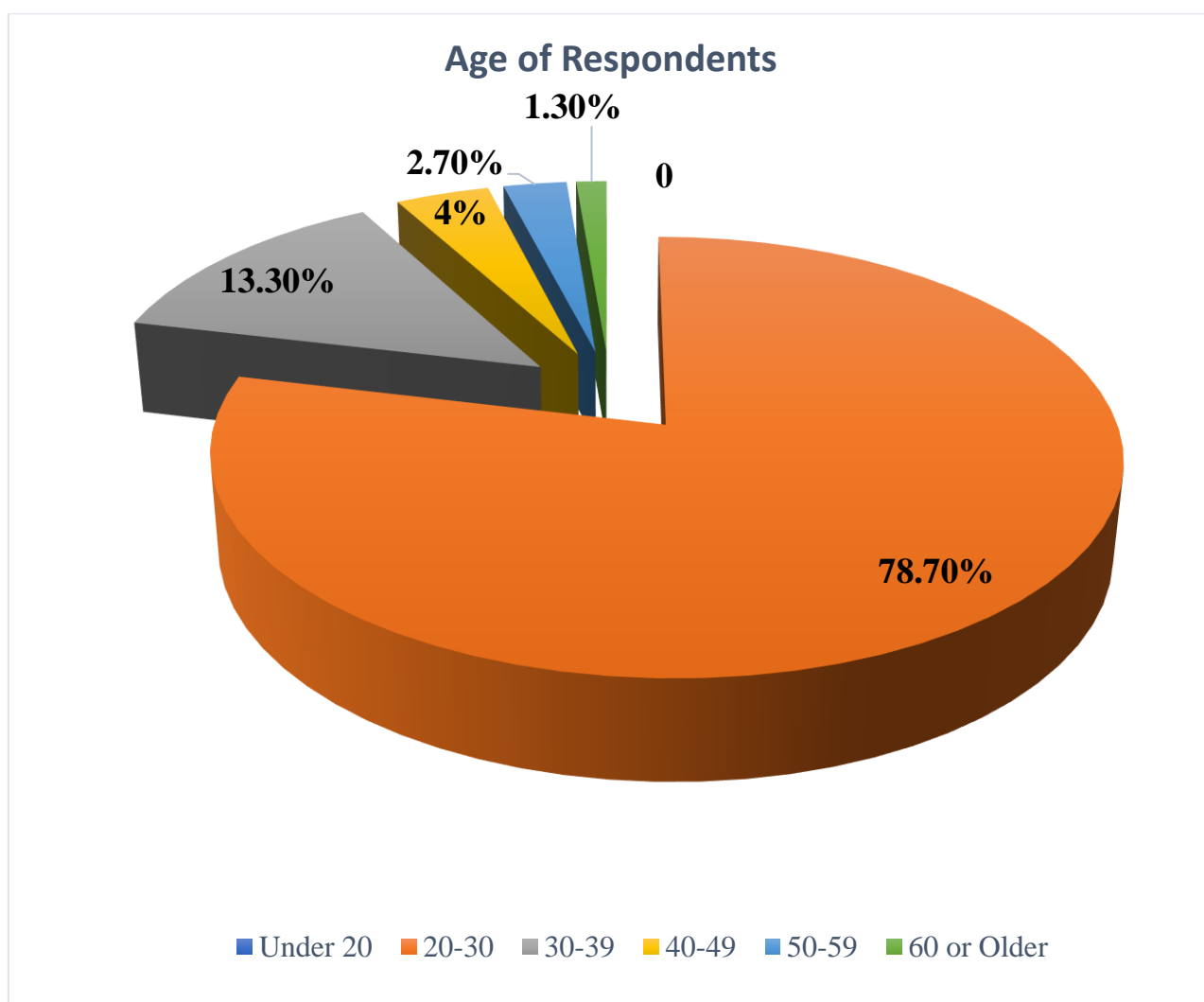
Interpretation

Out of the 75 respondents surveyed, 47 respondents which equals to 62.7% of the total respondents comprised of female respondents.

And 28 respondents out of 75, comprised of Male respondents which accounted for 37.3% of the total respondents.

Table 6.1.b. Age of Respondents

Sr. No.	Age of the Respondents	No. of Responses	Percentage
1.	Under 20	0	0
2.	20-30	59	78.7%
3.	30-39	10	13.3%
4.	40-49	3	4%
5.	50-59	2	2.7%
6.	60 or Older	1	1.3%
	Total	75	100%



Interpretation

From the above pie chart, we can see that most of the respondents belonged to the age category of 20-30, which were 78.70%.

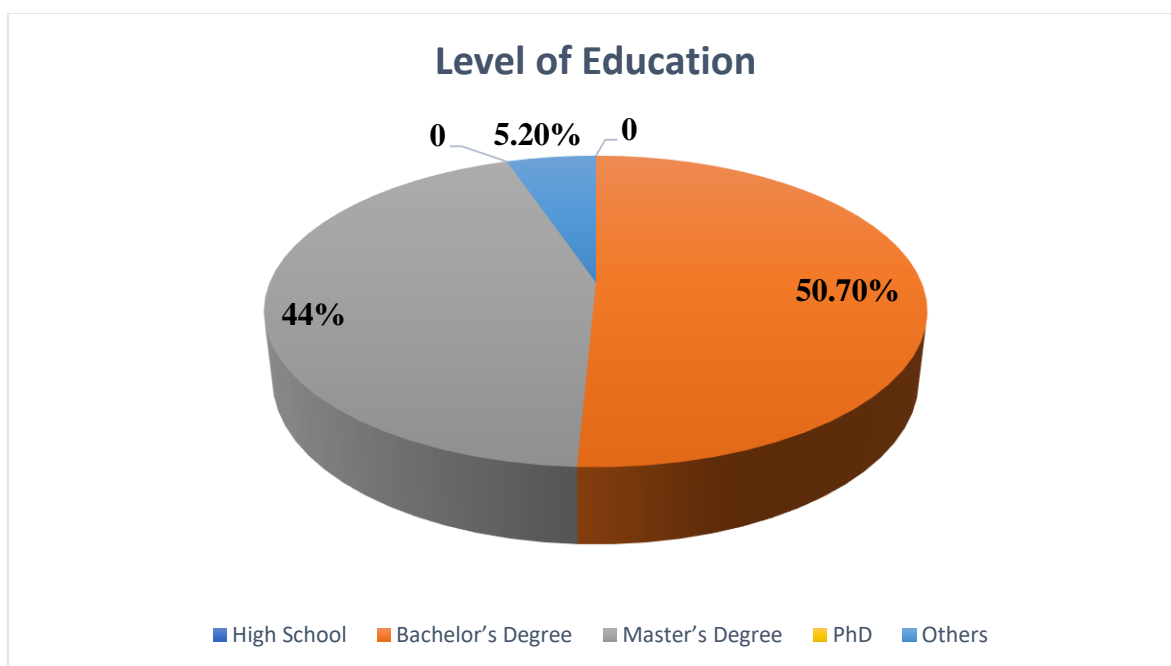
13.30% of the respondents belonged to the age category of 30-39 years. Followed by 4% of the age group which belonged to 40-49 years.

2.70% of the respondents fall in the age group of 50-59 years and 1.30% of the respondent belonged to the age category of 60 or older.

