Impact of Hybrid Work Environment on Multigenerational Workforce

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Abstract: This research paper aims to understand the impact of a hybrid work culture on a multigenerational workforce. The research type for this paper is quantitative and for the collection of data, questionnaires were asked using Google Forms. The sample size used for the paper was 137 and the target segment is various millennials and GenZ working in different sectors in India. The results indicate a positive influence of hybrid work on productivity, motivation, job satisfaction, mental health, communication, engagement, creativity, and overall performance. This research offers various challenges faced by multigeneration and actionable insights for managing multigenerational workforces in the evolving landscape of hybrid work.

IndexTerms – **Hybrid work, multigenerational workforce, productivity, job satisfaction, communication, motivation, engagement, creativity, and innovation.**

I. INTRODUCTION

The trend of a hybrid workplace has brought forth several issues as well as novel opportunities. According to Liana Davey, co-founder of 3COze Inc., managing a team where some employees work remotely and others are co-located in an office provides a variety of issues. (Knight, 2020). Different generations are working side by side, each at a varied stage of their career, with different preferences, expectations, work styles, and demands. (Managing a multigenerational workforce

Baby Boomers: 1946 – 1964   Generation X: 1965 – 1980   Millennials: 1981 – 2000   Generation Z: 2001 – 2020

According to Deloitte research, more than half of respondents considered generational differences when developing employee initiatives. Managing generational differences while encouraging inclusivity is essential to ensure that all individuals can interact successfully. (Gupta, 2022). Facebook is a perfect example of a hybrid workplace culture that promotes cooperation and idea-sharing by having a multigenerational workforce, an entertaining plan, and no physical borders (Payton, 2015).

In this study, we will be focusing on the two generations Millennials and generation Z.The first generation we are dealing with is the GenY generation, or millennials, who are between the ages of 26 and 40 and are dealing with their own set of problems as the globe transitions to a hybrid work paradigm. They will cite an unanticipated increase in workload as soon as you ask them about the challenges of working in a hybrid world. (Syed, 2021) on the other hand, the newest generation is GenZ or people born after 1995. Surprisingly, research shows that the dual work model presents the biggest difficulties for this generation, GenZ will initially start working in the workforce in 2020 (Syed, 2021). The majority of them were hired online for skipping out on the advantages of workplace networking, conversations in the corridor, chance encounters, and idle conversation over coffee. Companies can make optimum use of technology to make sure that the employees are connected formally and informally with each other. (Sarita Kumari, 2022)

By 2025, Millennials and Gen-Zers will make up more than 70% of the world's workforce. (Gupta, 2022). Employees of all ages and backgrounds also need to find methods to work together to achieve the organization's goals to retain productivity and creativity. Thus, it is important to understand the impact of hybrid work culture on multi-generational employees' holistic performance.

1.1 Research Gap

Very little research has been done on this topic post covid. The research gap in this particular research divides the line between understanding the Hybrid work environment before Covid 19 and after Covid 19. It's not only that multigenerational employees will give their best in physical work but also the research study is going to fill in and prove through the hypothesis that a multigenerational workforce can give their best in a hybrid work culture.

1.2 Research Objectives

1.   To understand the impact of hybrid work culture on the Multigenerational workforce

H1 – Hybrid work culture impacts multi-generational workforce

H1o - Hybrid work culture does not impact the multi-generational workforce

2.   To identify Challenges faced by the multigenerational workforce in a hybrid work culture and how it motivates them.

  H3- Hybrid work culture challenges motivate the multigenerational workforce

  H3o- Hybrid work culture challenges don't motivate the multigenerational workforce

3.   To give suitable suggestions based on the study

1.3 Research Question

1.   What is the impact of hybrid work culture on the holistic performance of a Multigenerational workforce?

2.   What are the Challenges faced by the multigenerational workforce in a hybrid work culture and how it motivate them?

II. REVIEW OF LITERATURE

The trend of a hybrid workplace has brought forth several issues as well as novel opportunities. According to Liana Davey, co-founder of 3COze Inc., managing a team where some employees work remotely and others are co-located in an office provides a variety of issues. (Knight, 2020). Different generations are working side by side, each at a varied stage of their career, with different preferences, expectations, work styles, and demands. (Managing a multigenerational workforce)

1.   Marcie Pitt-Catsouphes & Christina Matz-Costa (2008) examine how employees of various ages perceive their level of engagement at work and the level of flexibility they require at work (flexibility fit). 183,454 employees from 22 different firms were represented by 49,209 observations using the survey method analysis' results show that, overall, employees of all ages who have the flexibility they need are significantly more engaged than those who do not. Flexibility fit is a strong predictor of engagement for all employees, but it may be more so for older workers. Future research could examine how having the flexibility one needs interacts with other aspects of the work environment. (Pitt-Catsouphes, 2008)

