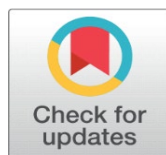
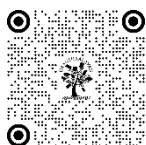


REVISITING HR FOR HYBRID WORKPLACES

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ABSTRACT

The global pandemic has redefined work from home to work from anywhere. The remote or hybrid work arrangement - switching between working from office and remote working is there to stay. While hybrid work offers flexibility to workers it also adds a layer of complexity to operations. The post pandemic disruptions demand agility and resilience at workplaces. As organizations look into the future, they must be able to engage the "everywhere talent" and "everywhere customer", this means accessing new and diverse talent pools. This can be achieved by creating workplace cultures that empower employees to explore their full potential, a feeling of belongingness regardless of their demography. The challenges around hybrid work include employee's motivation, effectively driving collaboration and open communication across teams, and ensuring employees personal and professional lives remain balanced. At the same time the hybrid workplaces will emphasize on Collaboration, Agility & Resilience and Compassionate Leadership. Both the employer and the employee need to work on curating employee centered experience and therefore Hence HR leaders need to focus on building a strategy to ensure that employees engaged and productive while clearly aligning the organizations as well as their own goals, focusing on an inclusive atmosphere with mental wellness as a key priority.

Keywords: Mangifera indica L. Fruit, Amino Acid, Soluble Sugar, Langra, Dasher, Sugar, Minerals

1. INTRODUCTION

1.1. PURPOSE

Digital renaissances have made the world so small that anyone can connect with another at any moment. This has been a major enabler of the quick adoption of work from home to work from anywhere, thereby paving way to future organizations characterized by everywhere talent and everywhere customers. Thus, future looking organizations will focus on accessing new and diverse talent pools. This can be achieved by creating workplace cultures that empower employees to explore their full potential, a feeling of belongingness regardless of their demography. This requires organizations to develop new measures to help remote and hybrid workers reestablish sustainable but flexible boundaries between their work responsibilities and their home responsibilities and personal time.

2. METHODOLOGY

The paper is based on systematic literature review of the advent of hybrid workplaces and the benefits and shortcomings of such workplaces that demand a revisit of HR strategies and policies for benefit of both the employer and employee. For this purpose, different articles, research papers available on open source were reviewed with prime focus on keywords for hybrid, work from home, employee engagement, flexibility, support. Explorative search in the articles is used to cover most of the aspects of hybrid workplaces.

3. FINDINGS

During the study it was found that the hybrid workplaces to a large extent led to distance bias and deteriorating employee mental health and burnout. Despite the shortcomings Hybrid workplaces also come with promises of work-life balance and flexibility of work. Based on the literature review

3.1. THE ORIGINALITY/VALUE OF PAPER:

Organizations can leverage best practices of organizations promoting hybrid work to ensure improved employee productivity and consequently achievement of organizational goals.

Keywords: hybrid, work from home, employee engagement, flexibility, support.

4. REVISITING HR FOR HYBRID WORKPLACES

1) Introduction

The Covid 19 Pandemic called by many as a 'Black Swan event' has transformed lives, changed industries and changed businesses. It brought a massive disruption across industries and across processes. The disruption was also felt in the way people worked. The organizations realized that the workspaces can be optimally utilized by demarcating between the conventional and non-conventional jobs, they realized that not all employees need to come to office for work. The forced shift to work from home during the pandemic unveiled several benefits that were unnoticed for long, now paved way for new type of workspaces, called the hybrid workspace. The new age organizations have embraced the shift from work from office to work from home to work from anywhere or hybrid work.

A hybrid workplace is a blend of work from office and remote work. This offers employees r flexibility and support, more autonomy and better work-life balance, this consequently leads to more engaged employees. On the other hand, employers gain by building a more productive, healthy and stable workforce.

2) Theory

What are hybrid Workplaces?

We can define hybrid workplaces as an office setting that incorporates aspects of both remote work and conventional office-based work. Employees that operate in a hybrid environment have the option to do so from both the office and remotely, either from their homes or another location. Employees operating in a hybrid environment may spend a portion of their workweek in the office and the rest of it remotely. Employees may also choose to work entirely from home or visit the office just when necessary. Depending on the business and the requirements of its staff, a hybrid workplace may have different specific arrangements.

In recent years, hybrid workplaces have grown in popularity as a result of the advantages they provide for both employers and employees. For instance, hybrid workplaces might assist businesses in reducing their real estate costs while providing employees with more freedom and work-life balance. Also, sustaining communication and collaboration amongst team members who are working in different locations is one of the new issues that hybrid workplaces can bring up.

Benefits of hybrid Workplaces

Hybrid workplaces provide a number of advantages to both employers and employees, such as:

Flexibility: Offering employees greater flexibility is one of the main advantages of hybrid workplaces. Employees have the flexibility to choose to work remotely on days when they need to be at home, or come into the office when they need to collaborate with their colleagues or attend meetings.

