GAUGING LEVEL OF ACCEPTANCE OF THE HYBRID WORK STYLE - SCALE DEVELOPMENT AND ANALYSIS

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Abstract

One of the offshoots of the pandemic that hit the world in 2019 is the hybrid working model. What initially started as a strictly work-from-home policy meta-morphosized into a hybrid work model? Among the different sectors this model has been widely prevalent in the IT sector

Objective: The present study aims to develop a scale – Employee acceptance scale that can capture the perception of the IT employee was conducted to explore the level of acceptance of the hybrid work model among IT employees.

Methodology: A descriptive research methodology was adopted. The Employee Acceptance Scale (EAS) was constructed and validated by the researcher after testing its reliability. Responses were collected using snowball technique from 220 employees and analyzed using SPSS.

Findings: The EAS consisting of 24 items was framed. Upon administration of the scale the prevalence of a unified level of moderate acceptance was found uniformly across different types of organizations and among employees.

Implications: As the hybrid working model has increasingly become the norm in different sectors this study helps in gauging the perception of one important stakeholder- the employee. The scale can be further extended to other sectors and other stakeholders.

Keywords: *Hybrid Work Model, EAS scale, IT sector, work style, employee attitude*.

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Introduction

In Covid-19 pandemic, the world's understanding of the nature of work has changed dramatically. Work-from-home (WFH) practices alongside other flexible work arrangements have spread across the world, largely due to social restrictions implemented by countries globally in response to the Covid-19 pandemic. The Covid-19 pandemic marks a turning point in hybrid works model. The Covid-19 pandemic brought a wave for an increased need for a hybrid workplace. The pandemic has taught the work a lesson of preparation and planning. Beyond that is also the lesson of flexibility and adaptability in the workplace.

Need and Significance of the study

A hybrid work model is a plan that incorporates a mixture of in-office and remote work in an employee's schedule. Employees occasionally have the ability to pick and choose when they work from home and when they come into the office. Each company develops a hybrid model based on the needs of the company and the needs of the individual employee. The hybrid work model is a flexible work style that enables employees to blend working from different locations such as in-office, remote, and on-the-go workers. It offers employees the autonomy to choose to work whenever and however they are most productive. An effective hybrid work system encourages Autonomy, Flexibility, High Performance, Collaboration, Positive work relationships, and Effective work habits.

Review of Literature

Vidhyaa and Ravichandran (2022) review tells a literature review on hybrid model. The arrival of the COVID-19 pandemic served as associate degree fast think about rethinking the physical space of labor. With the primary strike of the new virus came the need to impact a prison on board other prevention measures to help reduce the spread of the virus. That meant an intermission within the traditional flow of life, fewer social gatherings, biological research of faculties, cancellation of conferences, and different social events. Organizations were fairly proportionate in adapting the new social distancing policy. A hybrid work model is a plan that integrates both desktop and remote work mix into an employee's schedule. Employees may occasionally choose when to work from home or when to come to the office. There is no one-size-fits-all hybrid model. Each company develops a hybrid model based on the needs of the company and the needs of the individual employee. The hybrid work model is a work style that enables employees to blend working from different locations: home, on the go, or the office. A successful hybrid work system promotes: autonomy, flexibility, high performance, collaboration, positive working relationships, and effective work habits.

Kevan W.Lamm et. al., (2020) has studied on the Scale development and Validation: Methodology and Recommendations. The importance of valid and reliable data and its collection is fundamental to empirical research; however, there remain inconsistent approaches to creating robust scales capable of capturing both valid and reliable data, particularly within international agricultural and extension education contexts. Robust scale development consists of five areas of validation: content, response process, internal structure, external structure, and consequential. The purpose of this guide was to provide methodological recommendations to improve scale development rigor and adoption and to provide a set of functional principles to aid researchers and practitioners interested in capturing data through developed, or adapted, scales. In addition, the summarized information provides a reference point on which the rigour and validity of the reported scale results can be evaluated. A consistent framework should provide a common lexicon for considering

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scales and associated outcomes. Proper development and validation of the scale will ensure that research results accurately describe the concepts This is particularly relevant in an international agricultural education and extension context and in a related context.

