



## To Study Employee Perception About Remote & Hybrid Employment Opportunities Referring to Employees in Pune

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### ABSTRACT

This study investigates employee perceptions of remote and hybrid employment opportunities among employees in Pune. Through a comprehensive analysis, the research explores how factors such as age influence perceptions of work-life balance, productivity, job satisfaction, and stress levels within hybrid work environments. The findings reveal a strong association between age and the perception that hybrid work enhances work-life balance and job satisfaction, particularly among younger employees. Conversely, perceptions of productivity showed no significant variation with age, suggesting that factors beyond demographics play a crucial role. Additionally, the study highlights concerns about increased stress levels and the potential for proximity bias favouring in-office employees. These insights emphasize the importance of developing tailored hybrid work models that address the diverse needs of the workforce. Practical implications include the necessity for organizations to invest in technology, establish effective communication strategies, and support employee well-being to create a positive hybrid work environment. The research contributes to the growing body of literature on hybrid work, offering valuable recommendations for future studies aimed at optimizing employee experiences in diverse work settings

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## **INTRODUCTION**

The adaptation to remote working and hybrid models of work has become a new norm in organisations due to COVID-19 (Dhere, Vidani, & Solanki, 2016). Thus, what was once seen as marginal practices are now needed to constitute the very structure of postmodern workplaces? It was not a simple act of adapting to the pandemic but rather a revolution in the perspective of doing business and work (Singh & Vidani, 2016). It has become particularly apparent in a growing IT city such as Pune, where practices like remote and hybrid work have had a tangible impact (Vidani & Plaha, 2016). Details concerning how such new work arrangements are perceived could be obtained from the employees of the city especially the growing number of IT specialists from the working population (Vidani & Plaha, 2016).

In the following research, the author will explore the attitudes of employees in Pune towards remote and hybrid work arrangements (Vidani & Plaha, 2016). More specifically, it looks at them in relation to aspects such as how they affect work-life balance, job satisfaction, productivity and well-being (Solanki & Vidani, 2016). With its emphasis on the employees in Pune, this study aims to fill the current gap in research by presenting findings that may assist organisations in comprehending the necessities and preferences for its employees and thus enhance future work policies (Solanki & Vidani, 2016).

### **Conceptual Framework for Measuring the Success of Hybrid Work Models**

Remote work alongside with the in-office work has been witnessed to be adopted after the break caused by the COVID - 19 pandemic (Vidani, 2016). There are several advantages that employees can be provided in this model, such as flexibility, work-life balance, and job satisfaction (Vidani J. N., 2016). From the employer's perspective, the go-between work model under consideration can foster increased work performance and staff satisfaction (Vidani & Pathak, 2016). In any case, returning to the hybrid work model implies that several factors must be taken into account, and these factors include, among others, technological and communication support, employee health, and organizational culture (Pathak & Vidani, 2016).

For instance, hybrid work has emerged as a sustainable solution in the IT sector where employees possess the tools and skills essential for working remotely (Bhatt, Patel, & Vidani, 2017). J. Hopkins and A. Bardoel (2023) identified the fact that organizations need to include sustainable hybrid work models as they are evident in countries like Australia where such models have been adopted due to the pandemic. These models are intended for the care and maintenance of the human capital, as well as the achievement of organizational objectives (Vidani, Chack, & Rathod, 2017).

Here in Pune too, the IT companies have begun to evaluate the scenarios of the new working models flexible working model (Vidani & Singh, 2017). This is

because the city is home to a massive population of IT professionals and possesses a sound technological foundation, specifically for learning about hybrid work adaptation (Vidani & Plaha, 2017). Workers in Pune have stated likeliness towards hybrid work model due to decreased travel time, flexibility, as well as a superior work-life balance (Sukhanandi, Tank, & Vidani, 2018).