No respondents belonged the age of under 20.

Table 6.1.c. Level of Education

Hypothesis Testing 1 Sr. No.	Level of Education	No. of Responses	Percentage
1.	High School	Nil	0
2.	Bachelor's Degree	38	50.7%
3.	Master's Degree	33	44%
4.	PhD	Nil	0
5.	Others	4	5.2%
	Total	75	100%

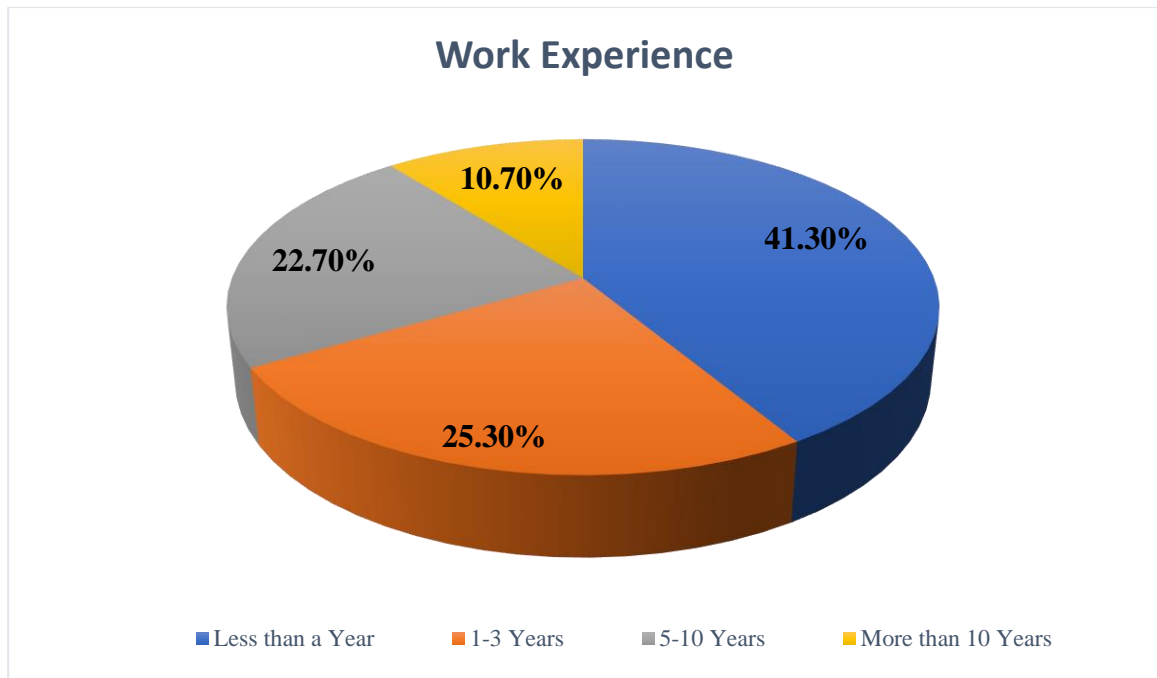


Interpretation

From the above pie chart, we can observe that about 50.7% of the respondent's level of qualification was a bachelor's degree. About 44% of the respondents had done their master's. None belonged to the categories of high school and Ph.D. The other category included the education levels of the respondents like, Post graduation diploma in chemistry, D. El, ed, accounting L3, and Diploma were about 5.2%.

Table 6.1.d. Work Experience of the Respondents

Sr. No.	Years of Experience	No. of Responses	Percentage
1.	Less than a Year	31	41.3%
2.	1-3 Years	19	25.3%
3.	5-10 Years	17	22.7%
4.	More than 10 Years	8	10.7%
	Total	75	100%



Interpretation

The above pie charts speak of the work experience of the respondents. From the data, we can see that most of the respondents comprising 41.3% had a work experience of Less than a year. 25.3% of the respondents had a work experience of 1-3 years. About 22.7% of the respondents had 5-10 years of experience and 10.7% of the respondents had a work experience of more than 10 years.

6.2 Data Analysis and Interpretation of Hybrid Work and Employee Productivity.

- Null Hypothesis (H0) - There is no significant relationship between Hybrid working and Employee Productivity.

Alternate Hypothesis (H1) – There is a significant relationship between Hybrid working and Employee Productivity.

To understand the relation between Hybrid work and employee Productivity, a Regression analysis, Correlation Matrix, and Graphical representation with the help of a bar graph was used. For this analysis the independent variable is Hybrid work and the dependent variable is Employee Productivity.

Regression Analysis for Hypothesis Testing 1

<i>Regression Statistics</i>	
Multiple R	0.329325416
R Square	0.10845523
Adjusted R Square	0.096242288
Standard Error	1.985121987
Observations	75

<i>ANOVA</i>					
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	1	34.99488753	34.99488753	8.880352452	0.003913071
Residual	73	287.6717791	3.940709303		
Total	74	322.6666667			

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>
Intercept	10.00920245	0.499981191	20.01915799	2.27645E-31	9.012741377
Hybrid Working	0.567484663	0.190431605	2.979992022	0.003913071	0.187955022

Interpretation

The above output is of the Regression analysis which was tested on Hybrid working and Employee Productivity. Analysing the output, from the above table we can see that the P-Value generated for the coefficient of hybrid working from the generated data is 0.0039. The desired significance level is 0.05. In this case, the P-Value obtained is less than the significance value of 0.05. Therefore, here we reject the null hypothesis and accept the

alternate hypothesis saying that there is a significant relationship between hybrid working and employee productivity.

A P-value less than 0.05 ($p\text{-value} < 0.05$) is indicating that hybrid working has significance in employee productivity.

Further explaining, the Multiple R value of 0.329 tells that there is a weak positive correlation between hybrid working and employee productivity.

The T-stat of hybrid working is 2.98 as seen in the output the P-value is 0.0039, which is showing that the coefficient for hybrid working is statistically significant.

The coefficient value for Hybrid working is 0.567, which has been an indicator that for every unit increase in Hybrid working, employee productivity will increase by 0.567.

The R Square value of 0.108 suggests that only 10.8% of the variations in employee productivity can be analysed through hybrid working and the value seen here is low.

The standard error in this data is 1.985, which tells us that the standard error is relatively small in this analysis, and is suggesting that the estimates of the coefficients are precise, which has increased the confidence in the results.

Correlation Matrix for Hybrid Working and Employee Productivity

Correlation Matrix			
		Hybrid Working	Employee productivity
Hybrid Working	Pearson's r	—	
	p-value	—	
	95% CI Upper	—	
	95% CI Lower	—	
Employee productivity	Pearson's r	0.329 **	—

p-value	0.004	—
95% CI Upper	0.518	—
95% CI Lower	0.111	—

Note. * $p < .05$, ** $p < .01$, *** $p < .001$

Interpretation

The correlation matrix shown in the above data speaks on the relationship between two variables which are Hybrid working and Employee Productivity. This matrix is used to determine if there is a statistically significant association between the two variables. The matrix is showing a statistically significant positive correlation between employee productivity and Hybrid working. This is seen by Pearson's r of 0.329 and the P-value of 0.004. This has suggested that there is a weak but significant positive relationship between both variables. In simple terms, it means that employees who are working in a hybrid work arrangement tend to be slightly more productive than those who do not.