Statement of the problem

The statement of the problem is entitled as **"Gauging Level of Acceptance of the Hybrid Work Style - Scale Development and Analysis"**.

Operational Definition

Hybrid Work: Hybrid work refers to a spectrum of flexible work arrangements in which an employees work location and/or hours are not strictly standardized.

Aims and Objectives

1. To assess the gauging level of acceptance of the hybrid work model among IT employees

2. To find out any significant difference of acceptance of the hybrid work model among IT employees with respect to

- Gender
- Age
- Annual Income
- Organization
- Type of Department
- Work Experience

Hypotheses

1. There is no significant difference of acceptance of the hybrid work model among IT employees with respect to

- Gender
- Age
- Annual Income
- Organization
- Type of Department
- Work Experience

Methodology

The present study focuses on the gauging level of acceptance of the hybrid work model among IT employees. The investigator selected a descriptive survey method for carrying out the present study.

Pilot Study

The initial analysis was conducted on sample of 20 IT employees who completed an online questionnaire. Recruitment was done through snowball convenience sampling procedure. Participants were assured anonymity and the characteristics of the survey were explained. Participation was voluntary and data were analyzed in aggregate form.

Research Design

In this study the research has described details related to Employees Acceptance of the hybrid model along with Gender, Age, Annual Income, Type of Department, and Work Experience. The researcher made an attempt to describe the hybrid work model of IT employees. Hence the researcher adopted descriptive survey research design.

Universe and Sampling Method

The Size of universe of the study is 12 IT Organizations. Snowball technique was used in this study. The sample size was 220 among them 133 were male IT employees and 87 were female IT employees in Chennai districts of Tamil Nadu.

Research Tools for the study

- Personal data sheet – developed by the investigator and the supervisor.

- Employees Acceptance Scale (EAS) was constructed and validated by the investigator under the guidance of the research supervisor. It is used to measure the gauging level of acceptance of the hybrid work model among IT employees. It is a 5-point Likert Scale consisting of 24 Items.

Description of the Tool

Employees Acceptance Scale (EAS) Questionnaire under eight dimensions such

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as work life balance, autonomy, work load, ease of working, co-worker support, risk, communication, and employee acceptance with 3,3,2,3,2,3,3,5 statements respectively. The question consists of 24 items, each to be rated on the five-point likert scale. Each statement has five options viz. Strongly Agree (SA), Agree (A), Neutral (N), Disagree (DA), and Strongly Disagree (SDA) out of which one has to be selected. The weightage is given as 5, 4, 3, 2, and 1 for alternatives SA, A, N, DA, and SDA respectively.

Research Instrument

The researcher prepared self interview schedule consists of some self prepared questions for collecting personal data apart from this Employees Acceptance Scale constructed and validated by the researchers was applied to IT employees to measure the Employees Acceptance.

Statistical Analysis Tools for the study

The data were analyzed by SPSS 22, using basic statistical measures of central tendency and relationship between variables. The following statistical techniques were adopted to analyze the data.

- Percentage Analysis (Level)

- Descriptive analysis (Mean and Standard deviation)

- Diffferential Analysis (t-Test and F-ratio)

Reliability and Validity of the Research Tool

Table 1: Reliability and Validity of the Research Tool

Research Tool	Reliability Co-efficient		Validity
	Cronbach's Alpha	**Split-Half**	
Employees Acceptance Scale	0.908	0.788	0.95

The reliability of Employees Acceptance Scale of IT employees was worked out by using Cronbach's Alpha and Split-Half method. The reliability co-efficient is 0.908 and 0.788 respectively which is fairly high and indicates the questionnaire is suitable. The validity for the tool was found to be 0.95 which indicates that it has high validity.

