
**IMPACT OF THE HYBRID MODEL ON THEEMPLOYEE – EMPLOYER RELATION
WITH REFERENCE TO IT COMPANIES.**

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Abstract:

Employees are relatively dependent on the Performance management system for their performance assessments. The Performance management system gives a outlook of the performance of the employee in the task assigned and also gives an overall outlook of the employees growth during the term of review and this give a great insight of the employee development in the organization. Regular discussions between the employee and the manager which happen either informally or formally give a great insight of the employee's behavior and attitude towards their work. This helps the management to understand the employee contribution to the organization and further act as a helping had in deciding the rewards and promotions for that appraisal period. In all the parameters of the Performance management System, one of the integrated parts is the manager feedback and the conversations the employee has with their managers. Sight differences in the relation of the employee and the manager can affect the feedback reports. To understand more of this effect is the main aspect of this paper. IT organizations which have adapted the hybrid model lose the physical presence of the employees. This may affect the manager's outlook and to overcome these regular virtual sessions and one-to-onemeetingsevery day are organized to make sure the positivity of the relations sustains. This paper highlights the factors affecting the relation and the results of the factors on the employees. Having studied the various effects and the strategies used by the various organizations to overcome this effect, this paper would view to arrive to few suggestions that any organizations can adapt to make sure healthy and competitive work environment is established.

Keywords: Employee retention, employee engagement, Management, organization productivity, Manager and employee relationship, Performance management systems, Feedback cycles, Informal and formal conversations, Transition, communication, Coordination, connection, creativity, culture.

Introduction:

Performance is a key factor for all the organizations and all the employees aim for the same in the work assigned to them. The management and the employees together collaborate for the success of the organization and this success can be unstable if anyone lacks the efficiency, then the success is incomplete.It is very important that there is a smooth relation between the management, managers, and the employees. Employee engagement finds a keypart in the organization. Performance management system helps in the employee engagement of the organization.

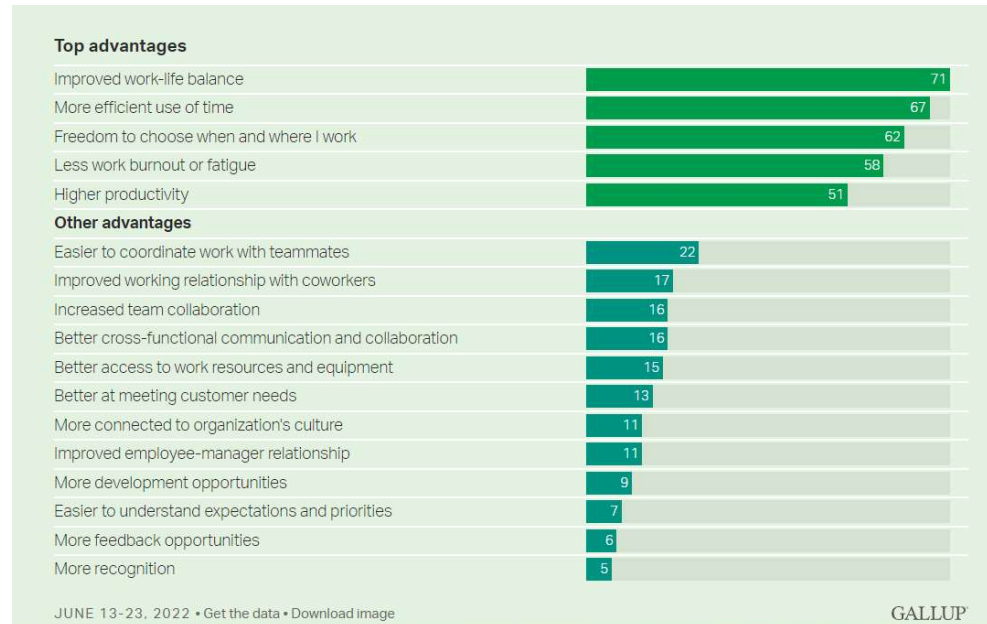
Performance management system has two sides where one is the employee viewpoint on the performance management system and other side is the managers viewpoint on the performance management system. The effect of management on employee engagement and experience is a significant factor in organizational performance, productivity, and individual wellbeing. Managers are important as they have the most direct impact and influence on the employees. They are responsible for the department performance and the staff performance by making sure they achieve the organizational goals. They play a vital role in shaping the organization culture. Managers play link between the senior leaders and those operating at grass-roots level. Managers cascades are important for effective internal communications (Connolly, 2023).

