

A STUDY ON THE IMPACT OF HYBRID WORKING CULTURE ON GEN Y

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Abstract

Hybrid work, where employees split their time between in-office and remote work, is a growing trend fueled by technological advancements. This culture, which surged post-COVID-19 due to social distancing needs, has been embraced for its ability to balance work-life, boost productivity, and reduce costs. It spans industries like technology, finance, and healthcare. Generation Y (Millennials), known for their tech-savviness and desire for change, is uniquely positioned to navigate this shift. This study explores how hybrid work impacts Generation Y, focusing on their attitudes towards flexibility, job satisfaction, and the factors influencing their acceptance or rejection of hybrid work arrangements with 100 respondents. The goal is to understand how this evolving work culture aligns with Millennials' values and career choices.

Keywords: *Hybrid Working Culture, Generation Y (Gen Y), Millennials, Remote Work, Work-Life Balance, Job Satisfaction, Workplace Flexibility, Employee Retention, Job Preferences, Organizational Culture.*

Introduction

The concept of hybrid work has been in existence and well-known to everyone since the COVID-19 pandemic. However, the origins of hybrid work were experimented with in the 1970s when some companies decided to adopt the innovative concept of telecommuting and allow employees to work from home using communication technologies such as fax machines and landline phones. In the late 1990s and early 2000s, the Internet was introduced using email, video conferencing, and various other technologies. In that era, few businesses embraced the hybrid concept. Companies like IBM and Microsoft started the concept of remote work by experimenting with technology. After COVID-19, the nation was forced to adapt itself to various technological changes as businesses were running low. This accelerated the concept of hybridization in many companies and industries.

The global workplace has undergone a dramatic transformation in recent years, especially in the wake of the COVID-19 pandemic. One of the most significant shifts has been the rise of hybrid working culture—a flexible work model that combines remote work with traditional office-based

practices. This new paradigm has redefined how organizations operate and how employees engage with their work environments.

Generation Y, also known as Millennials (typically born between 1981 and 1996), represents a substantial segment of the modern workforce. Characterized by their adaptability, tech-savviness, and desire for work-life balance, Gen Y employees have unique expectations and preferences regarding workplace culture. As such, understanding how hybrid work impacts this cohort is crucial for organizations aiming to retain talent, boost productivity, and foster employee satisfaction.

This study explores the multifaceted effects of hybrid working culture on Generation Y, examining dimensions such as work-life integration, productivity, job satisfaction, mental health, and organizational loyalty. By analysing both qualitative and quantitative data, the study aims to provide actionable insights for employers to create inclusive, flexible, and supportive work environments that align with the needs of Gen Y.

Background of the Study

In recent years, the traditional workplace landscape has undergone significant transformation, primarily driven by rapid advancements in technology, globalization, and changing employee expectations. Among these transformative shifts, the concept of a hybrid working culture has emerged as a prominent organizational model. Hybrid working involves a flexible arrangement where employees split their time between remote work and in-office work, allowing for a blend of both environments. This paradigm shift has garnered considerable attention due to its potential to enhance work-life balance, productivity, and overall employee satisfaction.

Generation Y, also known as Millennials, encompasses individuals born between 1981 and 1996. This demographic group is characterized by its adaptability to technology, value for work-life integration, and desire for meaningful employment. As Gen Y forms a significant portion of the global workforce, understanding how the hybrid working culture impacts this cohort is critical for organizations aiming to attract, retain, and motivate talent.

The onset of the COVID-19 pandemic accelerated the adoption of hybrid work models, making it imperative to examine their long-term implications. For Gen Y employees, who prioritize flexibility and autonomy, the hybrid working culture presents both opportunities and challenges. On one hand, it offers greater control over work schedules and the ability to balance personal and professional commitments. On the other hand, it raises concerns related to communication gaps, isolation, and potential biases in performance evaluations.

This study seeks to explore the multifaceted impact of hybrid working culture on Gen Y, focusing on key dimensions such as job satisfaction, work-life balance, productivity, career growth, and mental well-being. By examining these factors, the research aims to provide insights into how organizations can optimize hybrid work environments to better cater to the needs and preferences of Gen Y employees.

Understanding the impact of hybrid work culture is crucial for enhancing employee engagement for fostering organizational resilience and sustainability in a rapidly evolving work landscape. Through this study, organizations can gain valuable perspectives to refine their policies and create a supportive work environment that aligns with the aspirations of the Gen Y workforce.

Importance of the Study

This study is significant as it offers comprehensive insights into the influence of hybrid working culture on Gen Y employees. In a highly competitive business environment, understanding employee preferences and challenges is essential for organizational success.