Figure 1

Normal Distribution Curve

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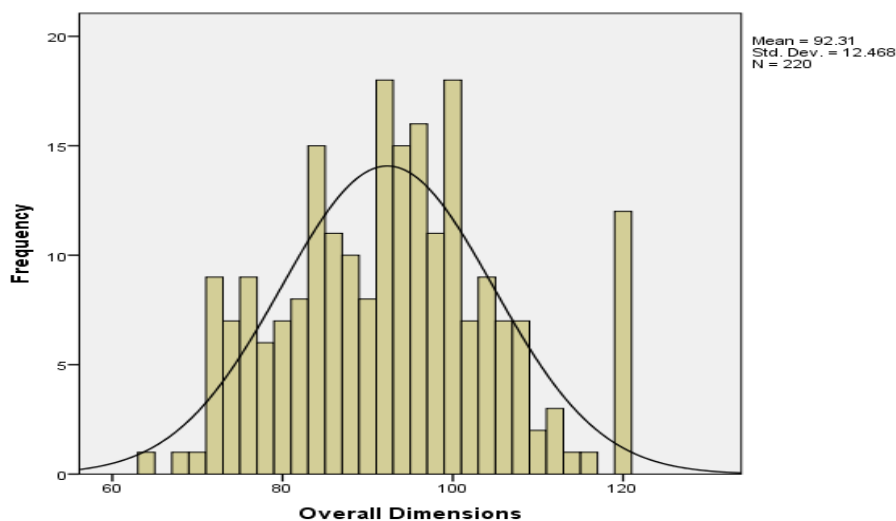
The Figure-1 depicts that the Employees Acceptance Scale of IT employees data are perfectly fix into bilateral symmetry. It is inferred that the Employees Acceptance Scale of IT employee's data lie under Normal Distribution.
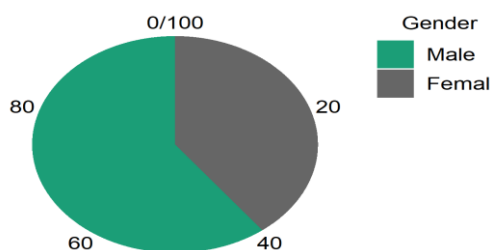
Gender of the Respondents

In the IT sector, Gender of the employee plays a predominant role. Most of the IT companies not having clear data on gender diversity of their workforce over time. Gender diversity is a reasonable or fair depiction of people of different genders. It most commonly refers to as equal ratio of men and women, but may also comprise of people of non-binary genders.

Table 2 Gender of the Respondents

Gender	Frequency	Percent
Male	133	60.455
Female	87	39.545
Total	220	100.000

Source: Computed from the Primary data

Figure 2 Gender of the Respondents

From the table 2, it is revealed that out of 220 respondents, 60.455% (133) were Male IT employees and 39.545% (87) were female IT employees. This indicates that the majority of the IT employees were Male-dominated.

Age of the Respondents

Age of the employee act as an essential role in the IT Sector, this makes a great mixture of the age-diverse workforce and creates a good environment in the workplace. Therefore, the researcher classified the age of IT employees into three categories mainly 21-30 years, 31-40 years, and 41-50 years.

Table 3 Age of the Respondents

Age	Frequency	Percent
21-30 Years	194	88.182
31-40 Years	25	11.364
41-50 Years	1	0.455
Total	220	100.000

Source: Computed from the Primary data

Figure 3 Age of the Respondents
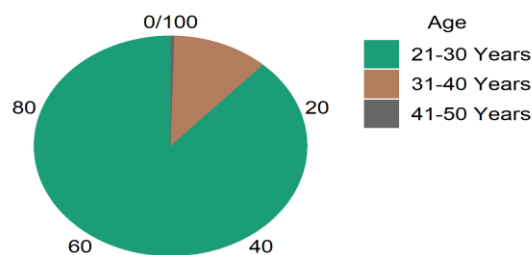
The outcome of the table, it is evident that out of 220 respondents, 88.182% (194) of the IT employees belongs to the age group of 21-30 years, followed by 11.364% (25) belongs to the age group of 31-40 years of IT employees, 0.455% (1) belongs to the age group of 41-50 years of IT employees. This shows that most of the employees belong to the age group of 21-30 years in the IT industry.
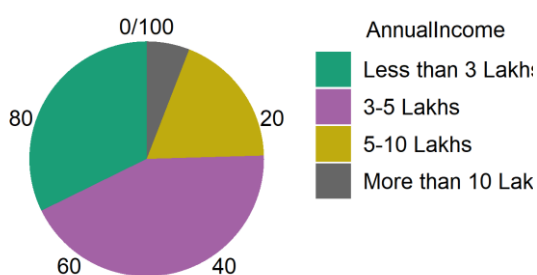
Annual income of the Respondents

For every employee, Income plays a central and dominant role. It is shaping the economic conditions of personal life. Annual Income of the employees can be classified into four categories such as Less than 3 Lakhs, 3-5 Lakhs, 5-10 Lakhs and More than 10 Lakhs. The following table represents the income level of the employees working in the IT industry.