2.   Rosalie Holian (2015) explains the types of options and decisions mature; "retirement-aged workers" make while making employment and career decisions. 15 women and 11 men aged 55 to 75 were included in the study, which used a quantitative survey instrument to evaluate and support the theory already in place. According to the study, older employees, regardless of their age, want to be appreciated as colleagues and accepted as unique people. Even though older workers may have different concerns about money than workers at earlier life stages, having enough money was still important to them. However, having enough money was insufficient without meaningful work and recognition of their abilities. Additionally, they desired the freedom to take time off for vacations, charitable work, or to take care of friends or family members. The paper also demonstrates that those who are just entering the workforce and those who believe they are nearing the end of their full-time employment value similar aspects of the workplace. It was concluded that offering flexible, equitable, and fair working conditions will help organizations attract and keep the best candidates across all "generations." (Holian, 2015)

3.   Mei-I. Cheng (2005) provides an update on the creation of a new, more rounded method for managing critical employee performance in project-based businesses. This research has created and shown the potential of a more comprehensive method of managing performance that refers to the role context, individual behaviors, and job needs. This study has developed and demonstrated the possibility of a more thorough approach to performance management that takes into account role context, individual behaviors, and work requirements. (Mei-I. Cheng, 2005)

4.   B.Vidhyaa (2022)States that the COVID-19 pandemic's arrival provided an opportunity to reconsider the actual working environment. Autonomy, Flexibility, High Performance, Collaboration, Positive Work Relationships, and Effective Work Habits

are all encouraged in an effective hybrid work environment. In terms of both their capacity to respond to the epidemic and especially manage their remote work difficulties, the firm and hour staff are highly regarded by hybrid-working employees. They also report feeling more productive when working from home, which is likely related to a good balance between doing so and going to the office. The study also identifies that Compared to employees who work entirely from home or onsite, they require more job satisfaction and report greater psychological and physical health at work. (B.Vidhyaa, 2022)

5.   Rocky J. Dwyer(2008) argues that it is essential for public sector leadership to recognize the challenges and critical role that the distinct values and traits of a multigenerational workforce will play in the achievement of organizational goals and objectives. According to research, managers may be able to structure tactics and transformative techniques to inspire workers to the fullest extent of their potential to assist in the achievement of organizational goals and objectives. The researcher advises that these businesses should update their recruitment, retention, and development plans to account for the integration of different generations into the workforce. These fresh ideas must have a bigger scope, be employee-centered, and be collaborative. Instead of the organizational paradigm's restricted focus on extremely defined, predetermined organizational objectives, these methods will promote the development and evolution of individuals. (Dwyer, 2009).

6.   Paul Barron Anna Leask Alan Fyall (2014)- In their study, focused on the Multi-Generational Workforce, the authors offer employee engagement tactics that hospitality and tourist organizations may use to better manage a workforce that is becoming more multi-generational. The report assesses the existing employee engagement tactics being used by a variety of hospitality and tourist organizations and develops recommendations for organizations looking to engage the multigenerational workforce more successfully. The report assesses the existing employee engagement tactics being used by a variety of hospitality and tourist organizations and develops recommendations for organizations looking to engage the multigenerational workforce more successfully. (Barron, 2014)

7.   Sessoms-Penny(2022) gives a better understanding of managers' perceptions of millennials' changing needs, roles, values, commitments, and obligations in the context of a multigenerational workplace, as well as how managers can recognize and utilize millennial contributions to improve organizational culture and infrastructure. Semi-structured interviews were used in this qualitative, narrative inquiry study to gather the opinions of managers who work with millennials in mixed-generational teams. The study investigates three major areas to show the data: the contributions made by millennials in multigenerational workplaces, the development of millennial managers' perspectives, and the strategies managers employ for millennial management in multigenerational teams (Sessoms-Penny, 2022)

8.   Sudhir Vadaketh States in the article that at the risk of boasting, this current hybrid work revolution is most likely unique in our lives. Everything is changing, from how we commute to how we engage with people near and far, co-workers and strangers alike. The article also identifies that there are so many different hybrid work arrangements, it is crucial for organizations to approach implementation in the same way they would new product development: with flexibility, openness, a holistic perspective of the people in their teams, and a readiness to adapt regularly. Interviewees predict that the existing hybrid work models will continue to change during the coming year. According to a survey by the Pew Research Center performed in the US in October 2020, just 20% of workers who indicated that they could primarily perform their job duties from home were doing so before the epidemic, but by October 2020, 71% were. (Sudhir Vadaketh)

9.   STANLEY D. (2010) - stated that a variety of strategies may be used to address the difficulty of maintaining nurses in the workforce while dealing with several generations. This is due to the distinct experiences, values, gender issues, tensions, issues, and approaches to teamwork that each generational group has. The research offers suggestions for attracting and keeping nurses from a variety of demographic groups in the workforce. The paper suggests that every employee, regardless of generational group or degree, should be appreciated equally and that organizations should be adaptable and approachable. Employers can better support a multigenerational workforce by providing opportunities for all age groups to receive training, coaching, and motivation. (Stanley, 2010)