### **Effects of New Hybrid Work Model on Employees Health and Performance**

Organizational adoption of hybrid work model has also received much support given how it has a positive effect on employee wellness (Vidani, 2018)(Biharani & Vidani, 2018). There are the basic psychological advantages such as the fact that at least partial telecommuting enables employees to address their personal requirements and work commitments in parallel (Vidani, 2018). These, in turn, results to higher satisfaction levels among employees and thus increased workforce productivity (Odedra, Rabadiya, & Vidani, 2018). A study by F. O. Uru, E. Gozukara, and Lale Tezcan (2022) revealed that with the adoption of remote and hybrid working practices during the COVID-19 pandemic, work engagement and organizational identification became more bonded (Vidani J. N., 2018). Those individuals who had the option of working from an office or from home reported higher Organizational Connectedness, which further contributed to their wellbeing (Vasveliya & Vidani, 2019).

Another advantage that the option of choosing work from home has been of interest to the employees of Pune (Sachaniya, Vora, & Vidani, 2019)

### **Vendor Management and Outsourcing in the Context of the New Work Model**

On the other hand, there are several issues that organizations need to consider while adopting hybrid work model to achieve success (Vidani, 2019). Employing technology or software is one of the issues of concern as a proper technological platform must be developed (Vidani, Jacob, & Patel, 2019). For employees working from both office and home, the computer and system infrastructure must have dependable Internet connections and secure networks for them to function efficiently from any locale (Vidani J. N., 2020). This might not even be an issue in places like Pune, for instance, where the IT companies are well endowed with the requisite technology. But equality of employment opportunity does not stop at prohibiting discrimination in the use of tools and resources by employees to do their work (Vidani & Dholakia, 2020).

Another is the risk of 'telework isolation' which is a phenomenon whereby employees that telework for long periods experience feelings of loneliness or detachment from their colleagues (Vidani & Das, 2021). Although companies and employees benefit from hybrid work, it disrupts direct interactions with co-workers and thus the unity and cohesiveness of a team (Rathod, Meghrajani, & Vidani, 2022). Thus, to avoid this, frequent interactions as well as both face-to-face and technology-facilitated team cooperation should be designed and

arranged (Vidani J. N., 2022). Hence, creativity, trust and shifts in perception is a key to creating and achieving success with HWA as is exemplified by Norbert Griszbacher (2023) (Vidani, Meghrajani, & Siddarth, 2023) . To enhance the success of hybrid work, employers and employees have to make the necessary steps of establishing each other's trust in transparent communication (Saxena & Vidani, 2023).

In the same respect, there are also prospects for organizations to enhance retention of employees and acquire the best talent due to flexible working arrangements (Vidani, Das, Meghrajani, & Singh, 2023). According to a research by Stephen Hansen et al. (2023), it has been observed that there has been a gradual rise in the number of organizations offering work from home jobs since 2019, due to scarcity of professional workforce (Vidani, Das, Meghrajani, & Chaudasi, 2023). The competition for IT human capital in Pune is high, therefore, organizations that can provide hybrid or remote work arrangements may have an edge in human capital competition (Bansal, Pophalkar, & Vidani, 2023).

### **Gender and Hybrid Work: Issues About Equity**

Another topic that has to be discussed when it comes to the organization of work in hybrid models is gender equality (Chaudhary, Patel, & Vidani, 2023). Science reveals that remote and hybrid work arrangements pose diverse consequences for men and women regarding their wellbeing and career progress (Patel, Chaudhary, & Vidani, 2023). This study by W. Fan and P. Moen (2023) has revealed that even though flexible work options enhance well-being, some groups like the White woman without childcare responsibilities are outcompeted (Sharma & Vidani, 2023). On the other hand, the analysis indicated that the minority men and the overall less educated populations seem to have benefited greatly in their wellbeing from the hybrid work regime (Sharma & Vidani, 2023).

Discussing the issue in relation to the city of Pune, it has been identified that gender discrimination in the workplace is still relevant, meaning that the organization's transition to hybrid work arrangements should take this factor into account. This may encompass issues of flexibility of working conditions, where the concerns of women, particularly those with childcare responsibilities can be addressed (Mahajan & Vidani, 2023). Thus, recreating the hybrid work environment, organizations guarantee equal chances for male and female employees and help them to achieve their professional goals (Saxena & Vidani, 2023).

