

## ASSESSING EMPLOYEE ENGAGEMENT IN HYBRID WORKPLACE ECOSYSTEM

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### Chapter 1:

#### Abstract:

*A sample of 367 IT representatives from different companies was studied employing a organized survey. The discoveries uncover that IT experts in cross breed working environments display direct to tall levels of engagement, driven by components such as adaptability, independence, and the capacity to superior oversee work-life adjust. In any case, challenges such as keeping up group cohesion, communication holes, and obscured boundaries between work and individual life were too distinguished. The think about highlights the significance of organizational back and communication procedures in upgrading representative engagement in cross breed working environments. It prescribes that IT companies receive custom-made approaches to address the particular needs of their workforce, leveraging innovation to encourage collaboration and engagement. The discoveries contribute to the developing body of writing on crossover work courses of action and give down to earth experiences for IT companies looking for to optimize representative engagement in a cross breed working environment environment.*

**Keywords** – cohesion,obsured,uncover ,engagement

### INTRODUCTION

Employee engagement could be a term utilized to portray the degree to which workers are contributed in their work and committed to their organization. Locked in workers are propelled to allow their best endeavors, take activity, and go over and past in their work. They are more likely to be fulfilled with their employments, steadfast to their manager, and less likely to take off for other openings. Worker engagement is vital for organizations since it can have a coordinate affect on efficiency, client fulfillment, and benefit. Locked in workers are more profitable, inventive, and give superior client benefit, which can lead to expanded income and development. There are a few components that contribute to worker engagement, counting work fulfillment, organizational culture, authority, communication, and acknowledgment. Bosses can cultivate representative engagement by giving important work, openings for development and improvement, a positive work environment, and acknowledgment for employees' commitments.

The reason of this think about is to examine and assess specialist engagement in a half breed working environment. The inquire about will look at the factors that influence specialist engagement, counting innovation foundation, work-life balance, communication, and cooperation. Through comprehension of these components, companies can define strategies to increase laborer inclusion and set up a more productive and bound together working environment.

The importance of this consider is in its capacity to offer shrewd data on how businesses might effectively include their workforce in a crossover work environment. The comes about of this think about will be greatly appropriate and significant as more businesses utilize half breed models, making a difference them to amplify worker execution and engagement.

This study's scope will envelop both experimental inquire about utilizing worker and director overviews and interviews, as well as a exhaustive examination of the body of writing as of now accessible on representative

engagement in crossover working environments. The comes about will include to the body of investigate with respect to crossover work courses of action and offer valuable recommendations to companies looking to raise specialist engagement in this context. It is basic for associations to comprehend and handle these factors in arrange to set up a work climate that cultivates efficiency, representative satisfaction, and by and large victory. In arrange to find out each factor's importance, pertinence, and degree with respect to workers' wellbeing and security necessities at work, this think about will look at it in detail.

