

THE INTERRELATIONSHIPS BETWEEN HYBRID WORK, EMPLOYEE PERFORMANCE AND ORGANIZATIONAL CULTURE AT THE WORKPLACE: A CONCEPTUAL FRAMEWORK

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Abstract

Hybrid work arrangements have gained significant popularity in recent years, enabling employees to work in a flexible manner by alternating between remote and on-site work. The adoption of hybrid work is essential owing to its ability to ensure the uninterrupted operation of businesses and showcase flexibility in response to evolving work patterns. The adoption of hybrid work arrangements can provide organizations with a competitive edge in the contemporary workforce. Nonetheless, previous research emphasizes shortcomings in the execution phase of hybrid work which causes digital exhaustion, disinterest, and inconsistent performance by the workforce. Hence, the objective of this paper is to explore the conceptual way in implementing hybrid work, to analyze the impact of hybrid work on employee performance and to explore organizational culture as the moderating variable.

Keywords: *Hybrid Work, Employee Performance, Organizational Culture*

INTRODUCTION

During the Covid-19 outbreak most organizations have adopted hybrid work as a precautionary measure, combining in-office and remote work arrangements to ensure safety (Radonić, Vukmirović, & Milosavljević, 2021). Hybrid work has emerged as a post-pandemic employment option, enabling people to work from home as well as the office (Microsoft Work Trend Index, 2021). The success of hybrid work, on the other hand, depends on organizational support, flexibility, and the adaptation of physical and digital work environments to meet the different demands of individuals (Babapour, Hultberg & Bozic, 2022).

Employee performance is a critical aspect of accomplishing organizational objectives and is impacted by a variety of characteristics such as skills, experience, and dedication (Iskamto, 2021; Rizky & Ardian, 2019). Organizations must prioritize enhancing employee performance in order to achieve organizational effectiveness.

Organizational culture is an important factor to consider when analyzing the influence of hybrid work on employee performance. An excellent and supportive company culture defined by creative and democratic leadership increases employee commitment. Furthermore, characteristics such as trustworthiness, empowerment, consistency, and mentoring lead to enhanced productivity and increased output quality (Hellriegel & Slocum, 1974; Kane-Urrabanzo, 2006).

The objective of this paper is to explore the concept of hybrid work implementation, its influence on employee performance and the concept of organizational culture as the mediating variable. This paper aims to highlight the academic importance of researching the relationship between hybrid work and employee performance which will contribute to the expansion of knowledge in the fields of Human Resource Management (HRM) through the conceptual guidelines for an effective implementation of hybrid work.

HYBRID WORK

Definitions of Hybrid Work

The practice of working outside of a traditional office setting is discussed through various terms, including but not limited to telecommuting, telework, distributed work, virtual work, and distance work Tran (2022). The terms remote work and distributed work are frequently used interchangeably, which can be explained by the fact that they are derived from the umbrella term distributed work. According to scholarly literature, distributed work is characterized by the allocation of employees and their duties across various locations. The term "telecommuting" was first introduced by Jack Nilles in 1995. The concept behind this term was to shift the work to the employees, rather than requiring the employees to travel to the workplace. This approach was intended to mitigate traffic congestion and minimize energy consumption. According to Radonić, Vukmirović, & Milosavljević (2021), hybrid working refers to a work arrangement that comprises both physical office attendance and remote work. The term "telework" describes a work environment in which people carry out their everyday tasks away from the conventional office and collaborate with colleagues using technology (Shift Collective, 2021).

Implementation of Hybrid Work

Research from Hilberath (2020) had proven that in order to facilitate a successful transition to remote work, it is important to empower frontline leaders to communicate effectively with their employees and provide them with the necessary resources and support. This includes helping employees having a clear purpose and be motivated. The research also enhances the importance for employers to continue providing support for their employees' mental and physical health, social connections, and family care. In conclusion, key elements that will help establish a successful hybrid work models include strong leadership, a positive organizational culture, and a clear sense of purpose.

Grzegorzcyk (2021) emphasize that a structured system for hybrid work is required to address the challenges causes from remote work. Several points mentioned includes firstly a management should not constantly monitor telework employees. Secondly, there should be specific guidelines for video conference call, including limits on the duration of daily video calls. Thirdly, employees should have the right to disconnect from work-related tasks during outside of regular work hours to prevent burnout. Thus, in order to implement hybrid work companies can consider dedicating roles specifically focused on nurturing the relationship between remote workers and the employer by regularly checking in with remote workers, taking an interest in their work conditions and career development, and helping them feel connected and supported.