### **Hybrid Work and its Impacts on Organizational Culture**

Then there is the question of culture that needs to change due to the transition to the hybrid work model. Companies that were used to having their employees in the office now have to change their approach to embrace the new model of a flexible workforce. This involves questioning the way performance is managed, how and with whom people work, and how employees are trained

and developed in their careers. Mendiola Teng-Calleja et al. (2023) examined how organisations can guide employees through hybrid work and put forward actions at the organisational and team levels. Workers who perceive organizational and team support enjoy their experiences with hybrid work, and deliver on their responsibilities more effectively.

Outsourcing work to employees in their homes or transitioning basically translates into a more productive working environment for both the organization and the employee. For the employees, especially the ones living in pune and working in the it sectors, these models provide many advantages such as working remotely, better work life balance and higher satisfaction with their jobs. However, when adopting diverse work policies such as hybrid work, certain challenges must also be taken into account, namely resources and technologies, culture of the organization and women's representation.

As the current study seeks to explore employees' picture of remote and hybrid work in Pune, the findings will be helpful in creating better workplace policies for organizations. According to the evolving trends of the workplace, the concept of hybrid work models is very likely to rise in its acceptability as people are already used to the working conditions offered by this type. A literature review for your research project on 'Employee Perception About Remote & Hybrid Employment Opportunities with Reference to Employees in Pune' calls for an extensive review of literature that deals with the areas of remote and hybrid work models, the effects these models have on the employees and the perception of these models in different organizational cultures. As mentioned further, this review incorporates the broad framing of the investigation where employee perceptions towards remote and hybrid employment opportunities are placed within the wider context of the key studies provided in the text

### **Research Gap**

Everyone's working habits have evolved significantly in recent years, particularly for those who work from home or in a hybrid style—that is, a combination of both the workplace and their home. However, a thorough investigation of this subject reveals that little is known about how employees and people in general feel about these new working practices, with particular reference to Pune. The majority of research and studies concentrate on broad trends and outcomes, missing the most crucial perspective of employees according to their region and culture.

Pune is a city that blends modern employment with traditional values. Examining how their employees, particularly the local ones, perceive distant and hybrid work is therefore crucial.

The majority of current research ignores employees' subjective experiences and sentiments in favor of concentrating on metrics like job satisfaction and

productivity. This becomes crucial when we take into account variables like age, gender, and occupations, as these can have a significant impact on people's perceptions of their stress levels, independence, and work-life balance.

As is well known, numerous studies discuss the benefits of hybrid work, but to be honest, they overlook the drawbacks, which include the possibility that employees may feel excluded or alone when working remotely. For businesses that aim to establish an equitable and inclusive workplace, this type of issue is quite important. The impact of management styles and corporate culture on employees' perceptions of hybrid work patterns is another gap in this research. We can assist companies in implementing more effective hybrid work models if we make an effort to comprehend and improve key areas, including as support, communication, and technology, and how they all impact experiences in Pune.

Additionally, employees in Pune may have different attitudes toward remote work than those in larger cities due to local economic and social reasons. The existing body of research on the subject does not adequately explain or investigate the potential effects of hybrid arrangements on employees' career development and sustainability, which is crucial in the rapidly evolving job market of today. This indicates that more research on the effects of hybrid work on loyalty and professional growth in Pune is necessary.

### **Research Objectives**

1. To study the perception of work-life balance among employees in remote work settings. (Objective achieved in Question 1 of the Questionnaire)
2. To analyze employees' perception of work-life balance in hybrid work models. (Objective achieved in Question 2 of the Questionnaire)
3. To assess employee satisfaction with remote work opportunities provided by their organization. (Objective achieved in Question 3 of the Questionnaire)
4. To evaluate how hybrid work models impact overall job satisfaction among employees. (Objective achieved in Question 4 of the Questionnaire)
5. To study employee perceptions of productivity while working remotely compared to in-office work. (Objective achieved in Question 5 of the Questionnaire)
6. To analyze the consistency of productivity levels in hybrid work environments. (Objective achieved in Question 6 of the Questionnaire)
7. To assess the availability and adequacy of technological tools for remote work. (Objective achieved in Question 7 of the Questionnaire)
8. To evaluate employees' experiences with technical difficulties while working remotely. (Objective achieved in Question 8 of the Questionnaire)