Better work-life balance: By enabling remote work, hybrid workplaces can aid employees in balancing their personal and professional lives. This can be especially beneficial for employees with children or other caregiving responsibilities.

Reduced commute time and costs: By forgoing the daily trip to work, employees at hybrid workplaces can save time and money. With reduced commutes to office alternatively they offer benefits of reducing carbon emissions and transportation congestion.

Improved productivity: According to recent research, employees who work remotely are frequently more productive than those who work in an office. This might be as a result of their improved ability to concentrate on their task without distractions of the office setting.

Access to a larger talent pool: By facilitating remote work, hybrid workplaces can attract talent from a larger geographic area. As a result, organizations may be able to access a wider range of expertise and talents.

Cost savings: Hybrid workplaces can help companies save money on real estate costs, utilities, and other overhead expenses associated with maintaining a traditional office space.

Constraints of Hybrid Workplaces

While hybrid workplaces have many benefits, there are also several constraints and challenges to consider. These include:

Communication and collaboration: One of the biggest challenges of hybrid workplaces is maintaining effective communication and collaboration between team members who are working in different locations. This requires implementing communication tools and strategies to ensure that remote workers are fully integrated into the team and can collaborate effectively with their colleagues.

Technology infrastructure to support remote working: Hybrid workplaces require a robust technology infrastructure to support remote work. This includes providing employees with the necessary hardware, software, and network access to work remotely, as well as ensuring that these tools are secure and compliant with company policies.

Managerial challenges to meet transformed employee expectations: Managing a hybrid workforce can be challenging, especially for managers who are used to supervising employees in a traditional office environment. Managers need to be trained on how to effectively manage remote workers and ensure that they are meeting their goals and deadlines.

Employee engagement: Hybrid workplaces can make it more difficult to engage and motivate employees, especially those who are working remotely. Employers need to develop strategies to foster employee engagement, such as regular check-ins, recognition programs, and team-building activities.

Work-life balance: While hybrid workplaces can help employees achieve a better work-life balance, they can also make it more difficult to disconnect from work. Employers need to set clear boundaries and expectations around work hours and communication to ensure that employees can fully disconnect when they are not working.

3) Need for the Study

The organizations have made a move to hybrid workplace model, however what is challenging for them is framing a detailed vision for a hybrid work. The traditional existing model needs a complete revamp of policies and approach.

As per a report by Mckinsey most organizations are struggling to develop a detailed vision for hybrid work place. Organizations are still in the experiment and iterate phase. Executives at most companies have at least identified the processes that will need to be rethought and are aware of the need to redesign processes to better support a remote workforce. However, as the context changes, productivity leaders are more likely to continuously iterate and modify their processes. There is evidence that the test-and-learn approach to process redesign will be a significant enabler as organizations attempt to codify the hybrid model.

4) Significance of the Study

There has been a shift in the expectations of employees working from office to working from home to working from anywhere. This has redefined jobs to balancing productivity and efficiency while being empathetic. Revisiting HR

strategies under hybrid work place model will lead to revisiting the productivity measurement of employees. Shifting the metrics of measure from the traditional ongoing command and control processes to more outcome-based approach

5. RESEARCH DESIGN AND METHODOLOGY

5.1. DATA COLLECTION

The paper is based on the systematic literature review of the advent of hybrid workplaces and the benefits and shortcomings of such workplaces that necessity to revisit HR strategies and policies for benefit of both the employer and employee. For this purpose, different articles, research papers available on open source were reviewed systematically with prime focus on keywords for hybrid, work from home, employee engagement, flexibility, support. Explorative search in the articles is used to cover most of the aspects of hybrid workplaces. The articles from HBR, Forbes, Gartner, SHRM, Peoplematters, journal articles by McKinsey, Deloitte and those available on Google Scholar belonging to the timeline from 2019 to 2022 were considered.

5.2. DATA ANALYSIS

Total 42 articles are scanned in their titles, abstracts, keywords for understanding how hybrid workplaces gradually made their way into the traditional workspace. First categorized the concept, benefits and shortcomings of hybrid workplaces. Then elaborated the expectations and need for rethinking HR strategies for hybrid workplaces.

6. RESULTS AND DISCUSSIONS

A flexible workplace model known as a "hybrid office" or "hybrid workplace" is intended to accommodate a distributed workforce that includes both in-office and remote employees. It gives employees the freedom to work where they can be most productive: in the workplace, from a faraway location (work from home, in particular), or a combination of the two. The most crucial pillars of a hybrid workplace are flexibility and support, in addition to the essential criteria of a mix of in-office and remote workers.

It is possible to allocate in-office time by days, teams, or as needed. "Where and when work gets done will be determined by what makes the most sense to drive the highest levels of productivity and engagement,"(Gartner) In a hybrid workplace, employees typically enjoy more autonomy and better work-life balance and are more engaged as a result employers benefit by building a more productive, healthy, stable workforce.