Firstly, it highlights the factors that contribute to job satisfaction and work-life balance, enabling organizations to tailor policies that improve employee retention. Secondly, by examining the relationship between hybrid work and productivity, organizations can implement best practices that enhance performance while maintaining well-being. Additionally, the study addresses mental health concerns by exploring how flexible work arrangements affect psychological well-being.

Moreover, the findings guide organizations in developing fair performance evaluation systems and inclusive communication practices within hybrid work environments. As hybrid work models continue to evolve, understanding their long-term impact will help organizations adapt to future workforce trends and create sustainable work environments.

Ultimately, this study aims to bridge the gap between organizational goals and employee expectations, fostering a workplace culture that promotes growth, satisfaction, and resilience among Gen Y employees.

Significance of the Study

The significance of this study lies in its potential to inform organizational strategies aimed at enhancing employee well-being and performance in hybrid work settings. By focusing on Generation Y, the research provides valuable insights into how this demographic navigates the balance between flexibility and professional growth.

Understanding the specific needs and challenges of Gen Y employees can help organizations create tailored policies that foster job satisfaction and retention. Additionally, the study can shed light on how hybrid work models influence mental health and work-life integration, providing a foundation for supportive workplace initiatives.

Moreover, insights gained from this research can guide leadership in developing equitable performance assessment systems that mitigate biases arising from remote work. By addressing

these critical areas, the study not only contributes to academic literature but also offers practical solutions for organizations striving to build resilient and inclusive work environments

Hybrid Work Culture in Business

Hybrid work refers to a work environment where employees have the flexibility to work both in the office and remotely, either from home or another location. This approach has allowed businesses to maintain the benefits of in-person collaboration while providing employees the freedom to work in a way that suits their individual needs and preferences. This work culture has created a great impact in business and various industries by providing:

Flexibility: Hybrid work provides more flexibility for employees to work in a way that matches their needs, increasing job satisfaction and productivity.

Reduced costs: Allowing employees to work remotely saves businesses money on things like utility rentals and providing various equipment to employees.

Work-Life Balance: Hybrid helps employees balance both personal and professional lives, which benefits their mental health and well-being.

Companies and businesses should be aware of the potential impact on their operations:

Changes in working culture: Companies should adapt their culture to accommodate the changes, like work and to ensure that employee's feel connected, not forgetting the protocols as they are not regular and come only at specified intervals to the office. The companies have to notice if the employees are in touch with the organization's vision and mission and are on good terms with their fellow employees.

Adapting to Technology: The biggest challenge for industries in providing hybrids is adapting to technology. Every business has to provide its employees with work flexibility in technology and ensure that technological advancements are made by changes in the world.

Generation Y

Gen Y, the largest living generation who is in their prime working and spending years, proving the point of the most important demographic for marketers and employers to understand at work. This group has grown up during a time of rapid technological advancements and economic change, which makes them adapt to the changes in technology.

Characteristics of Gen Y with Hybrid Work

The hybrid working environment and culture have an impact on the generation that is known to be technologically strong. Here are some characteristics of Generation Y that have influenced hybrid work:

Entrepreneurship: Generation Y has assertive personalities and is focused on their work as well as their abilities. This generation is more likely to start their businesses and pursue their passions than to work for someone who gives them orders. This has led to a rise in the gig economy and the present economy, which has led to a great focus on work-life balance.

Technology: Gen Y is the first generation to grow up with technology as an integral part of their lives. This generation is more comfortable in terms of digital tools and is more likely to use them to connect with others in business, access information, and reach a wider society in industries and businesses.

Social activism: Gen Y is the generation that is socially conscious and politically active by being vociferous about social injustice and supporting causes that align with their values. Through hybrid culture, Gen Y is also aware of societal norms and frames regulations accordingly.

Review of Literature

Agarwal Priyanka (April 2022) in the study titled "A study on work culture and talent management in a hybrid work situation" examines the inspiration and violations of a hybrid work culture concerning hybrid employees. It focuses on the positive and negative approaches to work-life integration and employee involvement in it.