## **Chapter 2:**

### **REVIEW OF LITERATURE**

Doshi, V. Sumit, (2021) Emphasizes the importance of CSR activities in fostering employee engagement and suggests that organizations can benefit from investing in CSR initiatives to enhance employee satisfaction and commitment, ultimately contributing to a positive organizational culture and performance. V Gopiseti, (2018) Highlights the importance of implementing effective engagement practices in the banking sector to improve employee satisfaction, commitment, and retention, ultimately contributing to organizational success. Nisha, (2019) Stresses the importance of implementing effective TQM practices in the private sector and highlights the positive impact of these practices on employee engagement and organizational performance. Pandian SP, (2018) Underscores the significance of addressing employee engagement within public sector organizations and suggests that demographic factors play a crucial role in influencing engagement levels among administrative employees. Understanding and addressing these factors can lead to improvements in employee engagement and potentially reduce supervision costs. Ranjan, Rakesh, (2021) Highlights the importance of aligning employee engagement initiatives with career development objectives within manufacturing industries. By understanding the factors that influence employee engagement and tailoring programs accordingly, organizations can enhance employee satisfaction, motivation, and ultimately, career progression, contributing to overall organizational success. Marulasiddaiah B M, (2021) Emphasizes the importance of fostering employee empowerment and development initiatives within banks to enhance employee engagement. By doing so, organizations can improve employee satisfaction, productivity, and ultimately, customer satisfaction and loyalty, contributing to overall organizational success in the banking sector. Mohd. Sadiq, (2016) Explores the importance of employee engagement for optimizing organizational performance, particularly in the Indian hospitality industry. It emphasizes that employee engagement is a crucial strategy for achieving competitive advantage in organizations, leading to high effectiveness, employee retention, loyalty, reduced absenteeism, and high return on investment. Nargotra, Meenakshi, (2020) Suggests that there is a common perception that employers prioritize increasing company profits and keeping customers satisfied, while often neglecting the importance of employee well-being and recognition. This imbalance in priorities can lead to dissatisfaction among employees who may feel undervalued or overlooked by their employers. Ranjan, Ankita, (2023) Identifies challenges faced by employees in terms of workload, work stress, job dissatisfaction, and lack of cooperation within these organizations. These factors can negatively impact employee engagement and overall job satisfaction. Goyal, Shipra, (2020) Explores the impact of long-term remote work on work culture and employee engagement within Indian IT companies. The study is based on a survey conducted among employees from various Indian IT firms. Gokul Santhanam, (2020) Highlights the importance of understanding and addressing the impact of external factors such as the COVID-19 pandemic on employee engagement and suggests that organizations need to adapt and implement strategies to support employee engagement during times of crisis. Rubeena, & Naz, (2021) The literature review highlights the importance of employee engagement in promoting life satisfaction, particularly in challenging times like the COVID-19 pandemic. It suggests that organizations should invest in employee engagement strategies to support the well-being and happiness of their employees. Kumar, Kapoor, & Narula, (2022) Stresses the significance of understanding the unique factors that influence employee engagement in remote work settings compared to traditional office environments. By acknowledging these differences, organizations can tailor their

approaches to employee engagement and create successful strategies that address the specific needs and challenges of remote workers. Hajjami, & Crocco, (2023) Emphasizes the significance of understanding and addressing the impact of external factors such as the COVID-19 pandemic on employee engagement and suggests that organizations need to adapt and implement strategies to support employee engagement during times of crisis.

## RESEARCH GAP:

**Study on Workspace Design and Productivity:** This study aims to investigate how specific elements of workspace design, such as lighting, noise levels, and ergonomic furniture, influence employee productivity. By conducting a thorough analysis, this research seeks to bridge the gap in understanding the nuanced relationship between workspace design and productivity.

**Economic Factors and Job Satisfaction:** This research examines how various economic factors, including salary, benefits, and work-life balance, collectively contribute to overall job satisfaction. By addressing this gap, the study aims to offer valuable insights into the complex interplay between economic needs and job satisfaction in the workplace.

**Effectiveness of Retention Strategies:** This study explores the effectiveness of specific retention strategies, such as career development programs and recognition and rewards systems, in different organizational contexts. By focusing on this gap, the research seeks to enhance our understanding of how organizations can optimize their retention efforts to retain top talent.

**Communication Channels and Employee Engagement:** This research investigates how different communication channels, such as virtual meetings, emails, and chat platforms, impact employee engagement and organizational performance. By addressing this gap, the study aims to provide practical recommendations for improving communication effectiveness in the workplace.

**Company Culture and Employee Well-being:** This study examines how specific aspects of company culture, such as continuous learning and diversity and inclusion initiatives, influence employee well-being over time. By filling this gap, the research aims to shed light on the long-term impact of company culture on employee well-being.

## Objectives:

1. Investigate the various factors that contribute to or hinder employee engagement in hybrid workplace ecosystems
2. To Investigate the potential impact of employee engagement on organizational productivity, innovation, and employee retention within hybrid workplace ecosystems
3. To Identify unique challenges and opportunities presented by hybrid work arrangements, such as remote work, flexible scheduling, and virtual collaboration

**Chapter 3:****RESEARCH METHODOLOGY****Research Factors -**

1. Factor 1 – Working Space
2. Factor 2 – Economic Needs
3. Factor 3 – Retention
4. Factor 4 – Job Satisfaction
5. Factor 5 – Social, Knowledge, and Aesthetic Needs
6. Factor 6 – Clear Communication
7. Factor 7 – Company Culture

