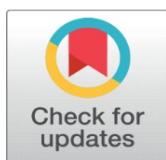


CONCEPTUAL FRAMEWORK ON SUCCESSFUL IMPLEMENTATION OF HYBRID WORK MODEL FOR VIRTUAL IT EMPLOYEES

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ABSTRACT

Recently, the hybrid work model—which blends on-site and remote employees—has grown in favour. This is primarily due to changes in job habits and technological advancements. A hybrid work approach offers employees more flexibility and a better work-life balance while maintaining the benefits of remote employment. The hybrid work paradigm offers opportunities for increased productivity and job satisfaction, as well as a more exclusive work environment. With consideration for work-life balance, technology, and employee well-being, the primary objective of this research study is to analyse how a hybrid work model impacts virtual employees and how moonlighting affects the hybrid work model of their employees.

Keywords: Hybrid Work Model, Virtual Employee, Work-Life Balance, Technology, Moonlighting

1. INTRODUCTION

A hybrid work model is a flexible working model when the COVID-19 pandemic has forced organizations around the world to adopt a hybrid work model in which employees remotely work at home or another work location in the IT sector. Hybrid work models offer increased flexibility and provide benefits for both employees and employers. Hybrid work models have five types: remote-first models, office-first models, split-week models, week-by-week models, designated teams, and hybrid

work models. Moonlighting refers to working a second job or multiple jobs apart from one's full-time job. Moonlighting increased after the COVID-19 pandemic and the work-from-home model in the Indian IT sector. A virtual employee is someone who works remotely, either from home or from another workplace. It is one of the benefits to employees because of their convenient, flexible work schedules and the saving of travel time. Virtual employees and moonlighting have some difficulties in hybrid work models in the Indian IT sector. [Hopkins and Bardoel \(2023\)](#)

2. HYBRID WORK MODEL

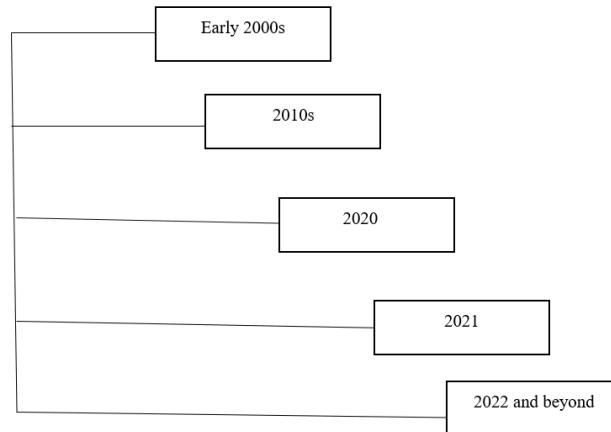
In that individuals conduct their work from a location other than the company's offices, a hybrid work model is comparable to a remote work model. Whereas onsite employees work from a central location like an office building, warehouse, factory, or retail outlet, remote employees can pick where they want to work (such as from a home office) [Mostafa \(2021\)](#)

3. VIRTUAL EMPLOYEES

Virtual employees or telecommuters are workers who perform their job duties from a remote location outside of a traditional office setting. These employees use technology such as email, video conferencing, and project management tools, to communicate and collaborate with their colleagues and supervisors.

S.NO	HYBRID WORK	VIRTUAL WORK
1	Hybrid work is a flexible approach that allows a mix of remote work and works in the office.	Remote work is a workshop approach where employees work from home in a location away from their office.
2	Companies that follow a hybrid work model policy have to maintain office space.	Companies that follow a remote work policy do not have to maintain office space.
3	Allows employees to get together with their colleagues and collaborate with them via face-to-face interactions	Does not allow employees to interact with their colleagues face-to-face.
4	Less flexible schedule than remote work.	May offer a more flexible schedule than hybrid work.
5	Companies that follow a hybrid work policy have to stick to certain geographical restrictions.	Companies that follow a remote work policy can recruit employees from all around the world.

4. EVOLUTION OF HYBRID WORK MODEL



5. THE EARLY 2000S

The concept of remote work began to popularity as advances in technology made it easier to work from anywhere. However, it was still relatively uncommon, and most organizations relied on traditional office-based work arrangements.