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Table 4 Annual income of the Respondents

Annual Income	Frequency	Percent
Less than 3 Lakhs	71	32.273
3-5 Lakhs	95	43.182
5-10 Lakhs	41	18.636
More than 10 Lakhs	13	5.909
Total	220	100.000

Source: Computed from the Primary data

Figure 4 Annual Income of the Respondents

From the table 4, it is indicated that out of 220 respondents, 32.273% (71) of the sample unit of IT employees are earning Less than 3 Lakhs annual income, 43.182% (95) of the IT employees having the income of 3-5 Lakhs, 18.636% (41) of the IT employees having the income level between 5-10 Lakhs, 5.909% (13) of the sample unit of IT employees having the annual income of More than 10 Lakhs. Hence, it is to be noted that the majority of the IT employees earning 3-5 Lakhs as Annual Income.

Organization of the Respondents

A hybrid organization is a body that operates in both the public sector and the private sector simultaneously, fulfilling public duties and developing commercial market activities. An IT organization is the department within a company that is charged with establishing, monitoring and maintaining information technology systems and services. The organization of the IT industry is as follows such as Accenture, Zoho Corporation, Tata Consultancy Services, Larsen and Toubro, HCL Technologies, Infosys, IBM, Atos, Wipro, Cognizant Technology Solutions, Hexaware Technologies, and Amazon.

Table 5: Organization of the Respondents

Organization	Frequency	Percent
Accenture	11	5.000
Zoho Corporation	9	4.091
Tata Consultancy Services	75	34.091
Larsen and Toubro	18	8.182
HCL Technologies	28	12.727
Infosys	21	9.545
IBM	15	6.818
Atos	9	4.091
Wipro	9	4.091
Cognizant Technology Solutions	9	4.091
Hexaware Technologies	6	2.727
Amazon	10	4.545
Total	220	100.000

Figure 5:Organization of the Respondents
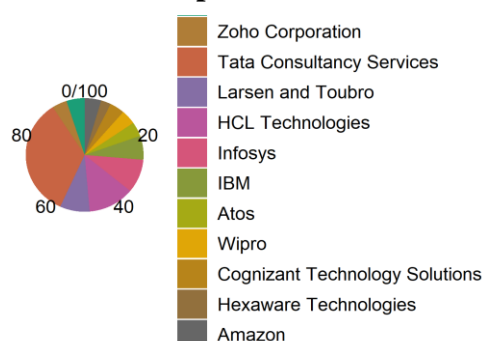
From the table 5, it is analyzed that 5% (11) of the IT employees were working in Accenture, 4.091% (9) of the IT employees were working in Zoho Corporation, Atos, Wipro, Cognizant Technology Solutions,

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34.091% (75) of the IT employees were working in Tata Consultancy Services, 8.182% (18) of the IT employees were working in Larsen and Toubro, 12.727% (28) of the IT employees were working in HCL Technologies, 9.545% (21) of the IT employees were working in Infosys, 6.818% (15) of the IT employees were working in IBM, 2.727% (6) of the IT employees were working in Hexaware Technologies, 4.545% (10) of the IT employees were working in Amazon. Hence, it is revealed that the majority of the IT employees is working in Tata Consultancy Services.

Type of Department of the Respondents

In an IT Organization, There is some Type of Department such as Software Development, Finance, Operation Management, R&D, Database Administration, Computer Security, Project Management, Help Desk, HR and Other.