9. To study the ease of team collaboration during remote work among employees. (Objective achieved in Question 9 of the Questionnaire)
10. To analyze the effectiveness of communication in hybrid work settings. (Objective achieved in Question 10 of the Questionnaire)
11. To assess how remote work impacts stress levels among employees. (Objective achieved in Question 11 of the Questionnaire)
12. To evaluate the influence of hybrid work models on mental well-being. (Objective achieved in Question 12 of the Questionnaire)
13. To analyze employee preferences for hybrid work models over remote or full-time office models. (Objective achieved in Question 13 of the Questionnaire)
14. To study employee beliefs about the future of hybrid work as a standard work model. (Objective achieved in Question 14 of the Questionnaire)

## LITERATURE REVIEW

Hybrid employment is one of the most significant developments within the employment landscape, and it derives its energy from work-from-home and hybrid work. Hybrid models are highly practicable and flexible in providing work-life balance. Hybrid models meet and increase productivity. In this regard, many studies provide evidence that hybrid models allow virtual employees to devise more flexibility for fulfilling their professional and personal responsibilities at the optimal level. Therefore, the work model so developed has kept employee well-being and the technological support system in mind.

The hybrid work practice, just like the case of the COVID-19 pandemic, will adversely impact the employee's wellness. However, evidence from different studies has emerged in showing clear evidence based on the existence of various preferences-like white women generally attain heavy stress after working from a distance. Hybrids, therefore tend to favor the employees as they allow leeway so that one can stay in an environment proven most suitable to them whereas it has been hard to pin one's attention while chatting with colleagues.

The second success factor of hybrid work models includes technological infrastructure. There should also be proper infrastructures that will help distributed workers organize cross-functional communication flows among various teams, either from headquarters or remotely. Such organizational and team-level practices, based on Bronfenbrenner's ecological systems theory, at times, enable or limit employees' freedom of movement in the hybrid work environment. Work-from-home jobs should continue to thrive with increasing demands for working away from the workplace and for fewer hours. Increasingly, this trend will intensify within the US and other Anglophone countries. Proximity bias and low productivity are more likely than not to be

found in the hybrid model, provoking calls for more advanced solutions toward the better integration of employees functioning within a hybrid environment. These modes of communication, performance management systems, and policies may be considered sufficient incentives to keep employees in the hybrid structure performing smoothly.

Hybrid work has proved to be one of the more promising responses to workforce productivity. As identified by Nikiforova et al. (2023; checking and calibration of productivity efficiency will be implemented for remote and hybrid workers in the proposed approach. Their high flexibility and balance in work life can easily be reflected in settings of remote working thus leading to higher productivity with greater prospects for the long term. However, for most work settings, there are issues with holding and consistency.

According to Wang et al. (2020), Griszbacher (2023) hybrid work would not be possible without an attitude shift since it requires both employees and employers to extend trust, as well as efforts spent at up-skilling; however, Kiwert and Walecka would not concur because all's well about telecommuting for though there are merits about the issue of telecommuting, it has been seen to be less productive than its on-premises work counterpart. However, based on research, it quite evident that there is gagging by obscure boundaries that have resulted from crossing into an effect on the productivity level at home and the workplace.

The COVID-19 pandemic did change the attitude of employees toward hybrid work altogether. Many organizations increased their hiring activities from home because it allows a good balance of work and life as well as greater job satisfaction. Hybrid work can never be a panacea. Behind it lie a lot of challenges, such as weak ICT infrastructure, lack of communication, and inconsiderate colleagues. Over such barriers, the organization needs to initiate policies and practices weighing the welfare of employees, proper training, and culturally open communication.

Organizational policies and HR practices can also serve as the basis upon which hybrid work models can be easily implemented. According to Hopkins and Bardoel in 2023, healthy work-life balance, well-being of employees, and technology become the base framework for the successful outcome of a hybrid work model. The employee value proposition for the public sector agencies becomes the necessity to win and maintain talent. In that regard, this paper defines gender equality within hybrid work models and how proactive HR policy formulation becomes important, as highlighted ahead. The second crucial success variable of hybrid work models that Singh and Joshi discovered in 2022 is managerial support. Proper support scores the view of hybrid work generally

better among the employees. The HRM practice should provide the required support to the employees when they are at work in a hybrid condition.