The 95% confidence interval (CI) for the correlation is between 0.518 and 0.111, which implies that there can be 95% of confidence that the correlation coefficient lies in between these values range.

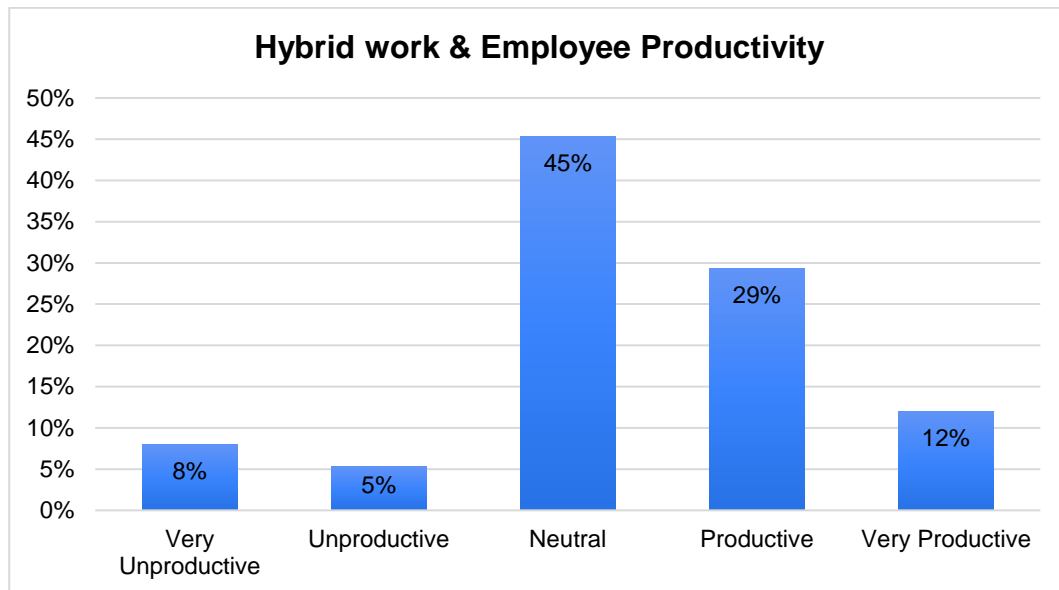
The results obtained show a weak but significant positive correlation between hybrid working and employee productivity, but it also must be considered that hybrid working may not be the only factor that affects employee productivity. There can be other factors like job satisfaction, management styles, etc which can impact.

Graphical interpretation using bar charts

Below are the graphical representations of the independent and dependent variables from the objectives analysed for better understanding of the overall conclusion. The data for the

bar charts have been directly taken from the questionnaires and presented below after calculating their independent responses of various options like (very likely, agree, dislike, neutral) and so on and then calculating them into percentages.

- **Graphical representation in Bar chart of Hybrid working and Employee Productivity.**



From the above presented bar chart, the vertical axis comprises the percentages, and the horizontal axis has comprised the categories of responses which were mentioned in the questionnaire for the section Hybrid working and Employee Productivity. From the data, we can see that most of the employees felt “Neutral” about their productivity with 45% indicating it. There can be various reasons for selecting neutral as their option. Some of the reasons could be due to the lack of clear expectations, which could lead to confusion and uncertainty about what is expected from them; thus, it is putting them in a neutral level of productivity. There can be other reasons like distractions at home while working hybrid. Distractions like pets, household chores, family talking voices etc could be experienced by the employees thus, distracting his/her focus and staying productive.

29% of the employees indicated a “Productive” level of productivity which has been the second highest as seen in the chart. This may be due to reasons like reduced stress from commuting, favourable working environment at home, increased access to technology, increased flexibility, and so on. 12% of the employees showed a “very productive” level of productivity while working hybrid.

On the other hand, 5% of the employees indicated an “unproductive” level of productivity which is low and 8% of the employees felt “very unproductive” in their productivity levels in hybrid working. Overall, we can conclude from the above chart most of the employees preferred the hybrid working style and it also was a factor for their increased productivity.

6.3 Data Analysis and Interpretation for Hybrid Working and

Employee Retention

- Null Hypothesis (H0) - There is no significant relationship between Hybrid working and Employee Retention.

Alternate Hypothesis (H2) – There is a significant relationship between Hybrid working and Employee Retention.

Regression Analysis for Hypothesis Testing 2

SUMMARY
OUTPUT

<i>Regression Statistics</i>	
Multiple R	0.261554258
R Square	0.06841063
Adjusted R Square	0.055649131
Standard Error	2.044002046
Observations	75

ANOVA					
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	1	22.39672802	22.39672802	5.360705184	0.023408816
Residual	73	304.9899387	4.177944365		
Total	74	327.3866667			

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>
Intercept	8.127361963	0.514810971	15.78707996	3.06215E-25	7.101345178
Hybrid working	0.45398773	0.196079935	2.315319672	0.023408816	0.063200984

Interpretation

The above Regression analysis was conducted to explore the relationship between hybrid working and employee retention. The analysis generated, to test its hypothesis the P-value used is 0.05.

The output generated tells us that the p-value for the coefficient of Hybrid working is 0.0234, which is less than 0.05, therefore we are rejecting the null hypothesis and concluding that there is a significant relationship between Hybrid working and Employee Retention.

The Correlation coefficient which is Multiple R is 0.2615, which is indicating a weak positive correlation between both variables.

The R Square value is 0.06841063, which is indicating that 6.8% of the variation in Employee Retention will be explained by the variation in Hybrid working.

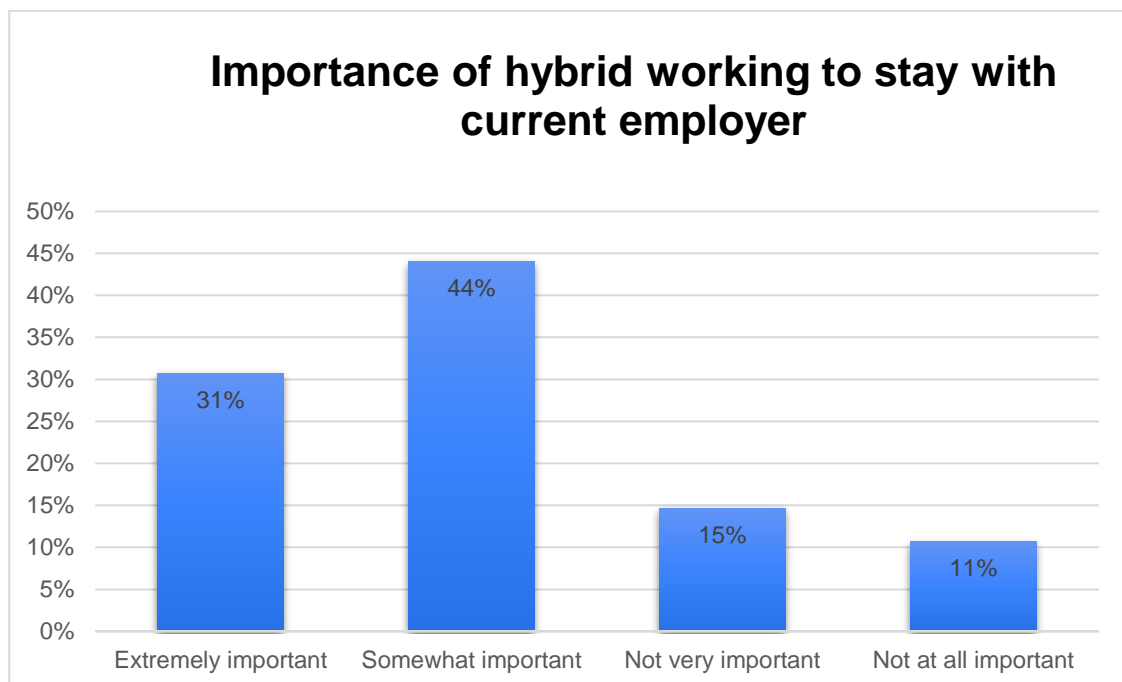
The coefficient for Hybrid working is 0.454, which states that for every unit increase in Hybrid working, the predicted value of employee retention will increase by 0.454.