Poonam Sethi, Deepti Singh, and Supriya Kamna (2022) in their study "A Study of the Impact of Hybrid Work Policy on Employees' Orientation and Issues of Corporate Governance in the New Normal" focus on understanding the scope of hybrid work culture among the employees. The researchers in the study have considered the work-life balance, productivity, and job satisfaction aspects of employees. With a survey conducted among employees of the IT sector in Delhi NCR, the researchers attempted to know their perception of the hybrid work policy and their perception of a decrease or increase in their work-life balance, productivity, and job satisfaction. Opinions of the employees were also collected for transparency, accountability, and fairness in business operations if hybrid work is continued. The objective of asking employees about transparency, accountability, and fairness was to know whether corporate governance could be regulated well in a hybrid culture. The study followed a bilateral approach, which enabled them to focus on employees' aspects of work-life balance, productivity, and job satisfaction as well as organisational aspects of transparency, accountability, and fairness in business. They have also tried to contribute to the literature related to corporate governance so that managers, HR professionals, and policymakers can use the findings of the present research to make decisions for their businesses.

Iwona Mendryk (2016), in her study "Employees of Generation Y: Their Profile Based on Research Results," predicts that by 2025, representatives of Generation Y, the so-called Millennials, will have constituted 75% of the total workforce in the world. Numerous studies about the generation's characteristics paint a picture of an exceptional generation, one that is troublesome

to HR managers. Following the publication of several studies involving Generation Y employees, many of which were journalistic, an attempt was made to characterise the generation's competence potential. The study has presented the results of self-reported data from 634 Polish Generation Y employees.

Research Gap

While existing research has extensively explored the general implications of hybrid working models, there is a noticeable gap in understanding how this paradigm specifically affects Generation Y. Most studies tend to focus on broader workforce trends without delving into the unique preferences, challenges, and behavioural patterns of this demographic. Additionally, limited research has examined the long-term psychological and career development impacts of hybrid work on Gen Y employees.

Furthermore, much of the current literature emphasizes organizational outcomes such as productivity and cost efficiency, often overlooking critical aspects such as mental well-being, job satisfaction, and work-life balance from the employee's perspective. There is also insufficient insight into how hybrid work influences career growth opportunities and performance evaluations for Gen Y professionals.

This study aims to fill these gaps by providing a comprehensive analysis of how hybrid working culture shapes the experiences of Gen Y employees. By addressing these unexplored dimensions, the research will contribute to a deeper understanding of how organizations can create inclusive, supportive, and effective hybrid work environments tailored to the needs of this vital workforce segment.

Objectives of the Study

1. To understand the attitudes and values of Gen Y towards a hybrid working culture.
2. To identify the impact of the hybrid culture on job satisfaction.
3. To analyze the factors influencing Gen Y's decisions to accept or reject job offers with hybrid work arrangements.

Scope of the Study

This study aims to explore the influence of hybrid working culture on Generation Y (Millennials), a demographic cohort that currently comprises a significant portion of the global workforce. The research focuses on understanding how the hybrid work model—an arrangement that blends remote work with in-office engagement—affects the professional preferences, behavioural patterns, and overall job satisfaction of Gen Y employees.

The scope includes the following core areas:

Work Preferences: Analysing how Gen Y employees perceive hybrid work in comparison to fully remote or fully office-based setups. This includes their preferred working conditions, autonomy, flexibility, and the balance between personal and professional life.

Job Selection Criteria: Investigating whether the availability of hybrid work arrangements significantly influences Gen Y's decision to accept or reject job offers. This also includes examining the role of hybrid flexibility in talent acquisition and employee retention strategies.

Workplace Expectations and Satisfaction: Understanding the expectations of Gen Y employees from employers in terms of support systems, digital tools, communication channels, performance evaluation, and organizational culture in a hybrid setting. The study will also assess their level of satisfaction with these elements under current hybrid models.

Productivity and Engagement: Evaluating how hybrid work affects the productivity, motivation, and engagement of Gen Y employees. This includes insights into how this model enables or hinders their ability to perform and collaborate effectively.

Mental Health and Well-being: Considering the psychological impact of hybrid work on Gen Y, particularly in terms of stress, burnout, social isolation, or improved well-being due to better work-life balance.

Industry and Regional Variations: The study may also observe variations across industries, job roles, and geographic regions to identify patterns or discrepancies in hybrid work preferences among Gen Y professionals.

The study will be conducted using a combination of qualitative and quantitative research methods, including surveys, interviews, and case studies. The insights generated will help organizations tailor their hybrid work policies and management strategies to better meet the needs and expectations of Gen Y, ultimately improving performance, satisfaction, and retention.

Research Methodology

Research Design

The study involves both descriptive and quantitative research methods and focuses on the impact of hybrid culture on Gen Y.

Sources of Data

The study is done using both Primary and Secondary data. Primary data was collected with the help of a structured questionnaire, and Secondary data was collected through the Internet and journals.

Sampling Method

The sampling method used in the study is Judgmental sampling. It is a non-probability sampling technique used as the sample is selected based on one sector of people. In this study, the respondents only belong to Gen Y.