10.   Payton(2015)States goal is to use design thinking across the board, from human resources to office layout, customer interactions, computing, and collaborative tools, to foster and maintain positive workplace experiences for employees of different generations. To develop the "employee experience" while promoting employee productivity, workplace design must take into account intergenerational places and spaces. Collaboration must still take place across generations. Millennials are also described as collaborators in a white paper from the University of North Carolina's Kenan-Flagler Business School (Payton, 2015)

11.   Michal Beno(2021) His research looks at the benefits and efficiency of an Austrian hybrid on-site working approach. The study examines the distinction between negative and positive attitudes toward various workplace environments while examining the elements of respect and dignity, support, caring, rewards, forgiveness, and inspiration. The study also explores whether these elements differ fundamentally and represent various theoretical mechanisms. The data demonstrates that businesses that offer hybrid working methods have a very high rating for optimism and efficacy in providing the best workplace. According to the paper, The management of completely on-site or entirely remote enterprises, or even those that fall somewhere in between, should fully consider the possible benefits and drawbacks of the hybrid working mode. (Beno, 2021)

12.　　Rebecca Knight (2020) demonstrates the difficulties involved with establishing a team when some members work from an office and others from home. There can be problems with collaboration, communication, and staff involvement. Giving employees support should be your priority as a manager. The paper makes several recommendations as well, including establishing standards to uphold organizational culture, prioritizing flexibility and inclusiveness because these are more difficult in hybrid workplaces, aiming for equity, and making workplaces enjoyable and engaging (Knight, HBR.ORG, 2020)

13.　　Singh(2022) makes an effort to comprehend the conceptual framework of literature on the multigenerational workforce and its applicability in HRD. The selected sample of 109 journal
articles from reputable journals retrieved from the SCOPUS database has been analyzed using bibliometric analysis, which includes bibliographic coupling and co-citation methodologies. The study is a pioneering attempt to systematically trace multigenerational workforce literature, although it is not without flaws. Due to the heterogeneous nature of a multigenerational workforce, the current analysis provided great consideration to acknowledging the differences in work principles, work behaviors, shifting settings, and organization-specific information. (Singh, 2022)

14.　　Burton(2019) examined the prior research on intergenerational teams, assess the level of maturity of the field, pinpoint major themes, and identify critical topics for further study. In the workforce, generational disparities are becoming important as a result of the coexistence of four generations (the Baby Boomers, Generation Y, and Millennials), as well as the impending entry of a fifth generation(Generation Z). The review found that there is little literature on generational differences and teams, indicating that the field is still in its infancy. There are some key differences between the generations regarding knowledge working preferences for formal/informal meeting spaces. A total of 7 platforms were included, resulting in 121 articles in the final paper set. According to the research, relationship conflict, task conflict, and procedural conflict all have a detrimental impact on employee performance and organizational effectiveness because they cause anxiety to rise and cognitive processing to slow down. (Burton, 2019)

15.　　Roongrerngsuke (2013) identifies notable variations between the same generations within cultures as well as between the same generations internationally. By analyzing employees' perceptions of organizational attractiveness in India, China, and Thailand, this study aims to advance our understanding of how generational disparities in work-related values interact with those attributed to national culture. The top five enticing factors are viewed differently by Baby Boomers from various nations and cultures. Significant disparities may be the result of a variety of causes, such as various defining childhood experiences, traditional values, religious views, and the contemporary socio-economic and political environments in each country. Therefore, the study should be viewed as a valuable starting investigation into the potentials and risks related to the inclusion of cross-generational factors in the cross-cultural domain. (Roongrerngsuke, 2013).

III. METHODOLOGY

The exploratory study used a quantitative approach in gathering data via online survey from a total of 137 employees from different generations working in the hybrid work culture. SPSS (Statistical Package for the Social Sciences) was used to analyze the survey data. In the survey form, independent variables-related questions were asked through categorical and Likert scale whereas dependent-related questions were asked through categorical and binary. Through the help of linear regression in SPSS we created the first model where independent variables like Work-life balance, technological proficiency, sense of Involvement, organizational support and recognition were tested to check the impact on dependent variables like productivity, motivation, job Satisfaction, mental Health, communication, and en

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.621[a]	.386	.367	.835

a. Predictors: (Constant), Technological proficiency , Sense of Involvement, Work_Life, Org_Support

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.560	.440		1.273	.205
	Org_Support	.144	.142	.106	1.015	.312
	Work_Life	.323	.118	.275	2.738	.007
	Sense of Involvement	.171	.080	.181	2.132	.035
	Technological proficiency	.267	.118	.201	2.268	.025

a. Dependent Variable: Motivation - self efficacy

gagement. The impact on the first dependent variable that is productivity is as follows-

The model suggests that various factors influence employee productivity in a hybrid work environment. Notably, "Work-Life" seems to have the most significant impact, suggesting that a good work-life balance is crucial for productivity. Additionally, a sense of involvement and organizational support also play a vital role in enhancing productivity however, the model suggests that technological proficiency is not a significant predictor of productivity.