The intercept, in this case, is 8.13, which tells us that when hybrid working is zero, the predicted value of employee retention will be 8.13.

We can conclude from this that there is a significant relationship between Hybrid working and Employee Retention. This conclusion is backed by the results generated by the ANOVA table which has shown that the regression model is significant in predicting the dependent variable (with a level of significance of 0.023). Also, the coefficient of the variable of Hybrid working is positive (0.453) and significant (p-value of 0.023), which shows a positive relationship between Hybrid working and employee retention. Hence this hypothesis is proved to be significant.

Below is a bar graph focusing on hybrid working and employee retention. Apart from the regression and correlation analysis, a graphical representation of the graph is shown taking in only one question from the questionnaire. The question was regarding the importance of hybrid working to stay with the current employer which slightly tells us what is the importance of hybrid work with employee retention. A perspective/ view on retention can be understood from this.

- **Graphical representation in Bar chart of Hybrid working and Employee Retention.**



From the above chart, we can see that on the vertical axis, the percentages of responses are shown while on the horizontal axis, the responses asked from the respondents is mentioned. From the chart we can observe that 44% of the respondents (employees) felt that hybrid working was “somewhat important” to stay with their current employer. 31% of the respondents felt that hybrid work was “extremely important” to stay with the current employer. On the other hand, 15% felt it was “not very important” while 11% of them felt that hybrid work was “not at all important” for their decision to stay with their current employer. Overall, the positive percentages show that hybrid working plays an important role in their decision to stay with their current employer. Hence, here from this observation, we can play that those organizations adopting the hybrid working methods will be able to create higher employee retention in their organization. Hence the study suggests that more organizations should adopt this form/style of working.

6.4 Data Analysis and Interpretation for Hybrid Working and

Employee Motivation, Engagement, and Loyalty

- Null Hypothesis (H0) - There is no significant impact of Hybrid working on Employee Motivation, Engagement, and Loyalty.

Alternate Hypothesis (H3) – There is a significant impact of Hybrid working on Employee Motivation, Engagement, and Loyalty.

Correlation Matrix analysis

Correlation Matrix									
				Hybrid working		Employee		Employee loyalty	Employee
Hybrid working		Pearson's r		—					
		p-value		—					
Employee motivation		Pearson's r		0.395 ***		—			
		p-value		<.001		—			
Employee loyalty		Pearson's r		0.362 **		0.456 ***		—	
		p-value		0.001		<.001		—	
Employee Engagement		Pearson's r		0.266 *		0.457 ***		0.57 ***	—
		p-value		0.021		<.001		<.001	—

Note. * $p < .05$, ** $p < .01$, *** $p < .001$

Interpretation

From the above correlation matrix, we see Pearson's correlation (r) coefficient between the variables of Hybrid working, Employee Motivation, Employee Loyalty, and Employee Engagement. From the matrix, it can be understood that Hybrid working and Employee Motivation have a significant positive correlation which is seen by Pearson's $r = 0.395$, and $P = < 0.01$.

The same is observed in the correlation significantly positive between Hybrid working and Employee Loyalty which has been seen in Pearson's $r = 0.362$ and $p \text{ value} = 0.01$.

Likewise, hybrid working correlates significantly positively with employee engagement where $r = 0.266$ and $p\text{-value} = 0.021$.

In the same way, the result is showing a significantly positive correlation with Employee Loyalty and with employee engagement ($r = 0.57$, the $p\text{-value}$ is < 0.001).

And lastly, employee motivation is seen as having a significant positive correlation with employee loyalty with Pearson's $r = 0.456$, and $p\text{-value} < 0.001$ and engagement is $r = 0.457$ with a $p\text{-value} < 0.001$).

All these significantly positive correlations define that there is a positive relationship between hybrid working and employee Motivation, Loyalty, and Engagement. They represent that they are positively correlated with each other. This data can help organizations who wish to set up hybrid working and are considering improving the employee outcomes like motivation, loyalty, and engagement.

Multiple Regression Analysis Interpretations

- **Regression Output for Employee Motivation**

<i>Regression Statistics</i>	
Multiple R	0.39474553
R Square	0.155824033
Adjusted R Square	0.144259979
Standard Error	2.125485959
Observations	75

ANOVA

	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	1	60.87525562	60.87525562	13.47486172	0.000457207
Residual	73	329.791411	4.517690562		
Total	74	390.6666667			

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>
Intercept	10.5202454	0.535333853	19.65174694	7.142E-31	9.453326569
Hybrid working	0.748466258	0.203896639	3.670812134	0.000457207	0.342100842

- **Regression Output for Employee Loyalty**

<i>Regression Statistics</i>	
Multiple R	0.36185233
R Square	0.130937109
Adjusted R Square	0.119032138
Standard Error	1.301658745

Observations	75
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ANOVA

	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	1	18.63496933	18.63496933	10.99852386	0.001423039
Residual	73	123.6850307	1.694315489		
Total	74	142.32			

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>
Intercept	4.353742331	0.327841258	13.2800318	3.70505E-21	3.700355646
Hybrid working	0.414110429	0.124867371	3.316402246	0.001423039	0.165250118

- **Regression Output for Employee Engagement**

<i>Regression Statistics</i>	
Multiple R	0.26585592
R Square	0.07067937
Adjusted R Square	0.057948951
Standard Error	1.357080457
Observations	75

ANOVA

	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	1	10.22494888	10.22494888	5.552006328	0.021146156
Residual	73	134.4417178	1.841667367		
Total	74	144.6666667			

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>
Intercept	3.750920245	0.341800004	10.97402048	4.18291E-17	3.06971382
Hybrid working	0.306748466	0.130183944	2.356269579	0.021146156	0.047292241

Interpretation

The results shown in the above data results are of three separate Linear Regression analyses, which are studying the relationship between Hybrid working with Employee Motivation, Employee Loyalty, and Employee Engagement.

Analysing the output of the first regression output of hybrid working with Employee Motivation, we can see that the Multiple R value is 0.39, which implies a positive correlation between the two variables but the relationship is not strong. The R-Squared value of 0.16 tells us that only 16% of the variability is there in employee motivation which is explained through hybrid working.

