Exploring Benefits and Shortcomings of Hybrid Work Structure for Human Resource Management

Dr. Vinay Raj R

Professor
Yenepoya Deemed to be University (YIASCM, Kulur Campus)
University Road, Deralakatte,
Mangaluru – 575018, Karnataka, India
vinay@nirmalacollege.edu.in
9846302580

ABSTRACT

In the rapidly evolving business world, the mode of the organisation is changing constantly. Remote work culture has been adopted by the organisations, that allows the employees to perform the from any location. This increase the productivity and the flexibility among the employees can be seen by adopting such working culture. However, the HR personals face certain level of challenges, due to this mode of work. The study provides a comprehensive scenario on how to mitigate those challenges and utilize the potential of the blended work culture more effectively.

Key words: hybrid work structure, cybersecurity, work-life balance, flexibility

1. INTRODUCTION

Hybrid Work Structure: HRM Perspective
Overview
The hybrid work model, blending remote and in-office work, presents both opportunities and challenges for Human Resource Management (HRM). This structure requires a delicate balance to maximize benefits while mitigating potential drawbacks.
Advantages
1. **Employee Satisfaction**: Increased flexibility and work-life balance
2. **Productivity**: Customized work environments and reduced commute time
3. **Talent Acquisition**: Access to a broader, more diverse talent pool
4. **Cost Efficiency**: Reduced overhead costs for office space and utilities
5. **Organizational Agility**: Better adaptability to unexpected disruptions
6. **Inclusivity**: Accommodates diverse work preferences and needs

Challenges
1. **Culture Maintenance**: Difficulty in fostering a cohesive company culture
2. **Communication**: Potential barriers in remote collaboration and interaction
3. **Performance Management**: Complexities in monitoring and evaluating remote work
4. **Equity**: Risk of creating disparities between in-office and remote employees
5. **Security**: Increased cybersecurity and data protection concerns
6. **Employee Well-being**: Potential for work-life boundary blurring and ergonomic issues

HR's Strategic Role

To effectively manage a hybrid work structure, HR must:
- Develop clear policies and guidelines for hybrid work
- Provide training on remote work best practices and communication tools
- Ensure equitable access to opportunities for all employees
- Implement robust security measures and compliance protocols
- Regularly assess and address employee well-being and satisfaction
- Balance flexibility with structure to optimize the hybrid model

By proactively addressing these areas, HR can help organizations harness the benefits of hybrid work while minimizing its potential drawbacks.

The working culture has been transforming rapidly in the emerging landscape of profound workplace transition. In the present scenario, various organisations adopted newly emerged norms, significantly altering the hybrid work structure towards a prominent and consistent solution. The evolution of the hybrid work structure, collaborating the elements of in-person office attendance with remote flexibility, has revolutionised the landscape of the modern workplace. Several tools, such as Zoom, Microsoft Teams, and Slack, enable employees to contact their employers and work collaboratively (Rysavy et al., 2020). Cloud Computing software facilitates employees to handle essential resources and tools, irrespective of their physical location. This metamorphosis highlights a dynamic response to technological advancements and evolving employee preferences, fundamentally redefining the traditional concept of labour and the organisational perspectives. A hybrid work culture allows ample benefits that involve a well-maintained work-life balance and enhancement in productivity, thus facilitating responsible cost management (Whitsel et al. 2023). However, the hybrid work culture poses critical challenges, such as communication gaps, the preservation of company culture, and equity concerns.

Moreover, remote work causes social withdrawal that holds the potential to negatively affect the employee's morale, curbing their motivation level. These factors reduce the efficiency of the organisation's employees, adversely impacting the firm's growth. Effective Human Resource management performs a significant role in penetrating these uncertainties, necessitating several forward-thinking strategies to optimise the disadvantages of hybrid work while minimising the foreseeable drawbacks.