Table 6: Type of Department of the Respondents

Type of Department	Frequency	Percent
Software Development	75	34.091
Finance	42	19.091
Operation Management	29	13.182
R&D	4	1.818
Database Administration	5	2.273
Computer Security	5	2.273
Project Management	5	2.273
Help Desk	6	2.727
HR	6	2.727
Other	43	19.545
Total	220	100.000

Figure 6: Type of Department of the Respondents
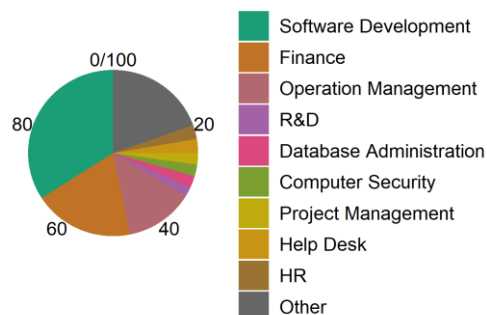
From the table 6, it is showed that 34.091% (75) of the sample unit of IT employees are working in the department of Software Development, 19.091% (42) of IT employees are working in the department of Finance, 13.182% (29) of IT employees are working in the department of Operation Management, 1.818% (4) of IT employees are working in the department of R&D, 2.273% (5) of IT employees are working in the department of Database Administration, Computer Security and Project Management, 2.727% (6) of IT employees are working in the department of Help Desk and HR, 19.545% (43) of IT employees are working in the department of Other. Hence, it is inferred that the majority of the department is Software Development.

Working Experience of the Respondents

Working Experience in the IT industry is the most crucial characteristics in a particular task accomplishment. The employees working experience is classified into four categories namely Less than 2 years, 2-4 years, 4-8 years and More than 8 years. The following table indicated that the distribution of experienced employees in the sample unit.

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Table 7 Working Experience of the Respondents

Working Experience	Frequency	Percent
Less than 2 years	122	55.455
2-4 years	38	17.273
4-8 years	37	16.818
More than 8 years	23	10.455
Total	220	100.000

Source: Computed from the Primary data

Figure 7 Working Experience of the Respondents
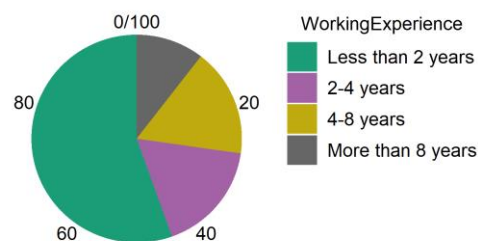
From the table 7, it is inferred that out of 220 respondents, 55.455% (122) of the sample unit of IT employees is having Less than 2 years, 17.273% (38) of IT employees is having 2-4 years, 16.818% (37) of IT employees is having 4-8 years, 10.455% (23) of IT employees is having More than 8 years of working experience. It is to be noted that the majority of the employees are having Less than 2 years of experience in the IT industry.

Analysis and Interpretation

Objective 1: The gauging level of acceptance of the hybrid work model among IT employees
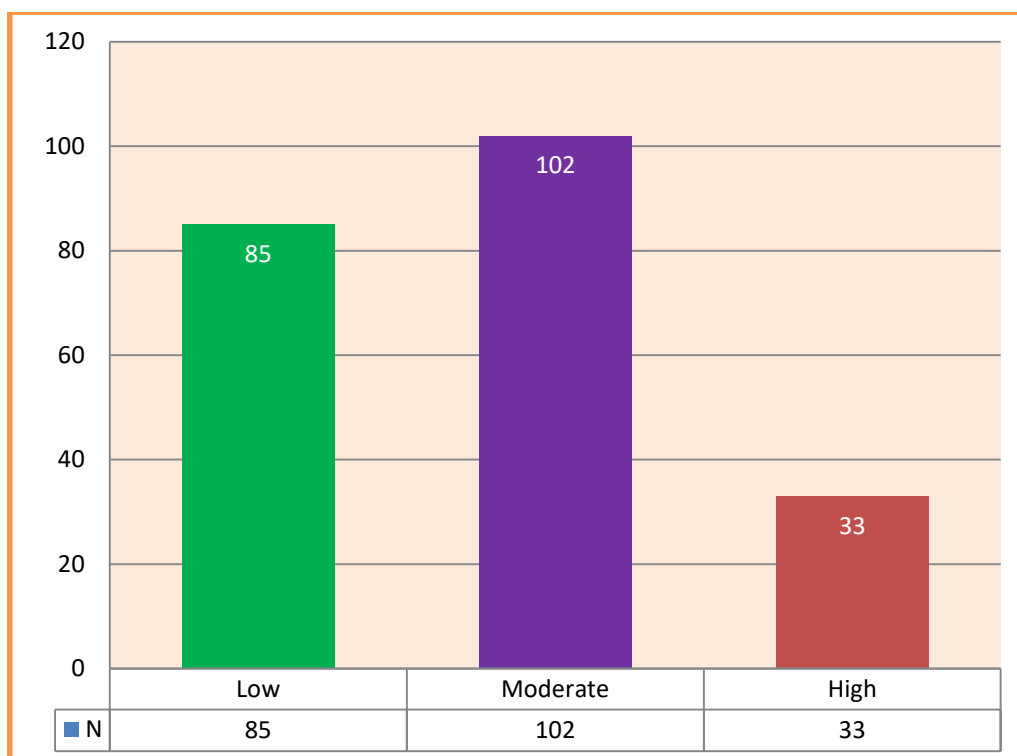
Table 8: The gauging level of acceptance of the hybrid work model among IT employees