Employee relations management makes sure that the right efforts are made to engage the employees and to keep them satisfied. These efforts involve maintaining open communication with the employees in the workplace at all levels. Positive manager and employee relationships in the workplace to encourage productivity and collaboration among all the teams and thus building the team positively. The relationship between the employees and the managers directly impacts the employee behavior and output. Good leadership of the managers plays a very important role in this whole process of keeping the employee satisfied and this also helps in forming a great close and efficient team. Positive relationship management can increase employee engagement, productivity, creativity, innovation and collaboration. Strong managers and employee relationships can help in increasing the employee attendance and employee turnover. Having ineffective managerial skills can make an employee quit a job as seen in the survey done by Goodhire where 82% of workers are willing to quit the job because of a bad manager (Caramela, 2023). There are few areas that have to be focused in an organization for better employee manager relationship. Having Professional Development helps the workers to reach their own professional goals in relation to the business. Hosting activities that bring the worker together to have great team building. To make sure the office and the work environment are both physically and emotionally safe for the employees to ensure workplace safety. To help employees resolve any issues in the workplace irrespective of the nature of the conflict, i.e., if it is between two employees or between the employees and managers. Making sure the employees are positively acknowledged and good work of the employees is rightly rewarded. These areas help the managers to have a healthy and good work environment, but this can be done if the employee works from the office. Employees working on the hybrid model or are working from home miss this contact with the managers. If this is the case, then the managers should find another way for better communication and platform to maintain positive work environment. The feedback sessions now happen on virtual platforms. In this environment verbal expression plays an important role and rewards and recognition act as a great motivation for the employees' focus and excellent work engagement. Having great relations also helps in preventing or mitigating personnel issues that affect productivity, collaboration, and morale.

Employees working from home on hybrid models are more focused on the work given to them and are away from many distractions of the office. Hybrid workers efficiently utilize the time at home to drive personal performance along with the flexibility to support the family. Employees use their

saved time to focus on personal responsibilities thus balancing their professional and personal life. In such an environment, employees look out for recognition, in-person meetings, regular feedback etc. (WHITE, 2022).

Below is a small survey about the advantages of the hybrid model for the employees:



Great managers make sure the workforce is motivated and well engaged. The managers should be accountable to relate to the teams. If any employees are facing any potential burnout or any issues, regular feedback helps the managers to take immediate action so as to control the whole situation right in time. In the whole process the managers play a critical role in the employee's experience in the organization. In any platform managers should encourage their direct reports to provide upward feedback on a regular basis and hold follow-up meetings to build collaborative action plans together. Any mistake in feedback may lead to disengagement and even worse. To understand more of the way feedback can affect the employees' work engagement we would try to understand the way few organizations are able to handle the situation with great positivity.

LITERATURE REVIEW:

Employees during the Covid times had to adapt to the new environment and system design. This transition had many limitations. It was a intimidating shift for many companies. Quickly management understood that employees could give the same productivity without being in the office building. Employees after transition had freedom to choose where they get their best work done whether that's in office or at home or a combination of both. Survey shows that employees overwhelmingly prefer a flexible, hybrid model and that nearly half of them would look for a new job if their current employers doesn't opt for this approach. A report from Accenture has been found that 63% of high growth companies have already implemented the Hybrid workplace or Productivity anywhere model. The report also shows that employees are benefitted by the with flexibility and choice of location of work which improved the work- life balance of the employee.

This model also helped in optimizing the teams and setting a great foundation for the distributed workforce(boogaard, n.d.).

As per EVP Global HR at HGS,Mr. Giridhar GV, new performance metrics should be based on qualitative assessment of employee achievements and their contributions to business success. Process needs to be simplified and Goals must be aligned to changing business needs. In an interview given to the people matters Mr. Giridhar spoke about the role and responsibilities of the HR and the changes which would happen within the organization through automation. He also spoke about the major shift of the performance evaluation methods of the employees. Employees eagerly wait for the appraisals, and this is the most anxious period for both the managers and the employees. The HR managers in the shift should be able to observe to the minute contributions made by the employees towards the company's success. Managers should focus on the employee strengths and have a gentle call on the employee weakness for the overall growth of the employee which acts like the skill enhancement for the employee. Maintaining Flexibility, investing in learning and development and rewarding stand out performance can instill a sense of fairness and equity among the employees(Giridhar GV, 2022).