S. No	Research Methodology	Research Source
1.	Research Design	Exploratory Research
2.	Data Source	Primary data
3.	Data Instrument	Structured Questionnaire
4.	Sample Plan	Target audience: IT employees
5.	Sample Respondents	367 IT professionals
6.	Sampling Way	Convenience sampling
7.	Sampling Methodology	Google Forms

Firstly, a survey will be conducted among employees to gather quantitative data on their perceptions and experiences related to the factors being studied. The survey will use a Likert scale to measure responses, ensuring that data can be analyzed statistically

Questionnaire are -

1- Strongly agree 2 - agree 3 Neither Agree nor Disagree 4- Strongly disagree 5- disagree

**Name:** \_\_\_\_\_ (optional)

**Age:** a)18-30      b)31-40 c)41-50 d)51-60 e) Above 60

**Experience:** a)>1year      b)1-10 Years      c) 11-20      d) >20 years

**Region:** a) Rural      b)Urban      c)Semi-urban

**Annual Income:** a)2-4 lakh      b)4-6 lakh      c)6-8 lakh      d)8-10 lakh      e) >10 lakh

**Factor 1 – Working Space**

1. My organization provides enough physical space to work comfortably.
2. The work environment is pleasant and conducive to productivity.

3. The digital work environment (software, tools) is efficient and user-friendly.
4. The overall atmosphere, climate, and culture at work are positive.

**Factor 2 – Economic Needs**

1. I receive my salary in a timely manner.
2. My job offers flexibility in terms of working hours.
3. I receive travel allowances or support when required.
4. My job provides a good work-life balance.
5. I feel financially stable in my current position.
6. I feel secure in my job.

**Factor 3 – Retention**

1. I feel recognized and rewarded for my contributions at work.
2. The company culture is inclusive and makes me feel valued.
3. I see opportunities for career development within the organization.
4. The technology infrastructure supports my work effectively.
5. I have access to flexible work arrangements when needed.

**Factor 4 – Job Satisfaction**

1. I am satisfied with my compensation and benefits package.
2. I feel recognized for my work and achievements.
3. The work culture at my organization motivates me to perform well.
4. I am able to maintain a good work-life balance.
5. The company policies and procedures are fair and reasonable.

**Factor 5 – Social, Knowledge, and Aesthetic Needs**

1. My supervisors are supportive and provide guidance when needed.
2. I have opportunities for personal development and growth.
3. My organization offers programs that promote employee well-being.
4. I feel recognized and appreciated for my efforts at work.
5. I am able to provide feedback and input into the organization's processes.

**Factor 6– Clear Communication**

1. Virtual meetings, emails, and chat platforms are effective means of communication.
2. I receive regular company updates and information.
3. There is clear monitoring of my work performance and progress.

### Factor 7 – Company Culture

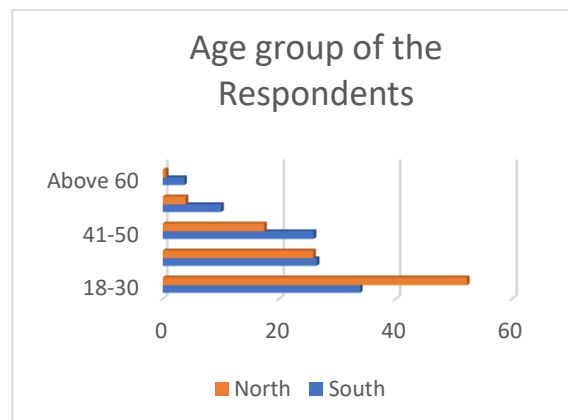
1. My organization encourages employees to learn and grow continuously.
2. I feel that the pay structure is fair and equitable.
3. I have the flexibility to schedule my work hours.
4. My organization values diversity and inclusion.
5. Open communication is encouraged within the company

### DATA ANALYSIS:

Quantitative data from interviews will be analyzed thematically to extract key themes and insights.

**Table 1 : Respondents Age with respect to region**

Age	Region		Total
	South	North	
18-30 Years	64	93	157
	33.86	52.25	42.78
31-40 years	50	46	96
	26.46	25.84	26.16
41-50 Years	49	31	80
	25.93	17.42	21.80
51-60 Years	19	7	26
	10.05	3.93	7.08
Above 60 Years	7	1	8
	3.70	0.56	2.18
Total	189	178	367
	100.00	100.00	100.00



**Interpretation** -The above data provides insights into the distribution of individuals across different age groups and regions. The age group with the highest number of individuals is 18-30 years, with a total of 157 individuals (42.78% of the total).