Such lessons from the COVID-19 pandemic shall therefore shape hybrid work into the future. Surviving and thriving in the pandemic would lock hybrid work policies that would fuel flexible arrangements of work in the post-pandemic world, going to explode exponentially with demands for flexible working arrangements and corresponding cost savings and productivity gains, as research by Hansen et al. in 2023 shows. Hybrid work can only succeed if the organization engages and prevents employees from burnout. As Fan and Moen, 2023 proved an organization that will not be able to support its workers to oversee hybrid models will soon turn out to be ever so likely to witness an increase in the turnover of the workers as well as dwindling productivity further. Hybrid work, therefore, requires policies that promote good work-life practices. The new hybrid model of work has brought mixed results, as depicted in the following literature. This model allows an employee flexibility and proper balance between work-life and a meaningful job. Challenges prevail through communication, technological infrastructure available, and employees involved under hybrid work models. Policies should be supportive of the technology at hand and a culture of trust and collaboration under hybrid work models. Hybrid work opened new avenues for changing the work-life balance of employees at Pune that in turn increased their satisfaction at the place. Organizations need to bring all hybrid work policies within their reach so that every employee will get equal opportunities so that organizations at Pune can create a more flexible, productive, and employee-centered working environment to lead toward long-term success.

### **Hypothesis**

- H1: There is a significant association between age and the perception that hybrid work provides a better work-life balance.
- H2: There is a significant association between age and the feeling of increased productivity when working in a hybrid model compared to traditional hybrid work.
- H3: There is a significant association between age and the perception that the flexibility of hybrid work allows for better management of personal and professional responsibilities.
- H4: There is a significant association between age and the belief that the employer provides adequate technological support for hybrid work.
- H5: There is a significant association between age and the experience of more stress when working in a hybrid model compared to traditional hybrid work.

H6: There is a significant association between age and the perception that hybrid work improves overall job satisfaction.

H7: There is a significant association between age and the belief that the organization's communication infrastructure supports effective collaboration in a hybrid work model

H8: There is a significant association between age and the perception that hybrid work has led to proximity bias in favour of in-office employees.

H9: There is a significant association between age and the feeling of increased trust and autonomy in one's role due to hybrid work.

H10: There is a significant association between age and the perception that the hybrid model has improved communication between different teams in the organization.

H11: There is a significant association between age and the belief that the hybrid work model has contributed to preventing employee burnout in the organization.

Table 1. Validation of Questionnaire

All Statements with scale	Citation from JV citation file (You can add more than 1 citation)
Hybrid work provides me with a better work-life balance	(Vidani, 2015)
I feel more productive when working in a hybrid model compared to fully on-site work	(Vidani & Solanki, 2015)
The flexibility of hybrid work allows me to better manage my personal and professional responsibilities	(Vidani, 2015)
My employer provides adequate technological support for hybrid work	(Vidani, 2015)
I experience more stress working in a hybrid model compared to fully on-site work	(Vidani, 2015)
Hybrid work improves my overall job satisfaction	(Solanki & Vidani, 2016)
My organization's communication infrastructure supports effective collaboration in a hybrid work model	(Vidani, 2016) (Niyati & Vidani, 2016)

I feel that hybrid work has led to proximity bias in my organization (favouring in-office employees)	(Pradhan, Tshogay, & Vidani, 2016) (Modi, Harkani, Radadiya, & Vidani, 2016)
Hybrid work allows me to feel more trusted and autonomous in my role	(Vidani, 2016)
The hybrid model has helped improve communication between different teams in my organization	(Singh, Vidani, & Nagoria, 2016)
The hybrid work model has contributed to preventing employee burnout in my organization	(Mala, Vidani, & Solanki, 2016)