6. 2010S

As technology continued to evolve and more employees began to demand greater flexibility, the idea of hybrid work emerged. This model allowed employees to work from home or other remote locations part of the time while still coming into the office for a meeting or collaborative work.

7. 2020

Many businesses were compelled by the COVID-19 outbreak to swiftly implement remote work practices in order to adhere to social distance rules. Due to organizations realizing the advantages of enabling employees to work from home or other remote locations, the hybrid work model attracted considerable attention and was widely adopted.

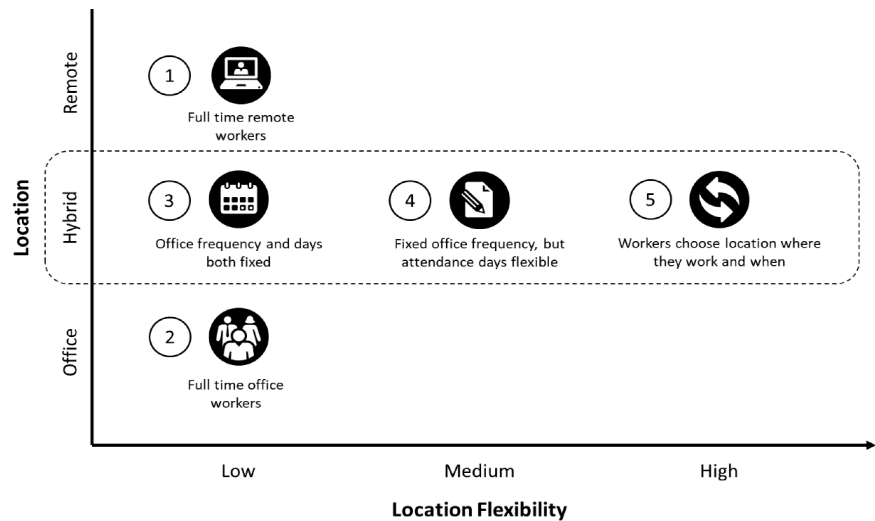
8. 2021

As the pandemic continued and vaccine rollouts began, many organizations began to consider how to return to office. The hybrid work model became increasingly popular as a way to balance the benefits of remote work with the need for in-person collaboration and connection

9. 2022 AND BEYOND

It is expected that the hybrid work model will continue to evolve and become more prevalent in the coming years. Organizations will need to adapt their policies and practices to support this model and ensure that employees have the tools, resources, and support they need to be successful hybrid work model.

10. WORK ARRANGEMENTS



11. FULL-TIME REMOTE WORKERS

Full-time remote workers are individuals who work exclusively from a remote location, such as their home or a co-working space, for a company or organization. Remote workers are able to perform their job duties using a variety of tools and technologies such as video conferencing, Instant messaging, project management software, and cloud-based document-sharing platforms. [Patil and Gopalakrishnan \(2020\)](#)

12. FULL-TIME OFFICE WORKERS

Full-time office workers are individuals who are employed by a company or organization to work in an office environment for a specified number of hours per week. These workers typically perform a wide range of administrative, managerial, and clerical tasks, such as answering phone calls, responding to emails, managing schedules, organizing files, and preparing reports. [Shaji Geroge and Hovan George \(2022\)](#)

13. OFFICE FREQUENCY AND DAYS ARE BOTH FIXED.

This was the first hybrid arrangement we came across, and it calls for workers to come into the office on a predetermined number of set days each week. With everyone working WFH on Mondays and Fridays, for N1, these days were Tuesdays, Wednesdays, and Thursdays.