6.1. ENABLERS OF HYBRID WORKPLACE

The Covid-19 crisis has changed how people work and will continue to have an impact for many years to come. The measures that were implemented as a short-term coping strategy for the pandemic have now taken root and changed the way work will be done in the future. Changes like the move to remote or hybrid work are beneficial in many ways. Although "work from home" was initially a temporary solution, many businesses and employees have discovered its advantages and are determined to continue. However, decision-makers must observe measurable effects for this to be a long-term change. When Twitter CEO Jack Dorsey encouraged employees to work from home forever, he sparked a major paradigm shift. Google, Facebook, and Square, all-important businesses, followed the trend.

6.2. FUTURE ORGANIZATIONS

As the hybrid workplace will gain momentum the future of organizations is likely to be shaped by several trends, including advances in technology, changing demographics, and evolving social values. Here are some potential ways organizations might change in the future:

Greater reliance on automation and artificial intelligence: Organizations may increasingly rely on AI and automation to carry out tasks that are currently performed by human workers as technology advances. This could improve productivity and save money, but it could also affect the workforce and job market.

More flexible and remote work: The COVID-19 pandemic has accelerated the trend toward remote work, and it's possible that many businesses will adopt this practice in the future. This could improve employee flexibility and save businesses money, but it could also have an impact on how teams work together and the culture of the company.

Focus on sustainability: As concerns about climate change grow, organizations may increasingly prioritize sustainability in their operations and decision-making. This could involve reducing carbon emissions, adopting circular business models, and investing in renewable energy and other green technologies.

Emphasis on diversity, equity, and inclusion: Organizations are increasingly recognizing the importance of diversity, equity, and inclusion (DEI) in creating a positive and productive workplace culture. There are possibilities that in near future, organizations may prioritize DEI in their hiring practices, leadership development, and employee engagement initiatives.

Increased collaboration and partnership: In a world that is increasingly interconnected, organizations may need to collaborate more closely with other companies, governments, and civil society organizations to achieve their goals. This could involve forming partnerships, sharing data and expertise, and working together to address common challenges.

Organizations' futures are likely to be shaped by a complex combination of social, economic, and technological developments. Organizations that are able to adapt and evolve in response to these trends will likely be the most successful, even though it is impossible to accurately predict the future. Organizations will focus on four major keywords, agility, resilience, flexibility and support. Therefore, future looking organizations will focus on accessing new and diverse talent pools. This can be achieved by creating workplace cultures that empower employees to explore their full potential, a feeling of belongingness regardless of their demography and compassionate leadership.

6.3. CHALLENGES FACED BY HR

The shift from regular to hybrid mode of working brings its own share of challenges for the HR. Hence while working in a new reality, employers' old habits (i.e., focusing only on hours worked) will have to be rewired into new and improved measures. Employers will need to shift their focus from inputs to engagement, outcomes and quality of work. The pandemic has accelerated use and adoption of remote connectivity and collaboration tools, but there is still much to be done in how work actually gets done. Furthermore, the digital tools that employers are equipping their remote workers with can be used to create automations or tools that can be used to reduce rework or turnaround time, measure quality, earn digital badges, and gain new skills (including colleague and customer feedback). Last but not least, businesses will require new strategies to assist remote and hybrid workers in re-establishing flexible but durable boundaries between their work obligations and personal obligations.

The HR challenges can be viewed from both the employer and the employees perspective. From the employers perspective the HR needs to ensure that the new normal is embraced across the organization, rethinking employee engagement strategies that would include remote working as well as working from anywhere employees and design or adjust the methods of measuring productivity.

6.4. AREAS WHERE HR NEEDS TO RETHINK

It is essential for HR professionals to reevaluate their strategies for managing hybrid workplaces in light of the ongoing COVID-19 pandemic's impact on workplaces. In hybrid workplaces, the following are important considerations for HR:

Communication: In a hybrid workplace, where employees may work from home or in the office, clear communication is essential. Employees should be aware of how to communicate with their managers and coworkers, and HR should make sure that clear communication channels are in place.

Procedures and policies: To ensure that existing policies and procedures are appropriate for hybrid workplaces and effective, HR should review and update them. Remote work policies, performance management, and time tracking are all included in this.

Education and growth: HR should concentrate on training and development programs that assist employees in adjusting to new work arrangements as hybrid work becomes more common. Training on time management, virtual communication skills, and best practices for working from home could be part of this.

Engagement among workers: HR should take steps to make sure that every employee, no matter where they work, feels valued and included. Opportunities for social interaction, team-building activities, and regular check-ins are all examples of this.

Safety and health: Regardless of whether employees are working from home or in the office, health and safety should continue to be top priorities for HR. This might entail providing remote workers with ergonomic equipment, enforcing safety procedures in the workplace, or encouraging employees to take care of their mental health.

In general, HR professionals ought to take an active role in addressing the particular difficulties posed by hybrid workplaces. HR can aid in the successful transition to a hybrid workplace model by focusing on communication, policies and procedures, training and development, employee engagement, and health and safety.