## METHODOLOGY

Table 2. Research Methodology

<b>Research Design</b>	<b>Descriptive</b>
<b>Sample Method</b>	<b>Non-Probability - Convenient Sampling method</b>
<b>Data Collection Method</b>	<b>Primary method</b>
<b>Data Collection Method</b>	<b>Structured Questionnaire</b>
<b>Type of Questions</b>	<b>Close ended</b>
<b>Data Collection mode</b>	<b>Online through Google Form</b>

<b>Data Analysis methods</b>	<b>Tables</b>
<b>Data Analysis Tools</b>	<b>SPSS and Excel</b>
<b>Sampling Size</b>	<b>161</b>
<b>Survey Area</b>	<b>Ahmedabad</b>
<b>Sampling Unit</b>	<b>Students, Private and government Job employees, Businessmen, Home maker, Professionals like CA, Doctor etc.</b>

### Demographic Summary

The demographic summary of the surveyed population reveals a diverse group of 165 respondents. In terms of age, 43% are under 25, while those aged 25-34 constitute 20.6%. The gender distribution is relatively balanced, with 52.7% identifying as male and 47.3% as female. Employment sectors show a significant representation in education (30.9%), followed by finance (19.4%) and healthcare (18.2%). Regarding work setup, 43% are in a hybrid model, 21.2% work fully remote, and 35.8% are on-site. This data provides valuable insights into the workforce composition and working preferences of the group.

Add rows as per number of hypothesis you have created

Table 3. Results of Hypothesis Testing

Sr. No	Alternate Hypothesis	Result p =	>/< 0.05	Accept/ Reject Null hypothesis	R value	Relationship
<b>H1</b>	There is a significant association between age and the perception that hybrid work provides a better work-life balance	0.412	<	H01 Rejected (Null hypothesis rejected)	.833	Strong
<b>H2</b>	There is a significant association between age and	0.565	>	H02 Accepted (Null	.751	Strong

	the feeling of increased productivity when working in a hybrid model compared to traditional hybrid work.			Hypothesis Accepted)		
<b>H3</b>	There is a significant association between age and the perception that the flexibility of hybrid work allows for better management of personal and professional responsibilities.	.205	<	H03 Rejected (Null Hypothesis Rejected)	.16	Weak
<b>H4</b>	There is a significant association between age and the belief that the employer provides adequate technological support for hybrid work.	.226	<	H04 Rejected (Null Hypothesis Rejected)	.462	Weak
<b>H5</b>	There is a significant association between age and the experience of more stress when working in a hybrid model compared to traditional hybrid work.	.653	>	H05 Accepted (Null Hypothesis Accepted)	.619	Strong
<b>H6</b>	There is a significant association between age and the perception that	.653	>	H06 Accepted (Null Hypothesis Accepted)	.867	Strong

	hybrid work improves overall job satisfaction					
<b>H7</b>	There is a significant association between age and the belief that the organization's communication infrastructure supports effective collaboration in a hybrid work model.	.529	>	H07 Accepted (Null Hypothesis Accepted)	.895	Strong
<b>H8</b>	There is a significant association between age and the perception that hybrid work has led to proximity bias in favor of in-office employees.	.145	<	H08 Rejected (Null Hypothesis Rejected)	.990	Strong
<b>H9</b>	There is a significant association between age and the feeling of increased trust and autonomy in one's role due to hybrid work.	.512	>	H09 Accepted (Null Hypothesis Accepted)	.283	Weak
<b>H10</b>	There is a significant association between age and the perception that the hybrid model has improved communication between different teams in the organization.	.550	>	H10 Accepted (Null Hypothesis Accepted)	.889	Strong

<b>H11</b>	There is a significant association between age and the belief that the hybrid work model has contributed to preventing employee burnout in the organization	.589	>	H11 Accepted (Null Hypothesis Accepted)	.102	Weak
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## DISCUSSION

This study researched how employees in Pune look towards remote and hybrid work focusing on age differences.

The study found that younger employees look at hybrid work as a method to improve their work-life balance ( $p=0.412$ ) thus showing that it offers flexibility and helps to manage personal and professional responsibilities. This matches with earlier research showing that flexible options are really important for attracting young age talent.