The ANOVA table here describes that the regression model is statistically significant since the P-value is 0.00045. This can be analysed by saying that we here can reject the null hypothesis and accept the alternate hypothesis, by concluding that there is a significant impact seen with hybrid working on employee motivation.

The coefficient for hybrid working is 0.748 which indicates that for every unit increase in hybrid working, employee motivation is predicted to be increased by 0.748 units keeping the other variables constant.

However, there can be other factors that have not been included which are like job design, and compensation, which may play a significant role in explaining employee motivation.

When interpreting the results of regression analysis with Hybrid working on Employee Loyalty, we can see that the Multiple R-value of 0.36185233 is indicating a positive correlation between Hybrid working and Employee Loyalty, but the correlation observed is relatively weak.

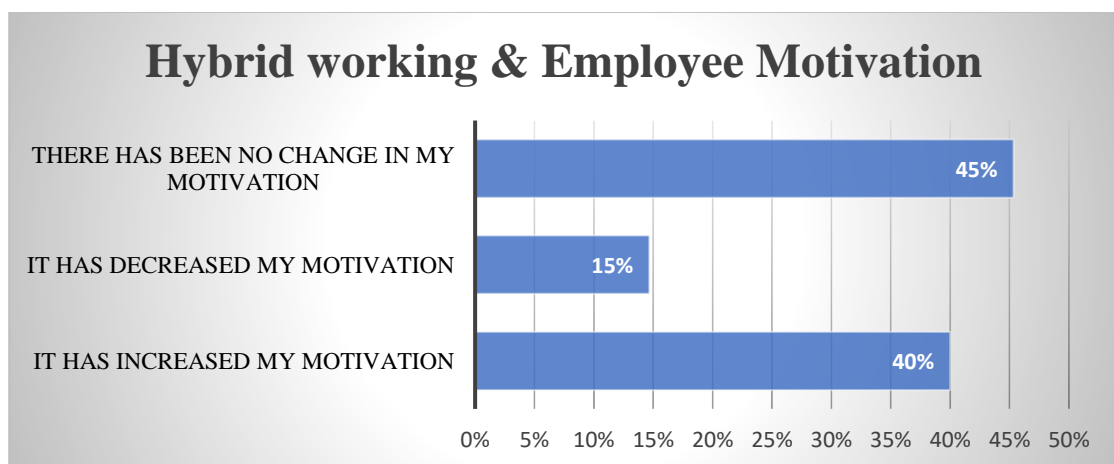
The coefficients table is showing a value of 4.353742331 which means that when hybrid working is zero, the employee loyalty expected is to be 4.353742331.

The ANOVA table is showing that the regression analysis is statistically significant, with the P-value being 0.001423039 of the coefficients of Hybrid working. The result drawn we reject the null hypothesis and accept the alternate hypothesis. And can conclude that there is a statistically significant positive relationship between hybrid work on employee loyalty.

Interpreting the regression output of Hybrid working and employee engagement, we can see that the Multiple R value of 0.26585592 is indicating a positive but weak correlation between hybrid working and employee engagement. The ANOVA table is showing the output of the regression model to be statistically significant as the P-value derived is 0.021146156 which is less than the alpha level of 0.05. From this data, we here can reject the above null hypothesis and accept the alternate hypothesis.

- **Graphical representation in Bar chart of Hybrid working and Employee Motivation, Engagement & Loyalty.**

For this, the data has been taken from the questionnaire, and all the variables are computed and presented in a chart as given below.

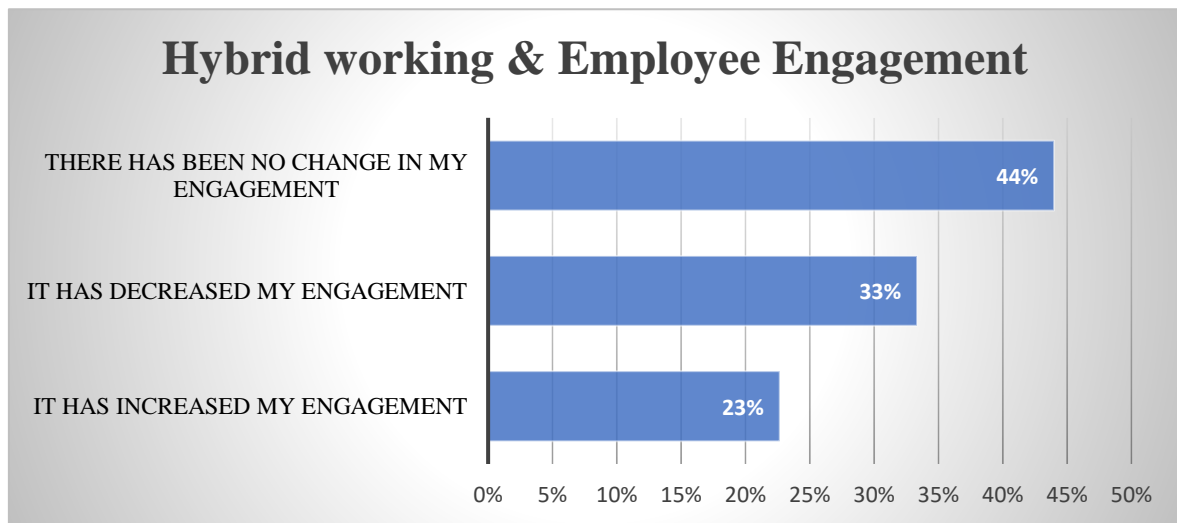


Interpretation

The above chart shows the data for hybrid work and employee motivation. The categories of questions are in the vertical axis whereas the horizontal axis comprises the values in percentages. From the above chart, we can see that most of the respondents which is 45% felt that hybrid working had brought no change in the level of motivation among them. This could be due to personal reasons like their individual work preferences, company culture, and so on. Some of the employees are goal-oriented and focus usually more on productivity rather than motivation. A small chat with one of the

employees stated to me that “until I get paid for my productivity and productive work in hybrid working, the motivation being there or not for me doesn’t matter.” Hence some respondents show no change in motivation levels. 40% of them felt that hybrid working had increased their motivation level in them. This could be due to better work-life balance and reduced stress. While a small portion of the respondents which is 15% felt that hybrid working had decreased their motivation. There could be various reasons why hybrid work could decrease motivation levels. Some of the reasons could be that hybrid work can create a lonely work environment, with no colleagues and no office atmosphere. It can lead to isolation and may cause difficulties in building relations and networks.

The below chart shows the relationship between hybrid work and employee engagement.