14. FIXED OFFICE FREQUENCY, BUT ATTENDANCE DAYS FLEXIBLE

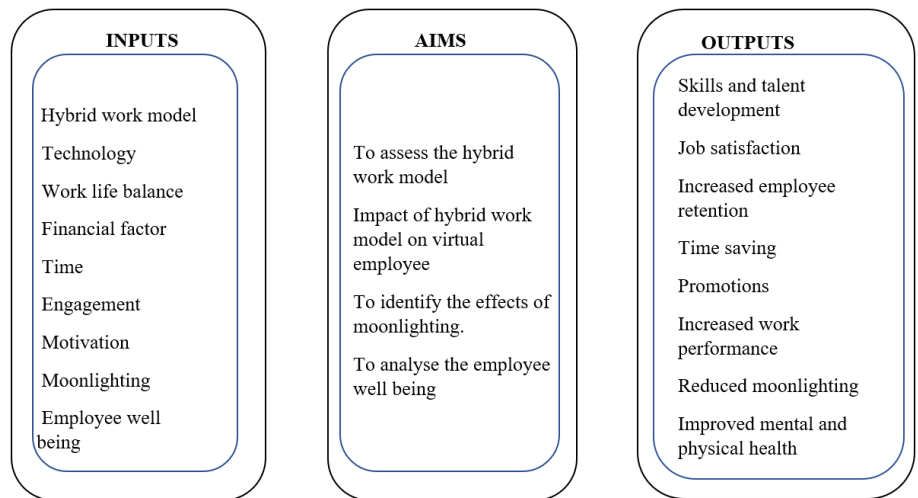
With this arrangement, employees are given the freedom to choose which days they want to come to work, but they are required to do so for a predetermined number of days (e.g., 3 days per week, 5 days per fortnight, etc.). Although it takes more management cooperation and may result in instances of proximity bias, this

arrangement gives employees more flexibility regarding where they can work than Arrangements 1-3. This approach might eventually allow for certain infrastructure dematerialization, based on data about office occupancy. [Wappula \(2022\)](#)

15. WORKERS CHOOSE A LOCATION WHERE THEY WORK AND WHEN

The third hybrid arrangement we saw gave employees entire control over when they worked remotely and when they came into the office full-time, if at all. While giving workers the most flexibility imaginable, this option also seems to be the hardest to coordinate, has the least consistency, and is most likely to lead to proximity bias. This arrangement might eventually lead to a dematerialization of infrastructure, similar to Arrangement 4.

16. CONCEPTUAL FRAMEWORK



17. TECHNOLOGY

As people endeavor to combine their personal and professional lives technology is required to implement a successful hybrid work model. With the right technology and strategies in place, the hybrid work model can provide numerous benefits to both employees and the organization.

- 1) Hardware requirements laptops, desktops, and mobile devices.
- 2) Software requirements collaboration tools, and communication tools.
- 3) Network requirements VPN, Cloud-based services, security measures.
- 4) Integration of technology into work processes workflows, access control, and data management.

Hardware: The term "hardware" refers to the devices and computer hardware required for workers to be productive in a hybrid work environment. Depending on the situation, a tablet, laptop, or desktop computer may also be used along with a reliable internet connection or any additional accessories.

Software: The term "software" or "software tools" refer to the programs and toolsets required to support collaboration and communication between remote and

on-site workers. In a mixed work setting, it might also examine the difficulties and best practices for choosing and deploying software solutions.

Network: The technological foundation required to enable the hybrid work style is referred to as a network. The success of a hybrid work model depends on networks because they give distant workers access to the tools and information, they need to do their jobs well.

Technology integration: The use of technological tools and platforms to support and streamline work operations is referred to as the integration of technology into work processes.

18. WORK-LIFE BALANCE

As people endeavor to combine their personal and professional lives, work-life balance has grown in importance in recent years. How to maintain a work-life balance has been a concern for the hybrid work paradigm, where employees alternate between working from home and working in the office. The capacity to establish boundaries between work and personal time; the accessibility of tools and support for controlling workload and stress at work; and the capacity to uphold social ties with co-workers and preserve a sense of belonging. A hybrid work model can be used by the organization and its employees to achieve work-life balance, as well as the potential benefits and challenges associated with this type of work arrangement. [Yadav \(2020\)](#)

19. FINANCIAL FACTOR

The financial factor refers to the economic considerations associated with implementing and maintaining a hybrid work environment. In a hybrid work model where employees work both remotely and in person, financial factors play a crucial role in determining the success of the organization. Financial factors that should be considered include infrastructure costs, travel costs, compensation and benefits, productivity, and performance.