It shows that in the South region, the highest number of individuals is in the 18-30 years age group, while in the North region, it's the 31-40 years age group. The above 60 years age group has the lowest number of individuals in both regions

Table 2 : work experience with respect to region

work experience	Region		Total
	South	North	
<1 Years	49	80	129
	25.93	44.94	35.15
1-10 years	57	57	114
	30.16	32.02	31.06
11-20 Years	65	37	102
	34.39	20.79	27.79
Above 20 Years	18	4	22
	9.52	2.25	5.99
Total	189	178	367
	100.00	100.00	100.00

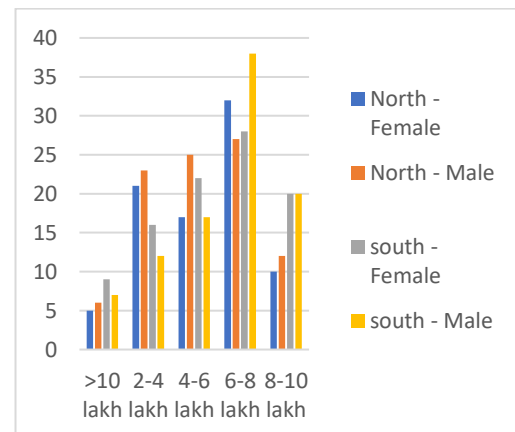
The table presents a breakdown of work experience among individuals in the South and North regions. In the South, 25.93% of individuals have less than 1 year of experience, 30.16% have 1-10 years, 34.39% have 11-20 years, and 9.52% have over 20 years. In the North, 44.94% have less than 1 year, 32.02% have 1-10 years, 20.79% have 11-20 years, and 2.25% have over 20 years. Overall, there are 189 individuals from the South and 178 individuals from the North in the dataset, with varying levels of work experience. The distribution of work experience differs between the two regions, with the

This shows that North having a higher percentage of individuals with less than 1 year of experience compared to the South, which has a higher percentage of individuals with 11-20 years of experience.

Table 3 : Respondents income Gender wise

Income Bracket	Female Count	Male Count	Total Count	Female Percentage	Male Percentage
>10 lakh	16	15	31	51.6%	48.4%
2-4 lakh	85	93	178	47.8%	52.2%
4-6 lakh	81	94	175	46.3%	53.7%
6-8 lakh	125	125	250	50.0%	50.0%
8-10 lakh	62	62	124	50.0%	50.0%
Grand Total	369	389	758	48.7%	51.3%

This shows that North having a higher percentage of individuals with less than 1 year of experience compared to the South, which has a higher percentage of individuals with 11-20 years of experience.



From this analysis, we can see that:

The total count of females is 369, while the total count of males is 389. Females represent approximately 48.7% of the total population, and males represent approximately 51.3%. The distribution of individuals across income brackets varies, with the highest count in the 6-8 lakh bracket for both females and males. The percentage of females and males is roughly balanced across income brackets, except for the ">10 lakh" bracket.

This analysis provides an overview of the data and helps identify any patterns or differences in the distribution of individuals based on income brackets and gender that there are slightly more males than females.

**Table 4 : Employee perception towards different factors**

- The variability in responses suggests that different employees have varying perceptions and experiences regarding the factors measured. This could indicate areas where the organization might focus on improvement or where there are disparities in employee experiences.

