



IMPACT OF HYBRID WORKFORCE ON MILLENNIAL GENERATION: IN PERSPECTIVE OF IT INDUSTRY

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Abstract

Covid-19 has impacted us in many ways. The intensity and the extent to which this pandemic has impacted human life is tough to quantify. New words have been coined to define some aspects of this new order. Hybrid workplace and Hybrid workforce are two words which has found place in this new dictionary. Hybrid workplace is the combination of conventional workspace and the extended workplace from where the work can be accomplished. The employees who work within the hybrid workplace framework are called hybrid workforce. Generation is synonymous to the word cohort in social science. Generation refers to people belonging to a certain timespan and shares some unique characteristics which set them apart from other generations. Millennials are one such generation in a spectrum of generations defined by the sociologists. The purpose of the study is to unearth the impact of hybrid workforce on millennial generation. Due to the limitation of time, the study is further constrained to the IT industry.

Introduction

What is Hybrid Work Place?

The hybrid workplace model combines remote workers with on-site workers, with some or all employees having the flexibility to choose where and when they work. In-office time may be allocated by days or by teams, or on an as-needed basis. In this new framework, where and when work gets done will be determined by what makes the most sense to drive the highest levels of productivity and engagement. The hybrid model isn't a fit for every workplace or every industry, it's best suited to employees whose work is computer-based and doesn't need to be performed on site.

What is Hybrid Workforce?

A hybrid workforce is a team of employees that have a flexible work structure. In other words, some team members work remotely while others work from a central workspace such as an office. A hybrid workforce may also involve some or all employees spending half their time working remotely and the other half working from the office. So a hybrid worker usually splits their time between in-office and remote work.

Who are Millennial Generation?

The Millennial generation refers to people who were born during the last two decades of the 20th century. It was during the millennials' childhoods and teenage years that technological advancements revolutionized the world we live in. Think of all the many aspects of life affected or even controlled by the internet millennials came of age at the same time all these changes were happening.

What the Characteristics of Millennial Generation?

It is hard to pick list of characteristics shared by millions of people belonging to millennial generation. Sociologists have listed few of them based on research. Here are some of the characteristics they have noticed.

- Millennials are good at accepting change. Millennials have witnessed a massive shift in technologies, the economy, and business throughout their lifetime. If life has taught them anything, it's that things don't stay the same for long.
- Millennials are curious. If there is a faster, better way of doing something, millennials want to know. They'll take advantage of the tools available to them to be more effective. Researchers say that this quality makes them valuable employees.



- Millennia's value teamwork. This generation tends to enjoy collaborative work environments where they can seek out alternate viewpoints and input from others.
- Millennia are like feedback. Millennia's recognize the importance of valuable, regular feedback, especially when it comes to the workplace. In addition to seeking out constructive criticism and mentorship, this generation also appreciates positive feedback and recognition for a job well-done.

Review of Literature

(Michal Beno, 2021)The hybrid work model contributes to positivity, efficiency and variation of work for sustaining a sense of mixed work techniques among office changes. Nowadays, many organizations are hurriedly adopting different flexible work-from-home policies, and a hybrid work environment is absolutely necessary. Furthermore, the findings of this study suggest that the advantages of the hybrid e-work model extend to the office as well. Organizations are responsible for finding a work model that yields the best remote and on-site work and provides experiences of positivity, effectiveness and flexibility. The pandemic has taught the workplace a lesson of preparation and planning and given the reality check to keep up with the technological and management related advancements to ensure productivity and growth. Beyond that is also the lesson of flexibility and adaptability in the workplace. In prioritizing the future of work, there is the need to embrace the hybrid workplace model. Indeed, the future of work would likely be the hybrid workplace mode. (Kanwar,2021)The pandemic has taught the workplace a lesson of preparation and planning and given the reality check to keep up with the technological and management related advancements to ensure productivity and growth. Beyond that is also the lesson of flexibility and adaptability in the workplace. In prioritizing the future of work, there is the need to embrace the hybrid workplace model. Indeed, the future of work would likely be the hybrid workplace mode. (Michael Gibbs, Friederike Mengel, and Christoph Siemroth, 2021) employees were able to maintain similar or just slightly lower levels of output during Work from home (WFH). In order to do so, they worked longer hours. Despite this, employees had less focus time to perform tasks, and the net effect was a drop in productivity.