20. TIME

The time referred to is an important consideration in a hybrid work model for virtual employees. It also presents potential challenges associated with time management in a hybrid work model. A virtual employee may be able to work traditional work hours, which can be particularly helpful for different time zone.

21. ENGAGEMENT

Employee engagement refers to the fact that employees are committed, motivated, and invested in their work while operating in a flexible work environment that combines both remote and in-person work. the impact of employee engagement on organizational outcomes, such as retention, innovation, and overall performance.

22. MOTIVATION

Motivational factors help employees thrive in a hybrid work model, which is crucial for organizations to ensure their employees are engaged, productive, and

satisfied with their work. The possible motivational factors in a hybrid work model could include the flexibility to work from home or in the office, opportunities for personal and professional growth, feedback from supervisors, and a supportive workplace.

23. MOONLIGHTING

Moonlighting refers to the practice of engaging in additional work outside of one's primary job. In a hybrid work model, moonlighting can refer to an employee working a second job or engaging in work while also holding a primary position with a company. moonlighting has four types

1	Blue moonlighting	There are instances when workers are not happy with their jobs or their pay. They, therefore, desire a work change. They lack the necessary skill set, though. They, therefore, use moonlighting.
2	Quarter moonlighting	When an employee is not satisfied with their pay, they should work a second job to supplement their primary income. This moonlighting aids in meeting daily demands and expenses mainly.
3	Half - moonlighting	Personnel that enjoy living a luxury lifestyle and who overspend. Individuals begin devoting 50% of their free time to generating additional revenue.
4	Full moonlighting	When workers have spare time and simultaneously launch their own business or industry units. That second occupation determines their social standing.

24. EMPLOYEE WELL BEING

Employee well-being refers to the state of an individual's physical and mental health, which encompasses factors such as their level of happiness, life satisfaction, stress levels, and overall health. A hybrid work model for employee well-being refers to the extent to which employees can maintain a healthy work-life balance.

25. PROS OF HYBRID WORK MODEL ON VIRTUAL EMPLOYEES

Flexibility: Flexibility is a benefit of the hybrid work paradigm for remote workers since it gives them the option to work from home or in an office. This flexibility enables people to better combine their professional and personal lives, which boosts their job satisfaction and enhances their mental health.

- 1) **Productivity gains:** Since they can choose the workspace that best suits them, remote workers who have the option to work from home or in the office are typically more productive.
- 2) **Cost savings:** A hybrid work paradigm can save money for both the employer and the employees. Employees can save money on transportation costs, while employers can save money on costs like office space and utilities.
- 3) **Improved work-life balance:** hybrid work models can help employees achieve a better work-life balance, which can lead to improved overall health and well-being.
- 4) **Increased job satisfaction:** Employees who are able to work in a hybrid model may experience greater job satisfaction due to increased flexibility and autonomy.

26. CONS OF HYBRID WORK MODEL ON VIRTUAL EMPLOYEES

- 1) **Technical challenges:** Hybrid work models may require employees to have access to reliable technology and internet connectivity, which can be a challenge for some individuals.
- 2) **Limited social interactions:** Employees who work remotely may experience a feeling of isolation or loneliness due to limited social interactions with colleagues.
- 3) **Technical challenges:** Hybrid work models may require employees to have access to reliable technology and internet connectivity, which can be a challenge for some individuals.
- 4) **Difficulties with management:** Hybrid work models can be challenging for managers who are used to managing employees in a traditional office setting.

27. CONCLUSION

The hybrid work model can be an effective strategy for virtual employees, but it requires careful planning and consideration of the potential advantages and disadvantages. One of the advantages of the hybrid work model is increased flexibility, which allows employees to better manage their work-life balance. A virtual employee can work from home or another remote location, reducing commuting time and expenses. The result is increased productivity as employees are better able to focus on their work. The hybrid work model also has some drawbacks for virtual employees. Virtual employees may feel disconnected from their colleagues and the company culture, which could impact team performance.

CONFLICT OF INTERESTS

None.

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