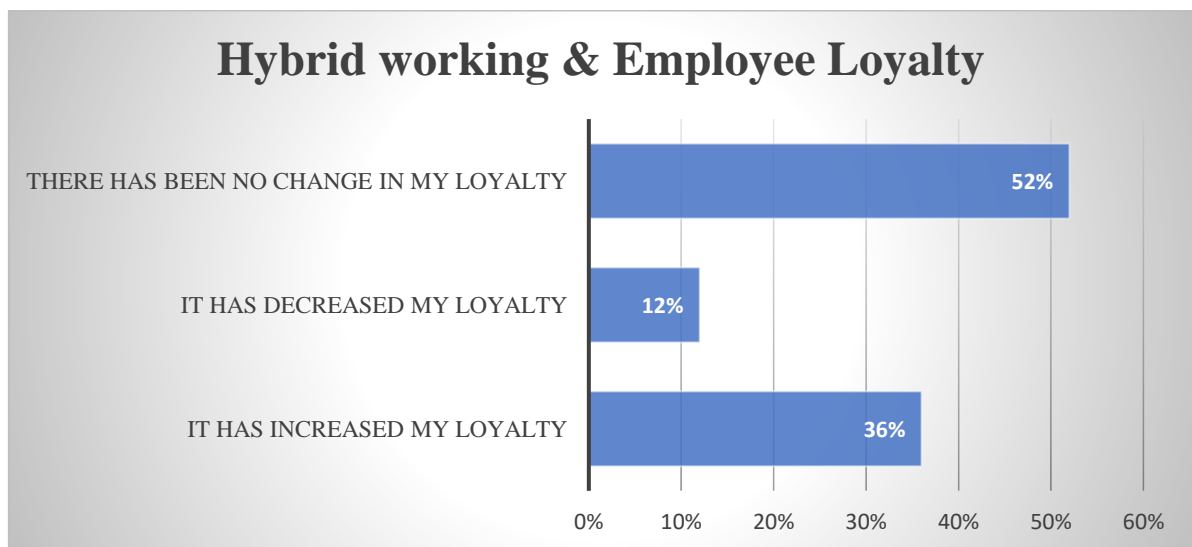


Interpretation

The above chart focuses on hybrid working with employee engagement. The vertical axis is comprised of the categories of responses, whereas the horizontal axis is comprised of the values of percentages. 44% of the respondents felt that there was no change in their engagement when working hybrid. 33% of the respondents felt that hybrid working had decreased their engagement. There could be various reasons why there could be a decrease

in the engagement levels like, such communication issues, communicating each detail about the work to the supervisors/ subordinates over calls, again and again, could be difficult and irritating/frustrating after a certain point. Thus, this could lead to disengagement among the employees and this can lower their engagement levels. 23% of the respondents said that hybrid work had increased their engagement levels.

The chart presented below shows hybrid working and Employee Loyalty.



In this chart, the vertical axis shows the categories of the responses, while the horizontal axis shows the values in percentages. The above graph represents that 52% which is most of the response, shows that there has been no change in loyalty while working hybrid. The various reasons for this could be due to the reasons like, limited growth for career opportunities. This means that employees who work majorly in a hybrid setup may miss out on training and development opportunities which happen at the onsite workplace. Thus, they may miss on these things which can lower down their loyalty. Also, there can be lack of job security. Usually, companies when they want to downsize on the employees, they first will target the employees who work in a hybrid set up. Thus, there is always a fear among the employees of being thrown out by the company, making their loyalty weak against the company.

12% of the respondents, which is the lowest in the chart, said that hybrid working had decreased their loyalty. The above-mentioned factors are applicable in this scenario also. Apart from that, feeling disconnected from their colleagues and the company environment can make the employee lose their loyalty to the organization when working hybrid. Without regular informal chats and interactions, hybrid employees may struggle to feel like a part of the team or company, this eventually can lead to a loss in interest and may tend to lose their loyalty to the organization.

A little more than the least which is 36% of the respondents felt that hybrid working had increased their loyalty.

CHAPTER 7

PROJECT FINDINGS, **CONCLUSION, AND** **RECOMMENDATIONS TO THE** **COMPANY**

7.1 Project Findings and Conclusion

Based on the regression statistics and the results generated from the ANOVA tables, it appears that Hybrid working has a statistically significant relationship in all the 3 dependent variables put in the study.

Also, the R squared values of all the 3 regression analysis are relatively low, however, these values are still statistically significant in all the 3 cases and thus indicates that hybrid working is still an important factor for all the outcomes generated.

When analysing the hypothesis testing all the 3 dependent variables, all the regression analyses provided that the P-Value considered is less than 0.05, indicating to reject the null hypothesis and accepting the alternate hypothesis and considering that hybrid working is statistically significant in all 3 hypothesis scenarios.

Overall, the findings have shown that in all cases of various variables, hybrid working has a positive impact on all these variables. The output generated shows that the hybrid working style is here to stay and, it is a futuristic approach in the working method. There could be however more other factors that are to be considered before making a better understanding of hybrid working and employee outcomes. The employees who had access to hybrid working reported higher levels of job satisfaction and work-life balance compared to those who were required to strictly work on-site. This method was beneficial strongly to those employees who had children.

The hybrid work model has been highly appreciated by the employees and because of this, there is less stress and burnout. As also seen in the people working at Essity Operations Goa Limited. The employees of Essity recalled saying that during Covid-19 Pandemic, Essity smoothly shifted to a hybrid working method. As a result, when things got normalized, they

continued with it. They highlighted that it provided them with flexibility and autonomy which allowed them to better manage their time and prioritize their tasks.

Hybrid working has created a more interactive platform for employees. To stay updated the employees have been frequently messaging and video calling, which has been able to create a move towards more electronic communications.

The findings have also seen that hybrid working is a new way forward for both employers and employees. Western countries have adopted this method on a larger scale and have achieved greater results from this.

The hybrid working style has brought in ample extra time for the employees to work on their hobbies and use this time to generate another source of income. Many of the stories heard and read online about hybrid working focussed said that the commuting time was saved due to hybrid working and that time was put into brainstorming a business idea. Many other stories tell how hybrid working had helped the family members to spend time with their small kids and see them grow.

Hybrid working does come with its little package of drawbacks but in a greater view, it is the widely liked and preferred style of working.

Even during the recruiting times, any company offering hybrid working the employees are more drawn towards it as compared to the traditional working methods.

The employees have always accepted the hybrid working arrangements and it is been a preferred choice and style of working.

7.2 Recommendations to the Company

Essity Operations Goa Limited has always worked to the best of its ability to provide the best kind of work-life and work-life balance for its employees. Its passion and care towards its employees are what make it unique. After understanding the hybrid working style adopted at Essity also, I would recommend a few things which the company can adopt for a better employee experience.

- Switching to hybrid working at least once twice a week.

After considering the analyses I would suggest and recommend the company adopt hybrid working arrangements of workings. In this model, they can be provided with the option to work from home or the office. Initially, the company can start with the practice of letting the employees turn into a hybrid work style at least once a week. The interactions with the employees made me understand that companies that run from Monday to Saturday, leave the employees no chance to finish their personal work like bank proceedings, legal work, and so on. Hence, as a solution to these emerging issues of the employees, the company should adopt the hybrid working method, where the employees can at least once a week work from home. And after considering and evaluating its success the company should fully opt in for hybrid working methods for those employees who wish to adopt this style of working.

- Training managers on how to manage remote workers.

The hybrid style of working is more explored outside the states of Goa. The managers/managements are not much familiar with the hybrid working styles in Goa. They constantly are feared that the employees may not work at home honestly which may lower productivity and business. Hence, the managers should be trained in managing hybrid workers and training on communicating with them effectively.

- Implementation of Performance metrics.

Companies should set up performance metrics that will track the employee's productivity and performance, regardless of where they are working from. These metrics will also help the managers to identify the areas of concern and will help them in solving better their issues. Also, managers usually feel that employees working hybrid do less of a job and involve more in other things. I would say this performance metric will help as a target that the employee must achieve regardless of any circumstances.