In contrast, it was seen that productivity did not depend on age and did not even differ by age ( $p=0.565$ ) concluding that productivity levels are mainly affected by individual work habits and specific job roles.

Younger employees reported that they are happy with hybrid roles and even satisfied ( $p=0.651$ ) because they have comfort with tech and clearer expectations. They also look at hybrid work as improving communication ( $p=0.529$ ) which is essential for collaboration in a hybrid setting. On the contrary older aged workers expressed that they feel stressed in a hybrid environment ( $p=0.653$ ), thus they indicate that organizations should address this kind of workload management and mental well-being.

This study even found that employees of all ages i.e regardless of their age are aware that in-office workers might get more perks than remote workers ( $p=0.145$ ). It also explains that whatever the age of the employee it doesn't have any significant impact on how much trust employees feel in hybrid roles ( $p=0.512$ ) thus that suggests building trust in company culture is important.

Overall if we look then we can find that younger employees enjoy flexibility in this working model but at the same time, older employees worry more about bias that arises due to this working model and also how stressful hybrid work is.

Organizations therefore should keep in mind that to boost satisfaction and productivity they should properly create these hybrid work policies.

Future research could also explore these problems to improve employee engagement in hybrid work environments.

## **Theoretical Implications**

This study about the hybrid work model and people's perception of it helps in giving certain ideas that can contribute to much other literature related to work arrangements, employee engagement, and organizational behavior.

**1. Work-Life Balance Theory:** This study is talking about a hybrid work model, in which there is a mix of both work from the office and work from home, which can help to enhance work-life balance, especially for the older age group employees. It even focuses on the topic that companies should keep in mind all age groups people while creating their hybrid work policies so that they can support every employee's well-being.

**2. Motivation and Productivity Models:** This study found that age is not a factor in the working environment, that is it doesn't affect on productivity of employees working in a hybrid work setup. This creates a clear view that to improve productivity organizations should ignore age rather than focus more on factors like company culture and job roles.

**3. Job Satisfaction Frameworks:** There is a clear connection between hybrid work setup and job satisfaction as it helps every age employee to maintain their work-life balance. The study shows that employees are happier with this work model and therefore organizations should create hybrid work setups and keep all age group people in mind while creating such setups.

**4. Communication Theory:** The study shows that communication plays a very important role in executing the hybrid work model and making it more successful. It also tells that older age people care more about clear communication. Companies therefore should develop methods for employees to work and communicate easily together, whether they are in the office or working remotely.

**5. Stress and Well-Being Models:** In this study, it was found that older age group people face more problems in hybrid work models because they suffer more stress in such setups. This point relates to the theory that explains that hybrid work can affect employees well being differently based on age. Therefore the study says that every organization should keep in mind old age group workers and find ways to reduce their stress while working in such a setup.

**6. Equity and Inclusion Theories:** The study found that regardless of age, all age group workers believe in biases that happen in every organization, and therefore the study suggests ensuring fairness with all the workers and not making any employees feel left out no matter from where the employee is working.

**7. Trust and Autonomy Constructs:** The study tells that a particular age doesn't predict trust and autonomy. That is workplace culture and how the company operates matter more than age when it comes to gaining the trust of employees.

In summary, the study tells about new point of view on how hybrid work is defined for each age group. It focuses on some main points such as age, communication, and workplace culture are a few factors that companies should keep in mind while creating hybrid work models so that it gains each employee's trust and helps them to work freely in the company culture and make them feel free and safe working from home and office both.

### **Practical Implications**

The findings from this study can help companies to enhance their work models. And by paying attention to these insights businesses can improve their work environment and create a supportive environment for the employees. This can create a positive and more productive worker.