Factors	Std. Deviation	Variance	Factors	Std. Deviation	Variance
Factor 1 – Working Space [My organization provides enough physical space to work comfortably.]	1.167	1.23	Factor 4 – Job Satisfaction [I feel recognized for my work and achievements.]	.980	.961
Factor 1 – Working Space [The work environment is pleasant and conducive to productivity.]	1.196	1.431	Factor 4 – Job Satisfaction [The work culture at my organization motivates me to perform well.]	1.035	1.071
Factor 1 – Working Space [The digital work environment (software, tools) is efficient and user-friendly.]	1.082	1.170	Factor 4 – Job Satisfaction [I am able to maintain a good work-life balance]	1.129	1.274
Factor 1 – Working Space [The overall atmosphere, climate, and culture at work are positive]	1.121	1.257	Factor 4 – Job Satisfaction [The company policies and procedures are fair and reasonable]	1.066	1.137
Factor 2 – Economic Needs [I receive my salary in a timely manner.]	1.099	1.208	Factor 5 – Social, Knowledge, and Aesthetic Needs [My supervisors are supportive and provide guidance when needed]	1.108	1.228

Factor 2 – Economic Needs [My job offers flexibility in terms of working hours]	1.114	1.241	Factor 5 – Social, Knowledge, and Aesthetic Needs [I have opportunities for personal development and growth.]	1.030	1.061
Factor 2 – Economic Needs [I receive travel allowances or support when required]	1.031	1.064	Factor 5 – Social, Knowledge, and Aesthetic Needs [My organization offers programs that promote employee well-being]	1.101	1.212
Factor 2 – Economic Needs [I feel financially stable in my current position]	1.105	1.221	Factor 5 – Social, Knowledge, and Aesthetic Needs [I feel recognized and appreciated for my efforts at work.]	1.091	1.191
Factor 2 – Economic Needs [My job provides a good work-life balance]	1.100	1.210	Factor 5 – Social, Knowledge, and Aesthetic Needs [I am able to provide feedback and input into the organization's processes]	1.058	1.120
Factor 2 – Economic Needs [I feel secure in my job.]	1.088	1.184	Factor 6 – Clear Communication [Virtual meetings, emails, and chat platforms are effective means of communication]	1.404	1.972
Factor 3 – Retention [I feel recognized and rewarded for my contributions at work]	1.149	1.320	Factor 6 – Clear Communication [I receive regular company updates and information.]	1.249	1.560
Factor 3 – Retention [The company culture is inclusive and makes me feel valued]	1.116	1.244	Factor 6 – Clear Communication [There is clear monitoring of my work performance and progress.]	1.268	1.608

Factor 3 – Retention [I see opportunities for career development within the organization]	0.966	0.933	Factor 7 – Company Culture [My organization encourages employees to learn and grow continuously]	1.110	1.233
Factor 3 – Retention [The technology infrastructure supports my work effectively]	1.094	1.197	Factor 7 – Company Culture [I feel that the pay structure is fair and equitable]	1.003	1.006
Factor 3 – Retention [I have access to flexible work arrangements when needed]	1.106	1.224	Factor 7 – Company Culture [I have the flexibility to schedule my work hours]	1.051	1.105
Factor 4 – Job Satisfaction [I am satisfied with my compensation and benefits package]	1.134	1.287	Factor 7 – Company Culture [My organization values diversity and inclusion.]	1.088	1.185
Factor 4 – Job Satisfaction [I feel recognized for my work and achievements.]	0.967	1.318	Factor 7 – Company Culture [Open communication is encouraged within the company]	1.081	1.169

### Interpretation –

#### Factor 1 - Working Space :

The standard deviations range from 1.082 to 1.196, indicating moderate variability in responses. This suggests that perceptions of physical space, atmosphere, digital environment, and overall culture vary somewhat among employees.

#### Factor 2 - Economic Needs :

The standard deviations range from 1.031 to 1.114, indicating moderate variability in responses. This suggests that Employees' perceptions of timely salary, job flexibility, financial stability, work-life balance, and job security show some variance.

#### Factor 3 - Retention:

The standard deviations range from 0.966 to 1.149, indicating moderate variability in responses. This suggests that there is variability in how employees perceive recognition, inclusivity, career development opportunities, technology support, and flexible work arrangements.

**Factor 4 - Job Satisfaction :**

The standard deviations range from 0.967 to 1.134, indicating moderate variability in responses. Thus shows that Employees' satisfaction with compensation, recognition, and overall job satisfaction show some variance.

**Factor 5 – Social, Knowledge, and Aesthetic Needs:**

Standard Deviation: 0.068, This factor indicates the employees' perceptions regarding social support, opportunities for personal development, recognition, and feedback. The mean score suggests that, on average, employees feel supported by their supervisors, have opportunities for personal development, and feel recognized for their efforts. However, the standard deviation indicates that there might be some variability in how employees perceive these aspects.