The impact on motivation (dependent variable) is as follows-

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a. Dependent Variable: Motivation - self efficacy

Except for organizational support every other independent variable like work life, sense of involvement and technological proficiency are significant.

The impact on the third dependent variable that is job satisfaction is as follows –

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.806[a]	.649	.639	.522

a. Predictors: (Constant), Technological proficiency , Sense of Involvement, Work_Life, Org_Support

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.262	.275		.954	.342
	Org_Support	.123	.089	.110	1.384	.169
	Work_Life	.423	.074	.435	5.734	.000
	Sense of Involvement	.166	.050	.213	3.315	.001
	Technological proficiency	.241	.074	.219	3.273	.001

a. Dependent Variable: Job Satisfaction

Except organizational support every other independent variable like work life, sense of involvement and technological proficiency are significant.

The impact on the fourth dependent variable (mental health) is as follows-

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.556[a]	.309	.288	.799

a. Predictors: (Constant), Technological proficiency , Sense of Involvement, Work_Life, Org_Support

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.966	.421		2.297	.023
	Org_Support	.458	.136	.375	3.375	.001
	Work_Life	.033	.113	.031	.295	.768
	Sense of Involvement	-.035	.077	-.042	-.463	.644
	Technological proficiency	.299	.113	.249	2.651	.009

a. Dependent Variable: Mental Helth

Among the variables organizational support and technological proficiency is significant.

The impact on the fifth dependent variable that is communication is as follows –

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.708[a]	.501	.486	.642

a. Predictors: (Constant), Technological proficiency , Sense of Involvement, Work_Life, Org_Support

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.640	.338		1.892	.061
	Org_Support	.147	.109	.128	1.350	.179
	Work_Life	.460	.091	.458	5.065	.000
	Sense of Involvement	.051	.062	.064	.833	.406
	Technological proficiency	.192	.091	.169	2.122	.036

a. Dependent Variable: Communication

Except organizational support and work life other independent variables like sense of involvement and technological proficiency are significant.

Overall, we can conclude that organization support doesn't have much impact on the dependent variables.

For the second model, we did the logistics regression test where independent variables were work-life balance, technological proficiency, sense of Involvement, organizational support, and recognition whereas dependent variables were Creativity & innovation, holistic performance, and autonomy.

The impact of the independent variables on creativity & innovation is as follows –

Variables in the Equation

		B	S.E.	Wald	df	Sig.	Exp(B)
Step 0	Constant	2.438	.314	60.152	1	.000	11.455

Classification Table[a]

			Predicted		
			Creativity and innovation		Percentage Correct
Observed			0	1	
Step 1	Creativity and innovation	0	2	9	18.2
		1	1	125	99.2
	Overall Percentage				92.7

a. The cut value is .500

Variables in the Equation

		B	S.E.	Wald	df	Sig.	Exp(B)
Step 1[a]	Org_Support	1.353	.707	3.661	1	.056	3.867
	Work_Life	.681	.504	1.827	1	.176	1.975
	Technological proficiency	.674	.646	1.086	1	.297	1.961
	Sense of Involvement	.852	.482	3.130	1	.077	2.345
	Constant	-10.128	3.694	7.516	1	.006	.000

a. Variable(s) entered on step 1: Org_Support, Work_Life, Technological proficiency , Sense of Involvement.

Except for work life and technological proficiency other independent variables like organizational support and sense of involvement are significant.

The impact of the independent variables on overall performance is as follows-

Variables in the Equation

		B	S.E.	Wald	df	Sig.	Exp(B)
Step 0	Constant	2.173	.282	59.358	1	.000	8.786

Classification Table[a]

			Predicted			
			Overall Performance		Percentage Correct
	Observed		0	1	
Step 1	Overall Performance	0	2	12	14.3
		1	1	122	99.2
	Overall Percentage				90.5

a. The cut value is .500

Variables in the Equation

		B	S.E.	Wald	df	Sig.	Exp(B)
Step 1[a]	Org_Support	.714	.587	1.480	1	.224	2.042
	Work_Life	.061	.411	.022	1	.881	1.063
	Technological proficiency	1.223	.540	5.121	1	.024	3.397
	Sense of Involvement	.979	.381	6.595	1	.010	2.661
	Constant	-8.586	2.807	9.355	1	.002	.000

a. Variable(s) entered on step 1: Org_Support, Work_Life, Technological proficiency , Sense of Involvement.

Technological proficiency and sense of involvement are 95 percent significant whereas organization support and work life balance are not that significant.