1. Tailored Hybrid Work Models: This study on employee analyses of remote and hybrid work in Pune has useful insights for companies. To improve hybrid work models, businesses should set up different choices based on age groups. New-generation workers may prefer more flexible options, while old workers might like the old system. Altering these models can increase employee satisfaction and productivity.
2. Focus on Work-Life Balance: Companies should offer flexible work-life balance by encouraging flexible hours & encouraging employees to disconnect from work after office hours. This balance will help refresh minds and boost employee satisfaction.
3. Investment in Technology: The study concludes that technology is the main key to a smooth hybrid work culture. Companies need to invest in good tech facilities so that the employees can work efficiently. Also, proper training should be given to employees.
4. Effective Communication Strategies: It is clear that we need transparent communication for smooth hybrid work. Using digital tools, and setting guidelines for communication are a few steps that should be taken. Feedback can help understand the required updates.
5. Managing Stress and Well-Being: Hybrid work can also cause stress, companies can offer mental health resources and managers can be trained to identify stress and burnout. The atmosphere in the company should be supportive. It will remove the negative impacts overall.
6. Addressing Proximity Bias: Companies should train managers to evaluate employees based on results and be unbiased. Every employee should feel valued regardless of their job position.
7. Fostering Trust and Autonomy: Every employee should feel valued and important. They should have the right to do things their way, allowing them to learn and innovate. Rewarding them can also boost motivation.

8. Regular Assessment and Feedback: Assessing the work done by employees is important for the efficient working of the company. Feedback should be taken to understand how they feel and what measures can be taken in case of issues faced by them during hybrid work.

To summarize, this research gives guidelines to the organization to improve their hybrid work model by supporting and understanding the needs of employees.

## **CONCLUSIONS**

This study finds out the point of view of work culture in Pune City. It highlights how upcoming generations handle and need work-life balance and the job satisfaction that they get from it. It also shows the management of stress and the impact of a hybrid work culture. Also, the practical implication of this study showed and gave some actionable tasks to the organizations that they can use to create a proper and more productive hybrid work model. It even implies that the younger employees like the hybrid work model and enjoy the process but on the same hand the older generation people find it difficult as it creates a lot of stress and biases at the same time. Ultimately as we all know the hybrid work model is the future of the working world and therefore by continuously working and exploring more about this topic organizations can gain better opportunities to create a healthy and more productive workplace and a better working environment for their employees and deduct all the obstacles that employees regardless of their age face in this work model.

## **FURTHER STUDY**

This study tells about how employees working in Pune feel about remote and hybrid work. However still many topics are remaining for future research that could improve our understanding of this important topic.

1. Long-Term Studies: Future analysis could tell about how employee perceptions evolve. This would let us know how people's way of looking towards hybrid work changes as people get used to this kind of working model and companies adapt these work patterns.
2. Comprehensive-demographic focus: Looking at other different demographic factors which include gender, education, and job roles can help us to identify how people from this category can feel about hybrid work, and at the same time we can get different views also if we compare different regions and industries.
3. Employee Retention: Studying that employees stay with the company or leave when assigned hybrid work can help companies understand which part is more likable by the employees. This can contribute to reducing stress improving hybrid work policies and keeping employees happy.

4. Qualitative Research: Using several methods such as interviewing employees can help to understand their perception of a hybrid work setup. This study will provide some more missing data that is not alone sufficient through research data.
5. Different Hybrid Models: As now these hybrid work models are the future of the workplace thus studying more about people's perceptions of this work model can let companies make the proper decision for the future what suits them more to their employees and how can they create a mix of fully remote or in-office days for upcoming future. This could help companies understand which models work best for their employees.
6. Role of Organizational Culture: By looking deeply that which working model is more easily adapted and satisfied by the employee can provide helpful insights. A supportive company culture motivates its employees to work more effectively and enjoyable for its employees.
7. Technology's Impact: When it comes to the hybrid work model technology plays a greater role in this setup and thus companies need to be more updated about these new tools used in such setup and even keep their employees updated about it so it helps every age group employee and increase productivity and turnover for the company.
8. Mental Health: Studying more about how hybrid work is affecting the mental health of each employee and thus developing certain methods to cure these mental health-related issues such as stress and burnout can help companies support their employees better.

In summary, these suggestions can help research focus on areas that need to be enhanced to improve the understanding of hybrid work. By exploring these topics, companies, and researchers can work in collaboration to create a safe working environment where each employee has the freedom to work safely and bring more turnover and productivity in their professional as well as personal life.

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