2. THEORETICAL REVIEW

Advantages and loopholes of hybrid work culture for human resource

There is vast, varied, enriched literature that emphasises navigating the benefits and limitations of a hybrid work structure for human resource professionals. Due to the implication of the COVID-19 crisis, it has been observed that employees with suitable jobs can work remotely with immense efficiency without

minimising their productivity (Grzegorczyk *et al.*, 2021). The incorporation of a hybrid work culture increases flexibility and work-life balance. An organisation can reduce its costs by implementing physical and virtual modes of work for human resources within the workplace. However, the incorporation of a hybrid work culture can increase the possibility of inclusion and equity concerns. This type of work culture can also pose significant issues in the communication and participation of the employees within a team that consists of diversified and distinct demographic feature-centric employees. The study aims to eliminate shortcomings of hybrid work culture and utilise the benefits of hybrid work culture for effective human resource management.

The widespread adoption of the hybrid and remote workforce due to the covid-19 pandemic transforms the traditional scenario of the work culture. Incorporation of hybrid work culture within the workforce can significantly impact the innovative capacities of the organisation, social sustainability and performance as well as well-being of the employees. Remote workers were more dependent on the feedback and appraisal which can deliver a negative effect on them during the pandemic as the opportunities become suppressed in this pandemic situation (Babapour et al. 2021). The distribution of the workers within diverse organisations requires hybrid partnership and hybrid meetings. Practice of remote work before, during and after the pandemic poses significant differences and has potential influence on remote, flexible and hybrid work arrangements. Shirmohammadi et al. (2022) depicts that various firms provide remote work as a working option to provide incentive and select real talent within a concerned company. This can further guide this organisation in achieving competitiveness within the dynamic landscape of business structure. Leaders of numerous organisations advocate remote and hybrid work in order to strengthen the psychological interconnectivity between organisations and employees. Bierema (2020) argues that the alteration in working and personal life significantly impacts the ongoing activity of the HRs within a diversified organisational culture. However, it has also a positive impact on the further organisational activities in long-term phenomenon. Bierema (2020) depicts that the alteration in working culture stimulates the thinking capacity of the Human Resource Development practitioners to revise the leadership, developmental and organisational solutions. This can also enhance the voice of the remote employees to express their requirements, concerns and opinions within the hybrid working system.

3. RESEARCH METHODOLOGY

This research study follows a 'Systematic Literature Review' (SLR) approach for comprehensive research. This research used the SLR approach as this approach provides evidence-based insights to the researchers about navigating the broader range of literature regarding the benefits and limitations of the hybrid work culture for human resources. This approach assists in identifying the trends, key findings and patterns of the multiple studies. This will further enhance the reliability and credibility of the research findings. SLR approach also assists in identifying the necessary gaps in the existing research where further investigation is required. This study uses the secondary data collection method for collecting essential qualitative data from various sources such as literature, research articles, journals, newspaper reports, organisational and industrial publications and many more (Taherdoost et al. 2021).

Inclusion Criteria:
- Studies cover a specific range
- Studies used English language
- Studies encompass a specific timespan from 2020 to 2024

Exclusion Criteria:

- Studies cover a more comprehensive range
- Studies failed to meet research objectives
- Studies used complicated dataset

4. RESULT AND DISCUSSION

Author	Years	Aim and Objectives	Findings	Conclusion
Grzegorczyk et al.	2021	This study aims to highlight the effect of the organisations and the workers on the hybrid model.	The onsite workers have an advantage over teleworking colleagues in the promotion and career development.	The employees need to adopt systems, training, and roles that can increase the chances of success of hybrid work models.
Rantanen et al.	2022	To research the differences between onsite, remote, and hybrid work styles.	The research shows that the success rate of hybrid work productivity is 83 per cent.	Companies should employ regular check-ups with their employees and find ways to satisfy the hybrid work model.
Ferreira et al.	2021	This study aims to provide a detailed evaluation of the hybrid work model.	Highlights structural and relational factors that relate to employee adjustments to virtual work.	Organisations need to ensure that workers have the precise technology before adopting RW.
Wang et al.	Wang et al.	This study aims to provide the effect of remote working during the Covid-19 pandemic.	Remote work during the pandemic proved to increase employee productivity.	Remote work performs a crucial role during pandemic **times.**