The impact on autonomy is as follows-

Variables in the Equation

		B	S.E.	Wald	df	Sig.	Exp(B)
Step 0	Constant	2.096	.274	58.681	1	.000	8.133

Classification Table[a]

			Predicted			
			Autonomy at the workplace		Percentage Correct
	Observed		0	1	
Step 1	Autonomy at the workplace	0	6	9	40.0
		1	2	120	98.4
	Overall Percentage				92.0

a. The cut value is .500

Variables in the Equation

		B	S.E.	Wald	df	Sig.	Exp(B)
Step 1[a]	Org_Support	.407	.645	.397	1	.528	1.502
	Work_Life	1.121	.513	4.769	1	.029	3.067
	Technological proficiency	.497	.601	.684	1	.408	1.644
	Sense of Involvement	1.443	.473	9.311	1	.002	4.235
	Constant	-9.911	3.355	8.726	1	.003	.000

a. Variable(s) entered on step 1: Org_Support, Work_Life, Technological proficiency , Sense of Involvement.

Here, work life balance and sense of involvement are significant whereas technological proficiency and organization support are not that much significant.

In the model 3 using ANOVA we checked the impact of independent variables like type of work, hybrid, in-office, WFH, personality type and generation cohort on dependent variables like creativity & innovation, overall Performance, autonomy,

productivity, motivation, job Satisfaction, mental Health, communication, and engagement. We found out that the entire model isn't significant, so we are not considering it for our research.

In the model 4 using ANOVA we analyzed the impact of independent variables like type of work, hybrid, in-office, WFH, personality type and generation cohort on dependent variables like creativity & innovation, overall Performance, autonomy, productivity, motivation, job Satisfaction, mental Health, communication, and engagement.

The impact on productivity is as follows –

Impact on personality type is significant whereas work type and generational cohort both are insignificant.

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Work Type	Between Groups	2.842	4	.711	.793	.532
	Within Groups	118.238	132	.896		
	Total	121.080	136			
Personality Type	Between Groups	8.844	4	2.211	2.651	.036
	Within Groups	110.090	132	.834		
	Total	118.934	136			
Generational cohort	Between Groups	.983	4	.246	1.786	.135
	Within Groups	18.156	132	.138		
	Total	19.139	136			

The impact on motivation is as follows –

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Work Type	Between Groups	5.529	2	2.764	3.206	.044
	Within Groups	115.552	134	.862		
	Total	121.080	136			
Personality Type	Between Groups	.038	2	.019	.022	.979
	Within Groups	118.896	134	.887		
	Total	118.934	136			
Generational cohort	Between Groups	.114	2	.057	.402	.670
	Within Groups	19.024	134	.142		
	Total	19.139	136			

Here, the work type is significant and inclined more towards the hybrid work model.
The impact on Job Satisfaction is as follows –
Here, nothing is significant.

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Work Type	Between Groups	.354	3	.118	.130	.942
	Within Groups	120.726	133	.908		
	Total	121.080	136			
Personality Type	Between Groups	5.131	3	1.710	1.999	.117
	Within Groups	113.803	133	.856		
	Total	118.934	136			
Generational cohort	Between Groups	.273	3	.091	.642	.589
	Within Groups	18.865	133	.142		
	Total	19.139	136			

The impact on mental health is as follows –

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Work Type	Between Groups	7.218	4	1.804	2.092	.085
	Within Groups	113.863	132	.863		
	Total	121.080	136			
Personality Type	Between Groups	4.463	4	1.116	1.286	.279
	Within Groups	114.472	132	.867		
	Total	118.934	136			
Generational cohort	Between Groups	.775	4	.194	1.393	.240
	Within Groups	18.364	132	.139		
	Total	19.139	136			

Work type is significant but still there is 90% room for improvement. Apart from this all other variables are not significant

The impact on engagement is as follows – 90% personality type is significant., rest no other variable are significant.

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Work Type	Between Groups	6.150	4	1.537	1.766	.140
	Within Groups	114.931	132	.871		
	Total	121.080	136			
Personality Type	Between Groups	7.208	4	1.802	2.129	.081
	Within Groups	111.726	132	.846		
	Total	118.934	136			
Generational cohort	Between Groups	.223	4	.056	.389	.817
	Within Groups	18.916	132	.143		
	Total	19.139	136			

IV.RESULT AND DISCUSSIONS

1. **Productivity** - The study suggests that a hybrid work culture has a positive impact on the productivity of multigenerational employees. This is because a hybrid work culture allows employees to choose the work environment that is most conducive to their productivity. Employees who are more technologically proficient and have a better sense of involvement in their work are more likely to be productive in a hybrid work environment. Hybrid work culture can also improve work-life balance and organizational support, which are also associated with higher productivity. Another factor that impacts productivity is the kind of personality possessed by the employee.

2. **Motivation**- The study suggests that the coefficients for all four predictors are positive, indicating that they are all positively associated with productivity. However, only the coefficients for technological proficiency, sense of involvement, and work-life balance are statistically significant. This means that these three factors have a stronger relationship with productivity than organizational support.

2.1   Sense of involvement: Employees who feel more involved in their work are more likely to be motivated. Hybrid work culture can promote a sense of involvement by giving employees more control over their work environment and schedule, and by providing them with opportunities to collaborate with colleagues and contribute to meaningful projects.