The sudden shift in the organization has seen many changes but unfortunately, the traditional methods of managing the performance and the performance management tools used before wouldn't work and this leaves the gaps in managing the talent's output which needs to be filled quickly. This can be done by the new tools which help in that are developed as per the OKR goal setting. Understanding the limitations, it become essential to create a good performance management strategy that works for the hybrid workplace(works, n.d.). It becomes crucial that during the shift all the employees understand and value the organization decisions and policies irrespective of their location of work. The Key to make it work is the performance appraisal approach that uses a set of metrics that have been mutually agreed and tracked consistently. This tracking should be able to be accessed at any time on a convenient intranet dashboard. As per the Former CHRO, Delta Emerson, managers and employees can log on and see their dashboard which displays their targets and other performance goals and where they stand and how their performance feeds into incentive pay. Managers are one who are help accountable by the management by tracking the turnover and the engagement scores of their respective groups. The leverage of technology helps the employee during this shift. Creative approaches to the performance evaluation are required at hybrid workplaces. It is the only way to make sure all employees are evaluated and developed according to their merit, regardless of where they do most of their work.(Behson, Feb 3 ,2023).

The changes that can be incorporated in the performance management software to support the employees working in hybrid model is of accessing the employees more on the completion of the tasks given where managers play a very important role. Managers need to set a clear end goal for their team by allowing them the freedom to determine how they complete a goal, instead of micromanaging every small task they need to complete. There is a need of developing a feedback culture which involve feedback propels, employee performance, improvement and results, Regular and frequent feedback increases the confidence of the employee and reduce employee burnout.

Conducting workshops and training helps manager to train their employees to help achieve their performance goals in and out of office. Manager should be able to maintain no-bias rule and no-favoritism rule to prevent low employee productivity (Shepherd, 2021).

OBJECTIVES:

1. To understand the limitations faced by the IT companies during the shift to Hybrid model.
2. To understand the strategies used by the companies to maintain the employee and employee relationship during the transition.
3. To understand the changes companies implemented in the performance management system to help the managers to access the performance of the employee on fair basis.

RESEARCH METHODOLOGY:

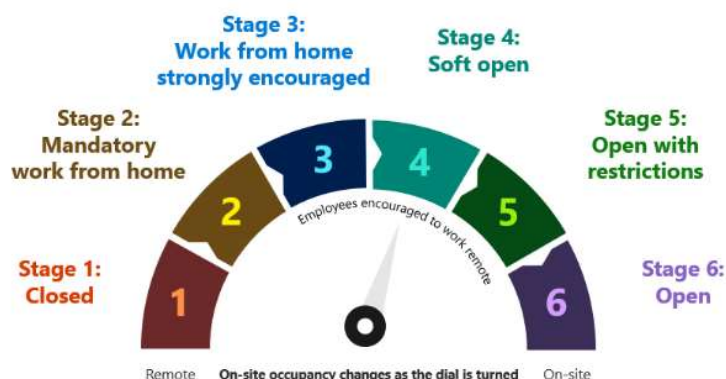
To understand the various factors that affected the companies during the shift to the hybrid model and understand the strategies used top three IT companies which have been listed as the best place to work by the Forbes list (PEACHMAN, 2023) have been selected and studied through the journals and various articles taken from their company website. The companies studied are Microsoft, Google (Alphabet) and Intel.

Results and Findings:

MICROSOFT:

Microsoft company is known for its work culture and top surveys conducted by Forbes on the best place for working. During numerous and difficult circumstances brought on by the Covid-19 pandemic, many important observations about the future of work and how and where the employees know they work best were made. Slowly by constant learning and understanding, the hybrid model of the company has evolved. The model has been gone through a lot of changes and additional capabilities to help the employees and customers. The six stages have helped the organization to slowly adapt to the hybrid workplace model during the Covid-19. Below are the stages adapted by the organization as per its Executive Vice president Kurt DelBene.

Six stages of the COVID-19 hybrid workplace



For Microsoft empowering remote productivity remains a requirement that will involve new collaboration tools, robust cloud infrastructure and a new way of thinking of the network safety and security. The organization recognizes that hybrid model presents new challenges like making sure that all the employees are included and engaged regardless of the role of location. Management intentionally have created space for inclusive conversations and define new ways of working together. Management supports the hybrid work evolution through the innovations within our technology tools which helps people to navigate both remote and hybrid work through the Microsoft teams. Management has adapted to the new way of working with an expanding understanding of the flexibility. Slowly after lot of observation they believed that this flexibility in job had improved the work like balance of the employee. Frequent and regular communication with the employees is a crucial part of the system. The managers should be able to establish a meaningful feedback loop that allows the employees to earn and iterate. Even after Covid times, organization have maintained the working from home model as standard for most of the roles. The managers provide an exceptional place of work to create greater collaboration and community for over 160000 employees. (DelBene, 2021)