Sample Size

A sample size of 100 respondents has been collected to understand the impact of the hybrid culture on job satisfaction, motivation, and engagement levels among Gen Y employees also to analyze the factors that influence their decisions to accept or reject job offers with hybrid work arrangements.

Tools for Analysis

Correlation

A statistical measure to identify whether there is a relationship among the variables that are linearly related.

Aim: To understand the attitudes and values of Gen Y towards a hybrid working culture.

H₁ – There is a relationship between the attitudes and values of Gen Y towards a hybrid working culture

Correlations

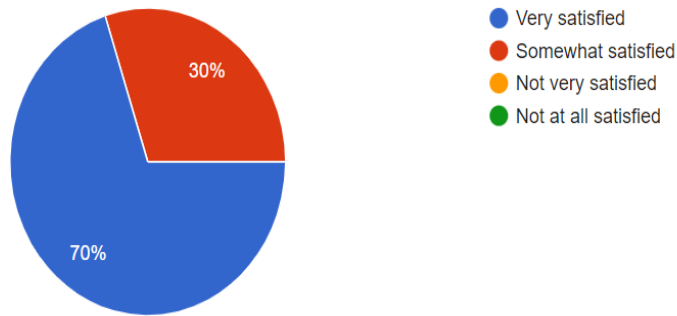
		Attitudes	Hybrid Work
Attitudes	Pearson Correlation	1	.681**
	Sig. (2-tailed)		.000
	N	100	100
Hybrid Work	Pearson Correlation	.681**	1
	Sig. (2-tailed)	.000	
	N	100	100

** . Correlation is significant at the 0.01 level (2-Tailed).

Inference:

From the above table, the significant value is to be determined as 0.000, which is less than 0.05. Thus, the alternative hypothesis is accepted and the null hypothesis is rejected. This shows that there is a relationship between the attitudes of Gen Y towards the Hybrid working culture. This states that the hybrid working culture has an impact on employees' attitudes and values.

Aim: To identify the impact of the hybrid culture on job satisfaction



Inference: From the above diagram, it is understood that 70% of the respondents are satisfied with jobs in a hybrid culture, and the remaining 30% are partially satisfied. Thus, Hybrid culture does not affect job satisfaction among employees.

Regression

A statistical technique for identifying the cause-and-effect relationship that relates a dependent variable to one or more independent variables.

Aim: To analyze the factors that influence Gen Y's decisions to accept or reject job offers with hybrid work arrangements.

H₁ – There is an influence on Gen Y's decisions to accept or reject job offers with hybrid work arrangements

Model Summary

Model	R	R Square	Adjusted Square	RStd. Error of the Estimate	Durbin-Watson
1	.796 ^a	.634	.621	.638	2.920

a. Predictors: (Constant), Decision

b. Dependent Variable: Hybrid_Work

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19.785	6	19.785	48.533	.000 ^b
	Residual	11.415	94	.408		
	Total	31.200	100			

a. Dependent Variable: Hybrid Work

b. Predictors: (Constant), Decision

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.415	.612		2.312	.028
Decision	1.268	.182	.796	6.967	.000

a. Dependent Variable: Hybrid Work

Inference:

From the above table, the significant value is determined to be 0.000, which is less than 0.05. Thus, the alternative hypothesis is accepted and the null hypothesis is rejected. This shows that there is an influence on Gen Y's decisions in accepting or rejecting job offers with hybrid work. Based on the Hybrid culture, Gen Y is influenced in making decisions to take up a job or reject it. The factors are flexible time, technology, communications, and preferred locations. Thus, all these factors have an impact on influencing Gen Y towards accepting or rejecting jobs.

Findings

- The respondents, 40% each from the industry of Information Technology and Educational Institutions, 10% each from health and FMCG
- All of the respondents consider work-life balance a major priority in progressing towards a hybrid culture, as they can manage both personal and professional life with this work.
- 60% of the respondents' respective organizations are in hybrid mode, and the remaining work from the office only
- Respondents from IT and FMCG are still working in hybrid mode, and respondents from educational institutions work only from the office.

Conclusions

Hybrid work cultures are appreciated well among Gen Y as they are comfortable in balancing work and life. This generation, who are working hard and looking forward to promotions in designations and in terms of salary, are demanding in their preferences. Many of the youngsters consider a hybrid as an important factor in accepting or denying job opportunities. The reason for this could be their family responsibilities, as many of them belonging to this generation are either getting married or already have a family. Thus, a hybrid working culture is considered to be the most important and effective factor among Gen Y.

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