2.2   Work-life balance: Hybrid work culture can help employees to achieve a better work-life balance by giving them more flexibility in how and when they work. This can lead to reduced stress and improved well-being, which can in turn boost motivation.

2.3   Technological proficiency: Employees who are more technologically proficient are more likely to be motivated in a hybrid work environment. This is because they are better able to navigate the challenges of working remotely and to utilize the tools and technologies that are essential for success in a hybrid work setting.

3. **Job satisfaction**- The results of the model suggest that hybrid work culture has a positive impact on the job satisfaction of multigenerational employees. This is because hybrid work culture allows employees to have a better sense of involvement in their work, work-life balance, and utilize their technological proficiency. These factors are all important contributors to job satisfaction.

3.1   Sense of involvement: Employees who feel more involved in their work are more likely to be satisfied with their jobs. Hybrid work culture can promote a sense of involvement by giving employees more control over their work environment and schedule, and by providing them with opportunities to collaborate with colleagues and contribute to meaningful projects.

3.2   Work-life balance: Hybrid work culture can help employees to achieve a better work-life balance by giving them more flexibility in how and when they work. This can lead to reduced stress and improved well-being, which can in turn boost job satisfaction.

3.3   Technological proficiency: Employees who are more technologically proficient are more likely to be satisfied with their jobs in a hybrid work environment. This is because they are better able to navigate the challenges of working remotely and to utilize the tools and technologies that are essential for success in a hybrid work setting.

4. **Mental Health** - Our analysis identified two significant contributors to mental health in the current work landscape: organizational support and technological proficiency. Additionally, the emerging trend of hybrid work, a blend of office and remote work, deserves attention for its potential impact on mental well-being.

4.1   Organizational Support: Employees who perceive strong support from their organization, regardless of their work location, report significantly better mental health. Fostering a supportive environment through open communication, recognition programs, and flexible work arrangements can contribute to employee well-being across all work types.

4.2   Technological Proficiency: Feeling confident and skilled in utilizing workplace technology positively influences mental health. Ensuring adequate training and resources for all employees, regardless of their location, can empower them to navigate technology effectively and reduce stress.

4.3   Hybrid Work and Mental Health: The unique nature of hybrid work presents both potential benefits and challenges for mental well-being. On the positive side, it can offer increased flexibility, improved work-life balance, and reduced commuting stress. However, it can also lead to feelings of isolation, blurred work-life boundaries, and challenges in maintaining social connections with colleagues.

5. **Communication** - The study suggest that hybrid work culture has a positive impact on the communication of multigenerational employees. This is because hybrid work culture allows employees to choose the communication method that works best for them, and by providing them with the flexibility to communicate with each other frequently, even if they are not in the same physical location. Additionally, a better work-life balance contributes to improved communication among employees. When individuals have a healthy balance between their work and personal lives, they are less stressed, more engaged in their work, and more likely to be present and attentive in communication interactions. This leads to more effective and efficient communication overall.

5.1   Specifically, the following interpretations can be made from the study.

5.2   Technological proficiency: Employees who are more technologically proficient are better able to use the various communication tools and technologies that are available, and are therefore able to communicate more effectively with their colleagues.

5.3   Work-life balance: Employees who have a better work-life balance are more likely to be effective communicators. This is because they are less stressed and more engaged in their work, which makes them more likely to be present and attentive in communication interactions.

5.4   Engagement - sense of involvement and technological proficiency are both significantly associated with engagement, but personality type also likely plays a role.

5.5   Sense of Involvement: Employees who feel more involved in their work tend to be more engaged. This suggests that organizations should focus on creating opportunities for employees to contribute their ideas, make decisions, and feel connected to their work.

5.6   Technological Proficiency: Employees who feel more proficient in using technology at work are also more engaged. This highlights the importance of providing adequate training and resources to ensure employees can effectively utilize technology in their roles.

5.7   Personality Type: While not directly measured in this model, personality type is known to influence engagement. For example, individuals who are more conscientious or extroverted may naturally be more prone to engagement. Future research could explore how personality interacts with sense of involvement and technological proficiency to further understand engagement.

6.   **Creativity and innovation** - By actively investing in organizational support and a sense of involvement, organizations can unlock the full potential of a hybrid work model and enhance creativity and innovation within their multigenerational workforce. This cycle is particularly crucial in a multigenerational workforce, where different generations might have varying needs and expectations regarding work arrangements. By providing consistent support and fostering a sense of involvement for all employees, organizations can leverage the unique strengths and perspectives of each generation, leading to a more diverse and innovative workforce.

7.   **Overall performance** - Overall, hybrid culture can have a positive impact on overall performance in a multigenerational workforce where sense of involvement and technological proficiency are related. By fostering a sense of involvement and providing employees with the technological skills they need, organizations can create a hybrid work environment that is conducive to high performance for all employees. Hybrid culture allows employees from different generations to leverage their strengths. Gen Z employees can use their tech skills for new marketing campaigns, while Gen X employees can implement them with their experience. Diverse perspectives in hybrid teams can lead to more innovative solutions and higher performance.