GOOGLE:

The nature's focus on innovation, its services model, its larger user community, team, and the evolutionary nature of CS research has led the organization to arrive to their "hybrid research model. At Google, the transition to hybrid model brought out new changes in the system like the flexibility to deliver their best from anywhere yet bring them together in person for better collaboration. Google workplace announced new features that can help teams of all sizes to stay better connected and engaged, irrespective of the place of work. Hybrid meetings are unified and productive for all the employees. Google enhancements to the google meet help to ensure video meetings secure and inclusive irrespective of the location or device preference of the employee. The In-meeting reactions expressed by the attendees visually bring great energy to the meeting. Immediate feedback also helps the speakers and the other attendees. These reactions have been embedded in the participant video tile or overflows alongside the name of the participants if in any case video tile is not visible (Drew Rowny, 2022).

Success metrics are great for the employee because they then have the freedom to work when and where they find it's best. If the productivity improves, the organization is ready to put the right effort to make sure the employees are recognized and rewarded. The organization finds that employees working on hybrid model are finding good time to meet their personal and family needs. From the management point of view, Hybrid model eliminates the need to be micromanage the employees every hour and every day (Delaney, 2021).

INTEL:

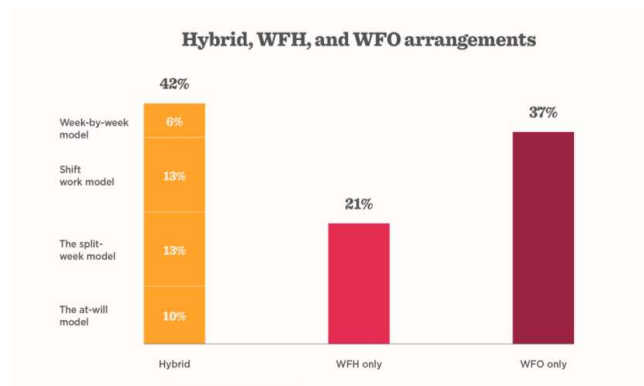
Intel organization acted according to the data collected and embraced the uncertainty by right decision making. The company planned their strategies depending on the local data and regulations for each site and continuously adjusted as per their learning. The learning gave idea of building

the future workplace which was as per the survey conducted. As per the survey three models were designed in which one was the hybrid model, second one was the on-site model and the third was the fully remote model. Employees and their managers collaborated to determine the work location and the model which can drive for best results. The decisions have been on focused on the project priority and the upgraded collaborated spaces and new tools have been of great asset. Connecting global teams across sites with enhanced one-touch video conferencing and center – of-room control captures the magic of Face- to Face collaboration, Sparking the innovation and creativity of the employees. The independent global study conducted by Intel on the inclusion in the future of work. The goal of the study was to understand the creation of the workplaces. From the study the insights were taken and applied by the workplaces of Intel. The Leaders are focused on improving the workplace culture in many ways like focusing on the career progression for the employees whether in-person or remote. The focus is on the training and the workshops for successful hybrid work implementation and also in supporting the employees with disabilities. Intel leaders like Dawn Jones who is the chief diversity and inclusion offices and vice – president of social impact, ensured that all employees are supported (Pambianchi, 2021).

Hybrid model has become a great strategy to create flexible and productive workforces but the connectivity of the employees to the management must be done flawlessly irrespective of the location or communication mode. To address this effectively HR and IT teams must collaborate closely in ensuring good workplace technology that supports all employees whether working remotely or in house. The vital part of the organization culture is to make sure the employees are connected and valued. This has been established through communication tools which have allowed the employees to collaborate in real – time regardless of time zone or geography and getting support. The environment has been designed in such a way that the employees are energetic in the workplace with all the facilities minutely taken care like the seating options etc., open workplaces and quiet areas for focusing on work. Organization has helped employees to create a well-planned office which helps in fostering a sense of purpose and community for employees when they are working remotely (Standley, 2023).