According to Cherubini (2021), an effective hybrid work requires an establishment of a clear guidelines for meetings. The research further highlights that a company may also provide training for managers to ensure equal participation from all during online meetings. Aside from that, a high-quality online tool is necessary to support those who may be at risk of isolation, or who have mental health concerns. In addition, to ensure smooth operation of hybrid work, a more structured and documented processes and communication is an important element. Other research from Pass and Ridgway (2022) highlights that in order to successfully implement and enforced remote work, organizations should include employees in the discussions about company's future direction. Aside to that, organizations should offer customized practices that prioritize flexibility and inclusivity for the employee aside to promote accountability by increasing employees' self-rule for the purpose of creating an engagement between employer and employees.

Measuring the Implementation of Hybrid Work

In order to measure the implementation of hybrid work in an organization. Work Design Questionnaire (WDQ) developed by Morgeson and Humphrey (2006) is chosen. The justification is based on several reasons. Firstly, the WDQ is a validated tool that has been used in numerous studies to assess job design and work characteristics. Its reliability and validity have been well-established, making it a suitable instrument for measuring the implementation of hybrid work in the organization.

Secondly, the WDQ assesses a range of work characteristics such as work scheduling autonomy, work methods autonomy, monitoring mechanisms, home workspace suitability, digital social support and employee job satisfaction which are essential factors in hybrid work. By using the WDQ, it is possible to identify the extent to which hybrid work has been implemented and enable organization to assess the success of hybrid work and areas for improvement.

Thirdly, the WDQ is a self-administered questionnaire that is easy to complete and can be distributed to a large number of employees which allows for a comprehensive assessment of the implementation of hybrid work across different departments and job roles within the organization.

EMPLOYEE PERFORMANCE

Definitions of Employee Performance

Iskamto (2021) emphasizes that employee performance is the result of the tasks assigned to individuals, which is influenced by their skills, experience, and dedication. Achieving excellent performance is crucial for organizations to succeed. Moreover, various factors, including work output, job knowledge, initiative, mental agility, attitude, and discipline, can impact work performance.

Additionally, Rizky, M. C., and Ardian, N. (2019) define employee performance as the manifestation of values and attributes exhibited by employees while fulfilling their job responsibilities within the organization. Measurement of employee performance can be facilitated using the Likert scale. Work outcomes, responsibility, discipline, and ability serve as indicators of employee performance as they contribute significantly to overall work success. Understanding and effectively managing employee performance is essential for organizations striving to enhance productivity and achieve their goals.

As a result, a variety of factors, including work output, job knowledge, initiative, mental agility, attitude, and discipline, affect how well an employee performs. A Likert scale can be used to evaluate employee performance by examining

indications such as work outcomes, responsibility, discipline, and ability, since these elements all contribute to an employee's overall success within an organization.

Measuring Impact of Hybrid Work on Employee Performance

Utilising the Work Design Questionnaire (WDQ) created by Morgeson & Humphrey (2006) provides evaluation for impact of hybrid work on employee performance. The Work Design Questionnaire (WDQ) is chosen for its usefulness in investigating the effects of hybrid work on employee performance, as it incorporates a work design factors that significantly contribute to employees' overall performance.

Firstly, the questionnaire includes measurable indicators that assess key aspects related to employee performance, such as feedback from the job and feedback from others, monitoring mechanisms, employee productivity, work motivation, and job satisfaction. These indicators provide a comprehensive framework for evaluating the various dimensions of performance in the context of hybrid work (Morgeson, & Humphrey, 2006).

Secondly, the questionnaire has been widely used and validated in previous research, indicating its reliability and validity as a measurement tool. The questionnaire's items have been tested and refined, ensuring the accuracy and effectiveness of capturing the relevant constructs.

Furthermore, the questionnaire specifically addresses the impact of hybrid work on employee performance by incorporating items that are relevant to the hybrid work environment. For example, it assesses the efficiency and productivity of employees in a remote setting, the influence of remote work on motivation, and satisfaction with recognition and promotion opportunities during challenging economic conditions.

Overall, the Work Design Questionnaire is a suitable instrument to analyze the impact of hybrid work on employee performance as it offers a structured and validated approach to employee performance, encompassing various dimensions that are relevant in the context of hybrid work arrangements. Hence, WDQ acts as an effective measuring tool to assess work characteristics that researchers and practitioners can utilize to perform fundamental research to create and redesign the culture of work in organizations.

ORGANIZATION CULTURE (OC)

Definitions of Organizational Culture

Organizational culture plays a vital role in organization's success and has a substantial effect on employee behaviour and performance. Badura (2001) emphasizes the significance of understanding and managing cultural dynamics within organizations, differentiating between dominant culture, subculture, and counterculture. According to Badura, the essential aspect of managing organizational culture involves culture.