**Factor 6 – Clear Communication:**

Standard deviation 0.097, This factor relates to the effectiveness of communication channels within the organization. The mean score suggests that, on average, employees find virtual meetings, emails, and chat platforms to be effective means of communication. The higher standard deviation indicates that there might be varying perceptions among employees regarding the effectiveness of these communication channels.

**Factor 7 – Company Culture:**

Standard Deviation: 0.078 .This factor reflects the organizational culture, including aspects like continuous learning, fair pay, flexibility, diversity, and open communication. The mean score suggests that, on average, employees feel encouraged to learn and grow, perceive the pay structure as fair, have some flexibility in scheduling work hours, and feel that the organization values diversity and promotes open communication. The standard deviation indicates some variability in how employees perceive these aspects of company culture.

**Chapter 4:****Result and Discussion**

The study findings reveal a generally positive perception among employees regarding their organization's physical space and atmosphere, indicating a conducive work environment. However, variability in these perceptions suggests that certain improvements could be implemented to further enhance the workspace for better productivity and well-being. Suggestions include ensuring sufficient physical space, maintaining a pleasant atmosphere, and enhancing the digital work environment to meet the diverse needs of employees.

In terms of economic needs, employees prioritize timely salary payments, job flexibility, and financial stability, which significantly contribute to their overall job satisfaction and well-being. While the overall perceptions are positive, there is room for improvement in certain areas, such as enhancing travel allowances or support, and promoting better work-life balance to further enhance employee satisfaction and retention.

Retention strategies should focus on recognition, rewards, inclusivity, career development opportunities, and technology support to retain top talent and improve organizational stability and loyalty. Strengthening these aspects will not only enhance employee retention but also contribute to improved organizational performance and success.

Employee job satisfaction is found to be significantly influenced by compensation, recognition, work culture, and work-life balance. Therefore, ensuring fair and reasonable company policies and procedures is crucial for maintaining high levels of job satisfaction among employees and fostering a positive organizational culture.

Furthermore, employees value supportive supervisors, opportunities for personal development, and programs promoting employee well-being, indicating the importance of addressing social, knowledge, and aesthetic needs to enhance employee engagement and satisfaction. Organizations should focus on providing a supportive and inclusive work environment that promotes employee well-being and satisfaction to improve overall organizational performance.

Effective communication channels, including virtual meetings, emails, and chat platforms, play a vital role in employee engagement and organizational performance. Therefore, organizations should strive to improve communication effectiveness to enhance overall employee engagement and productivity, leading to improved organizational outcomes.

A positive company culture characterized by continuous learning, fair pay, flexibility, diversity, and open communication is essential for creating a supportive and inclusive work environment that promotes employee well-being and satisfaction. Organizations should focus on strengthening these aspects to enhance overall employee engagement and organizational success.

## **Chapter 5 – Conclusion and Future Scope**

In conclusion, the study highlights the importance of creating a conducive work environment that meets the diverse needs of employees to enhance productivity and well-being. While the overall perception of the physical space and atmosphere is positive, there is room for improvement, such as ensuring sufficient space and enhancing the digital work environment. Addressing economic needs, such as timely salary payments and promoting better work-life balance, can further enhance employee satisfaction and retention. To retain top talent, organizations should focus on recognition, rewards, inclusivity, career development, and technology support. These strategies not only improve retention but also contribute to organizational stability and loyalty. Employee job satisfaction is influenced by compensation, recognition, work culture, and work-life balance, emphasizing the need for fair company policies and a positive organizational culture.

Supportive supervisors, personal development opportunities, and programs promoting employee well-being are valued by employees, highlighting the importance of addressing social, knowledge, and aesthetic needs. Effective communication channels play a crucial role in employee engagement and organizational performance, underscoring the need to enhance communication effectiveness.

The scope of this study extends to creating a supportive and inclusive work environment characterized by continuous learning, fair pay, flexibility, diversity, and open communication. Strengthening these aspects can enhance overall employee engagement and organizational success. Future research could explore the specific strategies and interventions that organizations can implement to improve the work environment and address the needs of employees more effectively.

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