According to Alshammari et al. 2020, Human resources is the most significant part of an organisation. The business houses manage human resources to achieve maximum results. Thus, in this scenario, the organisations look for an efficient and knowledgeable management environment for hiring competent candidates. However, due to the progression of a hybrid work environment, the management is exposed to certain uncertainties that pose significant challenges to the HR managers.

According to Rantanen et al. 2022, with the outbreak of Covid 19, many organisations had to shift to remote work as access to offices became limited. Various studies showcase that remote work surged from 12.3% before the pandemic to 14% after the pandemic. In the present scenario, hybrid work collaborates with remote and onsite work facilities and is gaining importance. Various studies opine that an increase in productivity is one of the significant reasons companies opt for remote facilities for employees; it is narrated that working remotely reduces the extent of distractions faced by the employees in their workplace. Other than the increase in productivity, monetary relief between the employee and the employer and enhancement of positive work-life balance are other significant factors promoting a hybrid work setting.

The systematic literature review provides insights about the positive effects of the remote and hybrid work within the concerned organisation. It increases the autonomy, flexibility, work-life balance and job satisfaction of the employees that foster the organisational efficacy in the near future. Babapour et al. (2021) states that 3.2% employees worked regularly in the EU before the pandemic. However, over 39% of the employees were forced to work into remote working arrangements during the COVID-19 pandemic. This paper also showcases that 36% of the jobs are compatible for remote working in the EU, even after the upliftment of pandemic restrictions. The governmental regulation regarding isolation constructed an unexplored state for the remote workers. As a result, the maximum number of workers switched to a new mode of work (Shirmohammadi et al. 2022). The analysis of systematic literature review provides valuable insight about the alteration of work life balance and employee retention due to adoption of hybrid work culture. It shows that the maximum number of employees devote their time to learning new technologies for aligning them with the present work culture. Examining diversified literature, it can be depicted that adoption of hybrid work culture increases the employee retention level, improves work-life balance and increases productivity. Within the hybrid working culture, HR practitioners and professionals are able to interact and develop the flexible policies of HR management which further caters the hybrid work arrangements. On the contrary, it can negatively influence those sectors' whose market expansion is limited.

This section depicts research methods, approaches, and designs in detail, thus illuminating various aspects utilised in the study, examining the preferences, and narrating the advantages and disadvantages of individual strategies and decisions, considering the practical applications in the research work.

5. CONCLUSION

Analysing the above study, the adoption of a hybrid work structure presents both benefits and loopholes for HR professionals within the workplace. The study highlights hybrid work environments involving onsite and work-from-home methods, fostering engagement by facilitating diverse work preferences. It provides flexibility to the employees, thus enhancing their participation. Research highlights that it improves productivity and efficiency by preventing employees from working freely and allocating their work between home and the office platform (Ferreira, *et al.* 2021). Studies show that hybrid work

promotes work-life balance, a critical prospect narrated by various professionals. However, on the other side, remote work facilities underlie specific challenges that adversely affect interpersonal relationships due to reduced face-to-face- interactions (Wang *et al.* 2021). A lack of transparent communication may creep up between the remote and onsite employees
, necessitating a balance between autonomy and collaboration (Ipsen *et al.* 2021).

Additionally, the hybrid framework increases the risk of degrading companies' ethics and morals. It increases the threats associated with cybersecurity as the employees of the companies pursue their work outside the secure office network. The company's HR professionals need to address these challenges by providing the necessary tools and establishing certain practices and policies that aim to cater to the needs of both the remote and the onsite workers, thus ensuring efficient operations in every work setting.

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