Variable	Level	N	Percentage
The gauging level of acceptance of the hybrid work model among IT employees	Low	85	39%
	Moderate	102	46%
	High	33	15%

The table 8 and Figure 8 depicts that 39% (85), 46% (102) and 15% (33) of the sample have Low, Moderate and High Levels of Employees acceptance of the hybrid work model. Based on the results, it is inferred that *"the gauging level of acceptance of the hybrid work model of the majority of IT employees are moderate (46%) in nature"*.

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igure 8: The gauging level of acceptance of the hybrid work model among IT employees

	Low	Moderate	High
■ N	85	102	33

Hypotheses 1: There is no significant difference of acceptance of the hybrid work model among IT employees with respect to gender

Table 9: Employees acceptance of the hybrid work model with respect to gender

	Gender	N	Mean	Std. Deviation	t-Test	Sig.
Overall Dimensions	Male	133	92.54	12.379		
	Female	87	91.97	12.667	0.858	NS

Note: NS-indicates that Not Significant

Mean Scores of overall dimensions of Employees acceptance of the hybrid work model of male and female IT employees are 92.54 and 91.97 with the respective standard deviations are 12.379 and 12.667. The calculated t-value is 0.858 which is >0.05 levels and it is statistically not significant. Therefore, the null hypothesis is accepted. So, "***There is no significant difference of acceptance of the hybrid work model among IT employees with respect to gender***"

Hypotheses 2: There is no significant difference of overall acceptance of the hybrid work model among IT employees with respect to age.

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Table 10: Employees acceptance of the hybrid work model with respect to age

		Sum of Squares	df	Mean Square	F	Sig.
Overall Dimensions	Between Groups	529.277	2	264.638	1.713	0.183[NS]
	Within Groups	33516.082	217	154.452		
	Total	34045.359	219			

Note: NS-indicates that Not Significant

Table 10, illustrates the significant difference of the employee acceptance of the hybrid work model among IT employees with respect to gender shows that a sum of square between groups and within groups are of 529.277 and 33516.082 respectively. The total degree of freedom was 219. The calculated p-value 0.183 which is >0.05 levels and it is statistically not significant at 0.05 levels. Therefore, the null hypothesis i.e., *"There is no significant difference of overall acceptance of the hybrid work model among IT employees with respect to age."*

Hypotheses 3: There is no significant difference of acceptance of the hybrid work model among IT employees with respect to annual income

Table 11: Employees acceptance of the hybrid work model with respect to annual income

		Sum of Squares	df	Mean Square	F	Sig.
Overall Dimensions	Between Groups	759.898	3	253.299	1.644	0.180[NS]
	Within Groups	33285.462	216	154.099		
	Total	34045.359	219			

Note: NS-indicates that Not Significant

Table 11, depicts the significant difference of the employee acceptance of the hybrid work model among IT employees with respect to annual income shows that a sum of square between groups and within groups are of 759.898 and 33285.462 respectively. The total degree of freedom was 219. The calculated p-value 0.180 which is >0.05 levels and it is statistically not significant at 0.05 levels. Therefore, the null hypothesis i.e., *"There is no significant difference of overall acceptance of the hybrid work model among IT employees with respect to annual income."*