GRAPHS:

1. The different types of hybrid work models being offered to people often differ according to the industry or role.

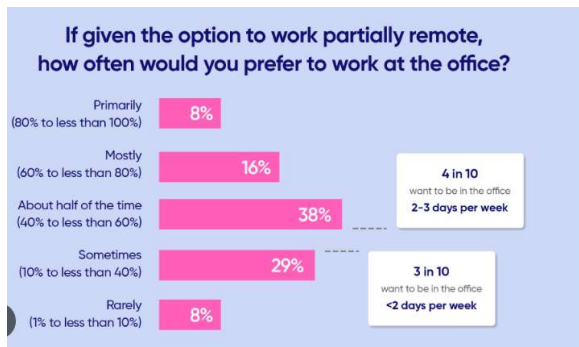


2. Positive impact on the hybrid model on the employee(Gartner.com, 2021)

Culture change with shift to remote work is mostly seen as positive

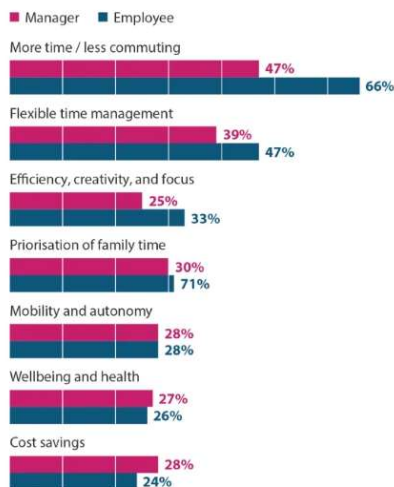


3. Employee preference for hybrid model:

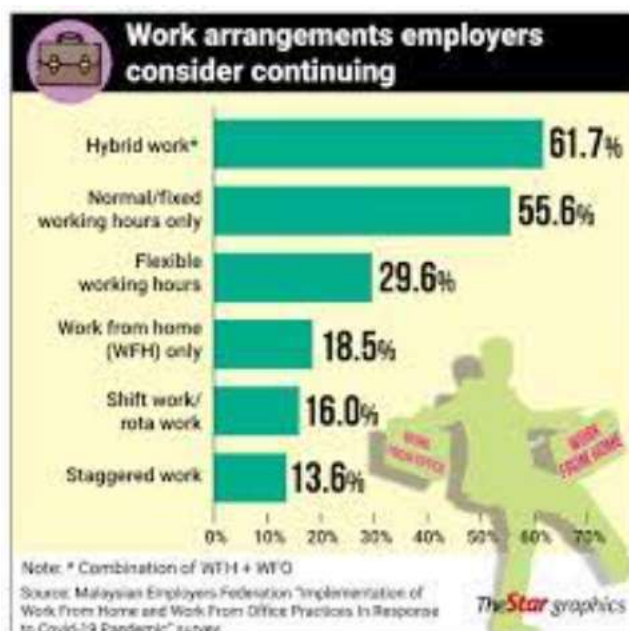


4. Employee and manager benefits for hybrid model:

What are the main benefits of working in a hybrid team?



5. Work arrangements employers prefer for work:

**SUGGESTIONS:**

The Covid has that employees can work very effectively on the hybrid model. To make sure employees stay engaged and positive in an organization, managers leadership skills are very much needed. From encouraging the employees to being empathic to them, managers must be in constant connect with the team on daily basis. From goal setting to Goal achieve motivation, managers must be able to drive the employee to achieve great productivity for the organization. The performance management system acts as a great tool for the managers to achieve the above. As the transition is new to the managers too, Organization needs to train the managers to maintain positive relation with the team and other employees. Revisiting the set goal, Evaluating the rewards, having frequent communication through the digital tools help the managers to have great relation with the employees. It is important to remember that this switch to hybrid /remote workplace is a process and not an instantaneous transition. Managers should be with the employees to ensure that the employees have enough tools and support to transform and perform effectively and feel secure in the hybrid work environment(ROMEO, 2023).

CONCLUSION:

During the Covid times, many organizations took steps for the transition of the employees to the hybrid and work from home model and transition has raised a lot of questions of the employees and manager relationships and the feedback cycles of the employees. To cover come these limitations and gaps organizations and leaders must understand the employee's data and create a better, more continuous performance management process that aligns with the organization goals and objectives and to achieve the managers should be able to leverage the system with three Cs of

the performance management, which is continuous, contextual and Cultural. This helps the companies to understand their employees holistically(White, 2022).

Managers should take care of the 5c's of the relationship i.e., Communication which was established by the virtual platform meetings and regular feedback. Co-ordination which was taken care of by establishing team work on the projects and having good work engagement. Connection or the relations C's is established by having informal communications or daily meetings with the team and management. Creativity in the hybrid model can be increased by making sure the employee gets enough resources and enough flexibility in time to maintain the work life balance and to be more productive. Changes in the system can be taken care of by conducting online events and social meetings, workshops etc. The Hybrid model has been brought to the system by a lot of research and gradual leverage learnt from a lot of experiments. Organization /employers and employees have been benefitted positively from this change in terms of employee engagement, employee retention and organization productivity.

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