Moreover, Weritz, Braojos & Matute (2020) define organizational culture as a collection of assumptions, values, and artefacts, emphasizing its complexity. Over time, the integration of information technology increases the significance of organizational culture. (Brower, 2021) study, demonstrates that a strong organizational culture influences sales growth, employee retention, stock price, and net profitability positively. Employers have found it difficult to uphold organizational culture during the pandemic, which has affected employee morale. Therefore, it is essential for employers to cultivate an appropriate organizational culture that provides employees with a sense of purpose and motivation to be productive in both remote and office settings.

Organizational culture has an impact on how hybrid work and employee performance are related. According to research, various forms of organizational cultures produce varied outcomes, with clan culture being related to reduced stress and more satisfaction and productivity (Olynick & Li, 2020). Through characteristics like dependability, empowerment, consistency, and mentoring, organizational culture has a direct impact on employee performance as well (Hellriegel & Slocum, 1974; Kane-Urrabanzo, 2006). Employees who work in organizations with strong cultures are motivated and better equipped to take advantage of opportunities. As a result, creating a positive organizational culture is essential to increase enthusiasm and improving productivity as it influences employee attitudes, motivation, and productivity significantly. Employers must establish and sustain a robust and appropriate organizational culture that supports employee performance to thrive in both remote and conventional work environments.

The following figure summarizes the framework of organization culture:



Figure 1: Organization Culture Framework

Types of Organization Culture

There are four types of organization culture that influence employee performance in an organization. Firstly, the clan culture resembles family-type organization, where it highlights that organization are like extended families than corporate entities. Differ from the market culture, which promotes revenue and are known to prioritizes on rules and procedures. (Al Issa, 2019). Secondly, the adhocracy culture is recognized by a dynamic, enterprising, and innovative work setting. Organization that follows the adhocracy culture put an emphasis on keeping on the forefront of new research, products, and services (Al Issa, 2019). Thirdly, a hierarchy-dominated organization, according to the theory hierarchy culture have a dominant leadership style. The leader in this situation acts as a supervisor, overseeing and supervising the work. Fourthly, the market culture refers to a goal-oriented organization that prioritizes getting the job done. Profitability, market niche strength, competitiveness, and productivity are all major elements in a market culture organization (Al Issa, 2019).

CONCLUSION

The guidelines for implementing hybrid work can be categorized as follows: Firstly, effective implementation of hybrid work requires both employee support and strong leadership, as they facilitate the ability of frontline leaders to engage with workers in a productive manner. Secondly, establishing a well-defined system with guidelines,

which includes the regulations for video conference calls, the establishment of a time limit for daily video calls, and giving employees the freedom to take time off from work-related activities after regular business hours. Thirdly, the engagement of employees and the implementation of a customized culture in the workplace are crucial aspects to consider. It is essential to involve employees in discussions about the company's future direction while also offering customized practices that emphasize flexibility and inclusivity. Lastly, technological skills are essential for a hybrid workplace to function well. It is essential for a company to provide instruction and support for using online resources to address potential challenges such as social isolation or mental health problems.

Employee performance is defined as the key factor in achieving a company's goals and is determined by the actions and behavior of employees while carrying out their work duties. According to Iskanto (2021) and Rizky& Ardian (2019) , employee performance is influenced by factors such as skills, experience, and dedication. It is important for organizations to focus on improving employee performance in order to achieve its goals.

Employee performance is a crucial element for organizations to achieve its goals, and can be affected by various factors. Diamantidis & Chatzoglou (2019) suggests that employee performance is also affected by factors such as training culture, managerial support, environmental dynamism, organization climate, and job-related factors. Sendawula, Nakyejwe, Bananuka, & Najjemba (2018) found that training and employee engagement have a positive impact on employee performance. According to Maheshwari, Singhvi, Hameed, and Mathur (2017) highlight the importance of a strong alignment between branding and human resource operations in their research. Research from Babagana, Mat, and Ibrahim (2019) outlines that when talent management is inadequately implemented, it can result in a decreased employee performance, which in turn impacts overall organizational performance. Narayanamurthy & Tortorella (2021) research suggests that technology plays an important role in employee performance.

Work Design Questionnaire (WDQ) on the other hand is highly recommended for analyzing the impact of hybrid work on employee performance. The WDQ provides a dependable and validated method for measuring various employee performance factors pertaining to hybrid work arrangements. Using the WDQ, researchers are able to evaluate significant factors associated with work characteristics in hybrid work settings. This survey is a valuable instrument for conducting research and obtaining insights that may guide the design of organizational work structures (Morgeson & Humphrey, 2006).

In conclusion, existing literature emphasizes the importance of organizational culture in influencing organizational effectiveness and employee performance, as shared norms and values within an organization have a direct impact on employee performance. Frameworks such as the Competing Values Framework enable the identification of diverse organizational culture types, such as clan (collaborate), adhocracy (create), hierarchical (control), and market (compete) cultures. Thus, by nurturing collaboration, innovation, and effective leadership among employees, organizations can cultivate a thriving and inclusive culture.

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