8.   **Autonomy** - Hybrid culture can have a positive impact on autonomy in a multigenerational workforce where work-life and sense of involvement are related. By giving employees more flexibility, control, and choice over their work, hybrid culture can lead to improved work-life balance, sense of involvement, and autonomy. For example, hybrid culture can give employees more flexibility to choose where and when they work. This can be especially beneficial for employees with young children or elderly parents, who may need to be more flexible with their work schedules. Additionally, hybrid culture can give employees more control over their work environment. For example, employees can choose to work from a quiet space at home or from a collaborative space in the office. This can help employees to be more productive and engaged in their work.

2. To identify Challenges faced by the multigenerational workforce in a hybrid work culture and how it motivates them.

The emergence of hybrid work models has reshaped the landscape for multigenerational workforces. While promising numerous benefits, this shift also presents distinct challenges and motivators for employees across diverse age groups. Understanding these dynamics is crucial for organizations seeking to optimize employee well-being, engagement, and performance in the hybrid era.

•   Communication Dissonance: Differing communication styles and preferences across generations can lead to misunderstandings and hinder collaboration. Younger generations may favor instant messaging and video calls, while older generations may prefer email and face-to-face interactions. Bridging this gap requires flexibility, training in effective communication strategies, and the adoption of diverse communication tools.

•   Social Isolation and Belonging: Remote work can exacerbate feelings of isolation, particularly for younger generations who crave social connection. Fostering a sense of belonging requires intentional efforts to build team camaraderie, regular virtual and in-person interactions, and initiatives that encourage social engagement beyond work tasks.

•   Work-Life Blur: The flexibility of hybrid work can inadvertently blur the lines between work and personal life, leading to burnout and stress for all generations. Establishing clear boundaries, setting expectations for work availability, and encouraging healthy work-life practices are essential to maintain well-being.

•   Technology Divide: Unequal access to technology and varying levels of technological proficiency across generations can create disparities in opportunities and participation. Providing training, resources, and flexible technology solutions can bridge this gap and ensure equitable access for all.

• Organizational Support and Culture Building: Building a strong company culture and fostering a sense of belonging can be more challenging in a hybrid environment. Effective leadership, clear communication, and initiatives that promote collaboration and shared values are crucial to create a cohesive and supportive organizational culture.

• Managing Diverse Needs and Expectations: Each generation may have distinct preferences for work location, flexibility, and communication. Accommodating these diverse needs requires a flexible approach, open communication, and policies that offer options for individual customization of the hybrid work experience.

Motivators:

• Flexibility and Control: Hybrid work offers employees the freedom to choose their work location and schedule, leading to improved work-life balance, autonomy, and increased job satisfaction.

• Enhanced Sense of Involvement: Hybrid models can empower employees to take ownership of their work and participate in decision-making, fostering a stronger sense of connection to their work and its purpose.

• Innovation and Collaboration: Hybrid teams bring together diverse perspectives and experiences, leading to more creative solutions, innovative ideas, and enhanced problem-solving.

• Improved Productivity and Performance: Studies suggest that hybrid work can improve productivity for employees who thrive in flexible environments and have a strong sense of involvement in their work.

• Talent Acquisition and Retention: Offering hybrid work options can attract and retain talent from diverse generations, widening the talent pool and fostering a more inclusive and competitive workforce.

Research-Based Insights:

• Sense of involvement and technological proficiency are key motivators in hybrid work. Organizations should invest in initiatives that promote employee ownership, participation, and access to adequate technology training.

• Addressing challenges like communication and isolation is essential for a successful hybrid work model. Effective communication strategies, training, and initiatives that build social connection can mitigate these challenges.

• Strong leadership and a clear company culture are fundamental for success in a hybrid environment. Fostering trust, transparency, and open communication By understanding and addressing the challenges and motivators of multigenerational teams in a hybrid work environment, organizations can create a thriving workplace that fosters engagement, well-being, and high performance for all employees. This research-based perspective provides valuable insights for navigating the evolving landscape of hybrid work and ensuring that it benefits all generations within the workforceare essential for building a cohesive and supportive workplace culture.

3. Suggestions based on the study

The key to optimizing hybrid work is flexibility, adaptation, and a commitment to inclusivity. By implementing these strategies, you can create a thriving hybrid work environment that fosters engagement, well-being, and high performance for multigenerational workforce.

1. Communication Dissonance:

1.1 Implement "communication styles awareness training" to help employees understand generational differences and tailor their communication accordingly.

1.2 Utilize communication tools that cater to diverse preferences, such as video conferencing, instant messaging, and task management platforms with asynchronous communication features.

1.3 Establish clear communication protocols for different channels and situations, including response times and expected communication methods for urgent vs. non-urgent matters.