- Hybrid working style does not incur cost to the company's adopting it and moreover it has been beneficial to those organizations by providing increased productivity, reduced stress, and decreased absenteeism which has been beneficial in improving employee motivation and retention levels.
- The organization should create a voluntary program where all the employees can go on hybrid working arrangements on certain days and report their levels of productivity, this can further help the organization to understand employee satisfaction levels which can help lower attrition.
- The company can set targets for the employees working in hybrid methods to check their productivity and to measure their outputs. Also, this will create a sense of responsibility among the employees to work for the organization dedicatedly and honestly. The company can arrange special performance rewards for those employees who have outstandingly worked in the hybrid setup.
- The company should invest in technology as in hybrid working a good level of technology is needed with high WIFI speed and connection. These techniques should be readily provided to those who work in hybrid methods.
- Nowadays, the company's hire some extra workforce for certain projects for some years. In this method, the company can make these people work in a hybrid method. This can

save the company from incurring additional costs and can hire talent and make them work for the company without being worried about their working space and so on.

- The company/ organizations adopting hybrid working models should continuously evaluate and adjust their hybrid work policies based on their observations and employee feedback. This would help in knowing if the company is meeting their needs and requirements and if any other ways are to be implemented.
- Essity AG, which is the parent company and MNC has implemented a hybrid style of working in a very effective and efficient manner. I would recommend Essity Operations Goa Limited to extensively use the hybrid method of working with their management-level working employees.

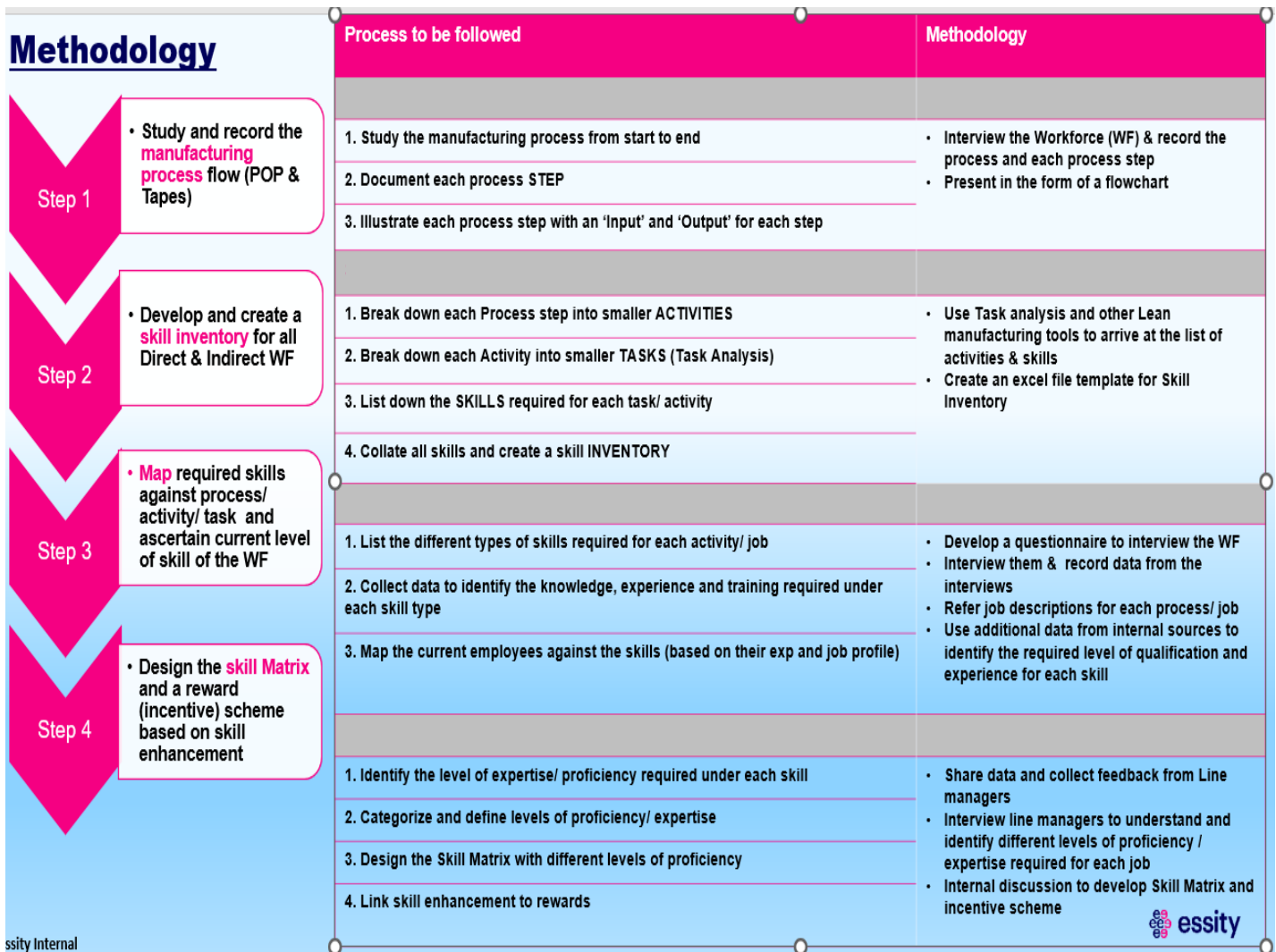
Lastly, I would recommend that Essity Operations Goa Limited implement newer policies in the area of hybrid working and encourage the workforce in adopting and adapting to a hybrid style of working. Invest in technology infrastructure and resources that support hybrid work and foster a culture of trust and creditability among the employees.

CHAPTER 8

LEARNINGS DERIVED DURING **THE INTERNSHIP PERIOD**

8.1 Learnings Derived during the internship period

Essity Operations Goa Limited has given me a project which is on a “Skill Based Incentive Scheme” for the blue-collar workers at their shopfloor area in the production/ manufacturing plant of PoP (plaster of Paris) products. The company has hired me for a period of 6 months and I am paid a monthly stipend for doing this project. 2 students were interviewed by the company and chosen for this project. I am working in the PoP department.



Above attached is the project charter for the skill matrix project

The objective of this project is to design a Skill Matrix for the blue-collar workers which the company will incentivize based on their level of expertise/ Competencies.

The **first step** is to study and understand the manufacturing process flow of the PoP (Plaster of Paris) Department. The products manufactured in this department are PoP bandages and PoP slabs under the brand name Gypsona. And other brands include Rapidur. In this process, I understood the entire process starting from the logistics department, purchase department, stores, manufacturing, quality control, and finished goods. As a part of my key step in the project, understanding the manufacturing unit and documenting each step in each stage was the biggest learning. I had to illustrate each step/process with input and output in the manufacturing process. I had to present this information in the form of a flowchart to the head of HR of the company.

In my first stage, I observed the entire manufacturing process. There are 6 stages in the manufacturing of PoP bandages. The Raw material storage stage, Coating stage, Winding stage, Spooling and Coring stage, Packaging stage, and last is the finished goods for dispatch stage.