Hypotheses 4: There is no significant difference of acceptance of the hybrid work model among IT employees with respect to the organization

Table 12: Employees acceptance of the hybrid work model with respect to the organization

		Sum of Squares	df	Mean Square	F	Sig.
Overall Dimensions	Between Groups	2246.068	11	204.188	1.336	0.207[NS]
	Within Groups	31799.291	208	152.881		
	Total	34045.359	219			

Note: NS-indicates that Not Significant

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Table 12, reveals that the significant difference of the employee acceptance of the hybrid work model among IT employees with respect to the organization shows that a sum of square between groups and within groups are of 2246.068 and 31799.291 respectively. The total degree of freedom was 219. The calculated p-value 0.207 which is >0.05 levels and it is statistically not significant at 0.05 levels. Therefore, the null hypothesis i.e., *"There is no significant difference of overall acceptance of the hybrid work model among IT employees with respect to the organization."*

Hypotheses 5: There is no significant difference of acceptance of the hybrid work model among IT employees with respect to the type of department

Table 13: Employees acceptance of the hybrid work model with respect to the type of department

		Sum of Squares	df	Mean Square	F	Sig.
Overall Dimensions	Between Groups	1763.378	9	195.931	1.275	0.252[NS]
	Within Groups	32281.981	210	153.724		
	Total	34045.359	219			

Table 13, reveals that the significant difference of the employee acceptance of the hybrid work model among IT employees with respect to the type of department shows that a sum of square between groups and within groups are of 1763.378 and 32281.981 respectively. The total degree of freedom was 219. The calculated p-value 0.252 which is >0.05 levels and it is statistically not significant at 0.05 levels. Therefore, the null hypothesis i.e., *"There is no significant difference of overall acceptance of the hybrid work model among IT employees with respect to the type of department."*

Hypotheses 6: There is no significant difference of acceptance of the hybrid work model among IT employees with respect to working experience

Table 14: Employees acceptance of the hybrid work model with respect to working experience

		Sum of Squares	df	Mean Square	F	Sig.
Overall Dimensions	Between Groups	645.975	3	215.325	1.393	0.246[NS]
	Within Groups	33399.384	216	154.627		
	Total	34045.359	219			

Note: NS-indicates that Not Significant

Table 14, reveals that the significant difference of the employee acceptance of the hybrid work model among IT employees with respect to working experience shows that a sum of square between groups and within groups are of 645.975 and 33399.384 respectively. The total degree of freedom was 219. The calculated p-value 0.246 which is >0.05 levels and it is statistically not significant at 0.05 levels. Therefore, the null hypothesis i.e., *"There is no significant difference of overall acceptance of the hybrid work model among IT employees with respect to working experience."*

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Findings of the Study

1. The gauging level of acceptance of the hybrid work model of the majority of IT employees are moderate (46%) in nature.

2. There is no significant difference of acceptance of the hybrid work model among IT employees with respect to gender

3. There is no significant difference of acceptance of the hybrid work model among IT employees with respect to age

4. There is no significant difference of acceptance of the hybrid work model among IT employees with respect to annual income

5. There is no significant difference of acceptance of the hybrid work model among IT employees with respect to the organization

6. There is no significant difference of acceptance of the hybrid work model among IT employees with respect to the type of department.

7. There is no significant difference of acceptance of the hybrid work model among IT employees with respect to work experience.

Suggestion for further Research

- A comparative study may be attempted by taking other IT industry sectors based on the other demographic variables

- The employee's acceptance of IT employees can also be assessed for other variables such as employee engagement, employee attitude, employee performance, and employees retention.

- This study was taken in Chennai district only. In future this study may extend to the other districts of Tamil Nadu.

Conclusion

Most of the foreign researchers have studied the hybrid work model. Here the investigator analyzed the employee's acceptance of the hybrid work model. From the above study the investigator concluded that the gauging level of acceptance of the hybrid work model of the majority of IT employees are moderate (46%) in nature.

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