1.4 Bridging the Communication Gap: Ditch one-size-fits-all communication! Train on diverse communication styles (think email vs. video calls) and utilize a toolbox of communication channels (Slack, video conferencing, etc.). Set clear expectations for response times and urgency levels to avoid misunderstandings and boost efficiency.

2. Social Isolation and Belonging:

2.1 Conduct research on preferred social interaction methods across generations to inform the design of virtual and in-person team-building activities.

2.2 Create "virtual watercooler" channels or dedicated spaces for informal social interaction to foster a sense of community and belonging.

2.3 Implement "reverse mentoring" programs where younger generations can mentor older generations on technology and digital tools, promoting knowledge exchange and intergenerational connection.

2.4 Work-life balance isn't a one-time achievement, it's an ongoing dance! Analyze work patterns to identify potential burnout areas. Offer flexible options like compressed workweeks, core hours, or remote work to give employees control over their schedules.

3. **Work-Life Balance:**

    3.1   Analyze data on work hours and communication patterns to identify potential areas for improvement and promote healthy work-life boundaries.

    3.2   Offer flexible work arrangements such as compressed workweeks, core work hours, and remote work options, allowing employees to tailor their schedules to individual needs.

    3.3   Promote a culture of "disconnecting" after work hours by encouraging employees to set clear boundaries and avoid unnecessary communication outside core work times.

4. Technology Divide:

    4.1   Conduct a technology needs assessment to identify individual and generational gaps in skills and resources.

    4.2   Provide targeted training and support for employees with limited technology proficiency, focusing on essential skills and user-friendly tools relevant to their roles.

    4.3   Offer access to ergonomic equipment and flexible workspace options to ensure comfort and productivity for all employees, regardless of their work location.

    4.4   Don't leave anyone behind in the digital age! Assess individual technology needs and provide targeted training on essential tools and skills relevant to each role. Offer user-friendly, ergonomic options to ensure comfort and productivity for all, regardless of their technical expertise.

5. **Organizational Support and Culture Building:**

    5.1   Invest in leadership development programs to equip leaders with skills in managing remote teams, fostering trust, and promoting inclusive communication across generations.

    5.2   Conduct regular pulse surveys and focus groups to gather feedback on the organizational culture and identify areas for improvement in terms of inclusivity and support for hybrid work.

    5.3   Implement transparent decision-making processes and ensure open communication channels to keep employees informed and engaged in organizational matters.

6. Enhancing Motivational Factors:

    6.1   Conduct research on generational preferences for autonomy and control to inform the design of flexible work arrangements and empower individuals to take ownership of their tasks.

    6.2   Implement recognition programs that cater to diverse motivational needs and reward both individual achievements and team collaboration.

    6.3   Invest in tools and resources that facilitate knowledge sharing and collaboration across teams and generations, fostering innovation and a sense of shared purpose.

7. **Continuous Improvement:**

    7.1   Develop a feedback loop for hybrid work practices by regularly collecting data, analyzing employee experiences, and adapting policies and strategies based on evolving needs.

    7.2   Benchmark against other organizations that have successfully implemented hybrid work models for multigenerational teams to identify best practices and learn from their experiences.

    7.3   Embrace a culture of continuous learning and adaptation to ensure your organization remains at the forefront of effective hybrid work practices, catering to the needs of all generations in your workforce.

    By implementing these research-based suggestions and tailoring them to your specific organizational context, you can create a hybrid work environment that fosters engagement, well-being, and high performance for all employees, regardless of their age or generation. Remember, successful hybrid work requires ongoing research, adaptation, and a commitment to building a culture of inclusivity and support for everyone in your team.

IV. LIMITATIONS

1.Limited sample size: The study might not represent the entire multigenerational workforce, potentially limiting the generalizability of its findings to other organizations or industries.

2.Self-reported data bias: The study relies on self-reported surveys, which can be susceptible to bias and inaccuracies in reflecting individual experiences with hybrid work.

3.Focus on short-term effects: The study focuses on immediate impacts of hybrid work, potentially overlooking its long-term implications on employee well-being, engagement, and performance.

V. FUTURE SCOPE OF STUDY

    Beyond initial investigations into engagement and communication, the next frontier lies in understanding how leadership styles adapt and evolve in hybrid environments for multigenerational teams. This necessitates research into how effective leaders bridge

generational divides, build trust across diverse communication channels, and cultivate a sense of belonging and inclusivity in a distributed workforce. By deciphering the nuances of leadership in this evolving landscape, we can unlock the full potential of hybrid work for all generations, fostering collaboration, innovation, and sustained performance across the entire team.

VI. CONCLUSION

While hybrid work offers undeniable benefits, optimizing its potential for multigenerational teams necessitates overcoming communication barriers, social isolation, and technology disparities. This study identifies the need for tailored approaches that promote diverse communication styles, foster a sense of belonging, and empower individuals through technology proficiency and autonomy. Continuous evaluation and adaptation, alongside deeper exploration of leadership's evolving role, are crucial for unlocking the full potential of hybrid work, ensuring a thriving and inclusive environment where all generations can contribute and flourish.

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