The process starts with material planning. In this, the logistics department will forecast the material requirements for 3 months, 6 months, and 12 months. The 6- and 12-month forecasts are tentative. The forecasts are determined by the orders which the customer place. After the material planning is done, the plan is sent forward to the purchasing department. Here, the department will raise a PO (Purchase order) from the SAP software, which will reflect on the logistics department's software and the material that will be purchased. After the material comes in, which is the Leno Gauge and the POP powder, it will be held by the quality control department for checking and when there are no faults like, tear in the gauge, dirt, and oil spills on the materials, PoP powder in good color like clear white, the material

goes forward to the raw material store for stocking. Then the storekeeper as per the required quantity will forward the material to the coating section where the gauge (cloth) gets coated with the PoP slurry.

-The material storage stage is when the material after being checked by the quality control and quality assurance department will be stacked in the storage area according to the FIFO basis. As and when the material requisition request is placed the storekeeper will forward the material to the departments as and when required.

-The second is the Coating stage. Here the material, which is the Leno gauge gets coated in the PoP slurry, and after the drying is complete the mother roll gets rolled back again and sent to the cutting section for the cutting of the required sizes.

-The winding stage is where the mother roll gets cut into horizontal lines. This process happens in the automated machine called the Online cutter, where the sizes of the blades are adjusted according to the specified requirements and cut into horizontal rolls, and again rolled back.

-The next stage is the spooling and coring stage. Spooling is the stage where the material gets cut now in a horizontal way. And each roll is made. These independent rolls are inserted a plastic cylindrical roll called the “Cory.” After the cory’s are inserted in between the rolls are further sent to the next stage for the packaging process to take place.

-The packaging process starts with the independent placing of the product on the conveyer belt after which the packaging material gets inserted into the product. The machine is called the flow wrap machine. The product gets long-sealed and cross sealed. And further, it is sent for the weight checks. In this process, the low-weighted bandages will fall in the low-weight waste bin and the high-weighted bandages will fall under the high-weight waste bin. After this, the bandages get packed in a plastic packet in which 6 bandage rolls are put and then

those 2 packets of 6 bandages are put in a carton box which is later put into the shippers which are ready to be dispatched.



PoP bandages of various sizes



PoP bandage boxes containing 12 bandage rolls

-The last stage is the dispatch stage where these boxes are put in shippers which are later sent to the final customers as per their requirements. Each shipper contains 40-45 boxes of the product.

The second step in this learning was that I had to break down each process/step into smaller activities with the use of lean manufacturing tools to arrive at the list of activities and skills which will be used to collate and create the skill inventory. These activities will then be broken down into smaller tasks and then task analysis is to be created. Upon the creation of task analysis, the skills present were listed down to make the skills inventory.

The third step is to classify each skill required in each activity and the job. After this, the data collection and identifying the skills, knowledge, and training required were to be mentioned under each skill type. From this, the current employees will be mapped against the skills they possess based on their experience and job profile. I developed a questionnaire to interview the workforce to understand their levels, qualification, and experience required for each skill. In this process, interaction with the shopfloor workers was a major thing. Also, I understood that the shopfloor workers disliked the management. And when I said that I was from the HR team they got angry and refrained from answering any questions.

Here the HR skills/Knowledge and Negotiation techniques and tactics came to help as I was able to befriend them in a skilled manner which made them realize my project and the benefit they will receive. After this, all the employees cooperated and helped me in plotting their expertise and skills.

The fourth step was to understand the level of expertise/ proficiency required under each skill, which also included the categorization of the levels of expertise/ proficiency. And finally, the skill matrix will be designed with different levels of proficiency. And finally, it will end with the skill matrix being linked to the rewards/ Incentivized.

Organizing I-Care events in the company

Apart from the skill matrix, the company had a grand celebration called the “I Care Month safety celebrations.” I collaborated with the organizing team in arranging and organizing this event in the company.

In short, the major learnings derived from me were the skill matrix project of the company.

CHAPTER 9

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CHAPTER 10

ANNEXURE

10.1 Questionnaire for the research

Questions pertaining to Demographic information

1. What is your gender
 - a. Male
 - b. Female

2. What is your age?
 - a. Under 20
 - b. 20-30
 - c. 30-39
 - d. 40-49
 - e. 50-59
 - f. 60 or Older

3. What is your highest level of education?
 - a. High School
 - b. Bachelor's degree
 - c. Master's degree
 - d. PhD
 - e. Other

Questions pertaining to Hybrid work and employee Productivity

4. How long have you been working in the industry?
 - a. Less than a year
 - b. 1-3 years
 - c. 5-10 years
 - d. More than 10 years

5. Are you currently working in a hybrid model? (Part remote/
work from home, part in office)?
 - a. Yes
 - b. No

6. On a scale of 1-5, how satisfied are you with your current work arrangement (where 1 = very dissatisfied and 5 = very satisfied)?
7. How often do you work remotely?
 - a. More than 50% of the time
 - b. 25%-50% of the time
 - c. Less than 25% of the time
 - d. Never
8. Do you feel that your employer provides you with the necessary tools and resources to work efficiently in a hybrid working model?
 - a. Yes, always
 - b. Yes, sometimes
 - c. No, rarely
 - d. Never
9. On a scale of 1-5, how productive do you feel when working remotely (where 1= very unproductive and 5= very productive)?
 - a. 1
 - b. 2
 - c. 3
 - d. 4
 - e. 5

Questions pertaining to Hybrid working and Employee retention

10. Have you ever considered leaving your job due to dissatisfaction with your work arrangement?
 - a. Very unlikely
 - b. Unlikely
 - c. Neutral/unsure

- d. Likely
- e. Very likely

11. How often do you communicate with your supervisor or manager when working remotely?
- a. Daily
 - b. Several times per week
 - c. Once per week
 - d. Less than once per week
 - e. Never
12. How important is hybrid working to your decision to stay with your current employer?
- a. Extremely important
 - b. Somewhat important
 - c. Not very important
 - Not at all important

Questions pertaining to Hybrid work and Employee Motivation, Engagement, and Loyalty

13. On a scale of 1-5, how valued do you feel as an employee for your contributions when working remotely (where 1= not valued at all and 5= very valued)?
14. How has hybrid working affected your motivation?
- a. It has increased my motivation
 - b. It has decreased my motivation
 - c. There has been no change in my motivation
15. Are you satisfied with your work-life balance?
- a. Strongly disagree
 - b. Disagree
 - c. Neutral
 - d. Agree
 - e. Strongly agree

16. Do you feel more or less connected to your colleagues and the company as a whole when working from home?
 - a. Much more connected
 - b. Somewhat connected
 - c. No difference
 - d. Somewhat less connected
 - e. Much less connected
17. How has hybrid work affected your engagement?
 - a. It has increased my engagement
 - b. It has decreased my engagement
 - c. There has been no change in my engagement
18. How has hybrid working affected your loyalty to the organization?
 - a. It has increased my loyalty
 - b. It has decreased my loyalty
 - c. There has been no change in my loyalty
19. How important is hybrid working to your overall job satisfaction and loyalty to your employer?
 - a. Very important
 - b. Somewhat important
 - c. Not very important
 - d. Not at all important
20. Do you feel more or less engaged with your work in a hybrid work environment compared to a traditional office environment?
 - a. More engaged
 - b. Less engaged
 - c. No difference in engagement
 - d. Not sure