Statement of Problem

Hybrid workplace brings set of opportunities as well as challenges to the workforce. Effort is made here to examine the impact of hybrid workforce on the millennial generation.

Objectives of the Study

1. To study the benefits of hybrid workplace to hybrid workforce.
2. To study the challenges posed by hybrid workplace to hybrid workforce.
3. To understand the impact of hybrid workforce on millennial generation
4. To analyze the impact of hybrid workforce on millennials working in IT industry.

Research Methodology

This paper is exploratory in nature aimed at understanding and analyzing the impact of hybrid workforce on millennial generation working in IT industry. This study is based on secondary data published by industry experts from IT industry, research papers, journals, magazines and news articles.

Objective 1: To study the benefits of hybrid workplace to hybrid workforce

The hybrid workplace offers some benefits to the hybrid workforce. Few are mentioned below.

- **Increased Employee Productivity:** A number of factors contribute to boosts in productivity: increased autonomy to choose work hours and location; fewer interruptions at home than in the office; repurpose commuting time; and the opportunity to come into the office at times when in-person collaboration is best.
- **Reduced Overhead Costs:** Companies are looking at their real estate strategies and opportunities to reduce office space or move their offices to smaller cities – all of which can lower overhead. Hybrid employees tend to be more engaged, which leads to less turnover and also reduces costs.



- **Better Employee Experience and Work-Life Balance:** Greater flexibility and autonomy increases job satisfaction and happiness, which improves performance at work as well as overall employee well-being. An integrated focus on work-life balance helps create a successful hybrid workplace.
- **Improved Safety and Social Distancing:** With COVID-19 variants predicted to be an ongoing threat, the hybrid workplace model allows for office space to be designed to emphasize safety and sanitization. Mixing and matching who is in the office – and when – allows space for social distancing and increased cleaning, which also makes it easier if there is a need to perform contact tracing.

According to study by GALLUP, respondents gave the following reasons as the reasons for which they want to continue hybrid work model.



Objective 2: To study the challenges posed by hybrid workplace to hybrid workforce.

Every organization will face somewhat different challenges in making a hybrid work model successful. Below are some of the most common challenges facing hybrid team leaders today:

Developing the Right Hybrid Model: Because there are so few established hybrid workplace models to follow, each company must design and develop a model specific to their needs. This approach may also need to be iterative as different combinations and technologies are tried and tested to find the best fit for each company's unique situation and culture.

- **Increased Cyber Security Risks:** As companies move towards hybrid models security will continue to be a risk and a concern. With employees working from home using their own networks, and potentially their own devices, HR and IT departments will need to focus on end-user education and security.
- **Managing People Effectively:** In a hybrid workforce, managers must take care to ensure that both on-site and remote workers have the same opportunities and exposure, including evaluations that are based upon work product rather than work process. It is important to ensure that remote team members do not feel isolated or unseen – and likewise, that they are subject to the same expectations and accountability as their colleagues in the office.
- **Employee Isolation and Disconnection:** HR teams will have to focus on keeping employees feeling connected when their staff is working from anywhere at any time. Developing “virtual water cooler” opportunities and other chances for employees to interact and connect in non-physical settings will be key to designing a healthy hybrid workplace. As will being able to use technology to take the pulse of the workforce and course correct as needed.



- **Creating Seamless Connectivity:** To avoiding disparities, silos, and knowledge loss, businesses need to develop barrier-free connectivity that allows hybrid teams to communicate quickly and efficiently. Maintaining a thriving company culture has to be an intentional goal in a hybrid workplace model.
- **Risk of Moonlighting:** Moonlighting refers to the practice of working on second job while employed on a full time job. This affects the performance of the employee in giving his/her best to the parent company. With work from anywhere option, where the employee is not tracked properly some employee take undue advantage and take up more than one job. Of late, moonlighting has been in the headlines a lot, especially after an employee was caught working for seven companies at same time.

Objective 3: To understand the impact of hybrid workforce on millennial generation

Millennials, or Gen Y, are the ones who are born between 1981 and 1996. Currently, Millennials will be at the mid-level management of the organizations and have responsibility of getting the work done by subordinates by closely monitoring them. Millennials are reaching the peak of their career and a lot is expected from them at the work. On the personal front, Millennials will have duties towards their family; majority of them will have aging parents and children between two and twelve to take care of. They are striving hard to strike a balance between professional obligations and personal commitments.

Objective 4: To analyze the impact of hybrid workforce on millennials working in IT industry.

According to GALLUP survey, over a third of Millennials in IT/ITES say that their best work happens in environments that enable them to both focus and collaborate with others. The IT industry is characterized by collaboration of engineers from different geographies. People work in different time zones and require to work on overlapping times to tap the best out of everyone involved. With lots of new entrants into the IT industry who start their career under millennials and depend a lot on millennials to complete their work, the time spent on work is getting increased for the millennials. This puts additional pressure on millennials to manage with kids and aging parents at home.

Conclusion

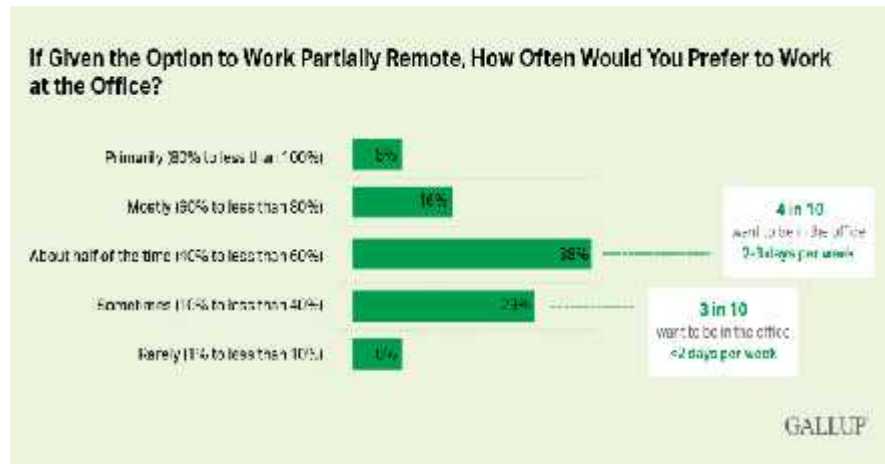
- According to Gartner, “at typical organizations where employees work a standard 40 hours per week in the office, only 36% of employees were high performers. When organizations shift from this environment to one of radical flexibility where employees have choice over where, when, and how much they work, 55% of employees were high performers.”
- 59% of the employee preferred hybrid work model in a survey carried out by GALLUP.



- Employees and employers who took the Remote Work & Compensation Pulse Survey in May 2021, 48% expressed a desire to be fully remote. 44% of employees favored hybrid working arrangements.
- The Pulse of the American Worker Survey found that **87% of people want to work from home** at least 1 day of the week.



- According to GALLUP survey 38% of people want to work atleast 2-3 days from office.



- 55% of respondents from a study by Stanford want to spend some time in the office and some time at home. **25% of workers** in the study want to work a home full time and **20% of workers** only want to work in the office.
- A recent survey by the economist found that 34% of respondents said that **face-to-face interruptions from colleagues** were the biggest reason they lose focus at work.
- 69% of millennial's, according to CBRE, would give up other benefits – if it meant they would be able to work from home. Some are even willing to take pay cuts if they have to.
- According to BBC, Employees have embraced remote work so much that in the U.S. alone, 39% of adults surveyed said they would consider quitting if it was taken off the table. That figure goes up to 49% if you talk to millennial's.

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