

Parallelism in Emerging Modes of Work: A Systematic Literature Review from Employee Perspective

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Abstract

Following the recently broke pandemic, every organization in the globe is dealing with a global crisis in the varied fields. This has necessitated the need for improved and advanced working methods to cope with the losses incurred. As a result, alternative work modes are to be looked for to increase productivity. Does opting for remote or hybrid work mode increases employees' productivity or is it making employees unproductive? Hence, the purpose of this study is to (a) identify employees' most preferred mode of work; (b) identify employee productivity in case of remote or hybrid work mode of work. In order to seek answer to the above questions, a systematic literature review was conducted reviewing 20 research papers, which includes studies related new normal culture of opting remote or hybrid work mode. While reviewing the research on alternative mode of work, it became observed that almost all of personnel have coped up well to the work from home (WFH) culture and intend to continue with the same that actually has helped in increased employee productivity. The paper concludes with setting out potential research paths, allowing practitioners and academician to do additional research.

Keywords: *Alternative Work Modes, Hybrid Mode, Work from Home.*

Introduction

Modern living comes with plenty of demands. The way we work, relax, and play has evolved drastically over time. Both parents will generally work in a contemporary family to satisfy the needs of their demanding lifestyles. The idea of 'me' has often turned out to be muddled due to the needs placed on our life. Because of the Coronavirus epidemic, the year 2020 has been a turbulent one. It has seen a whole lot of employees working from home. As we move forward, it has sparked a dialogue about hybrid working as a sparkling new paradigm. Many people believe it is the best approach to reclaim the lost work-life balance in conjunction with improved productivity towards work. Some employers have allowed employees to continue working from home. Others have called employees back to work on specific timetables and in staggered groupings. Others, on the other hand, leave it entirely up to employees to decide where they will work. Hybrid offices integrate the benefits of shared work-spaces and remote working; however, it is no longer easy to come up with a strategy that works for everyone and very importantly guarantees productiveness of the employees.

The emerging concepts considered to be the new normal or new norm for modern workplaces, specifically post Coronavirus epidemic situations put up questions on models like, WFH or

blended or hybrid mode of work being better work structures keeping in view the work-life balance it offers which ultimately adds up to the productivity of the employees. Though the employees have been more flexible in their approach towards completion of their work, still they are more involved in attainment of goals along with spending time with family and friends, traveling and relaxing. In the remote working culture, employers keep the employees engaged in work out of the usual office hours and the employees still work keeping in view the comfort they have while working at home with family, while relaxing at home.

Several studies on hybrid work models, WFH culture, and the post-pandemic work environment have been conducted. However, it is crucial to examine the impact of these flexible workplace modes, as well as the impact of incorporating the flexible workplace mode, on employee productivity. Is it making them carefree, rearranging their schedule beyond the customary office hours? The point of this study is to evaluate the employees' decisions as their preferred mode of work. Furthermore, assess if picking a desirable mode of work impacts employee productivity, following a review of research in this area. However, there is a need to study the effect of these new work modes and impact of inclusion of the remote or hybrid work mode on the productivity of employees

This paper consequently proposes to satisfy the subsequent objectives:

1. To identify choice of employees as their most preferred mode of work.
2. To understand whether opting for a desirable mode of work affects productivity of employees.

Conducting a scientific literature evaluation constitutes a complete method to map out the theoretical views in addition to the theoretical practices (i.e. building, testing, absence) winning within the field.

Overall, this paper makes two contributions. First, it casts light upon the emerging work culture, pointedly the blended or hybrid mode of work. Second, it offers an assessment of employees' choice and productiveness retaining in view the newly emerged mode of labor primarily based at the studies review. Finally, it shows the compilation of several researches and study of a few surveys made by renowned statistical forums on productivity of employees citing mode in which they perform work.

The paper is framed as follows:

- A. First, we cast light upon the meaning of alternative mode of work, thenafter introduce broader issues over the query of adoption and effect of this new normal in work culture.
- B. The subsequent phase gives information about the methodological technique followed to conduct the literature review.

Finally, following the presentation of key findings, the paper discusses about the future research directions.

What is meant by mode of work?

While the year 2020 will be remembered as an extremely difficult year for the vast majority of people, there have been many good changes in the way we work, with flexibility and overall employee well-being being the focus of most organizations. Coronavirus epidemic accelerated digital and virtual transformation, with businesses evaluating fresh data and facts to show that work could be done from home. As a result, it will be critical in 2021 to continue some of the fundamental work-related innovations that emerged during the epidemic, such as the use of technology and the emergence of flexible working patterns. An alternative work model is one wherein an employee's time table consists of each in-workplace and far off work. Employees have the choice of operating from domestic every so often and entering the workplace on other occasions. Each business enterprise creates an alternative version relying at the company's desires in addition to the employee's demands. The personnel planning alternative model lets in selection makers to observe the future boom of a particular team of workers.

Emerging concept of choice of mode of work amongst employees:

Evidence suggests that firms benefit significantly from people who achieve work–family balance, many employees find it difficult to attain (Ferguson, et al, 2012). An alternative workforce model making plans permits choice makers to evaluate the future increase of a labor system. It suggests how diverse HRM strategies, along with elevating the retirement age, can have an effect on each the group of workers and organization's overall performance. (Block, 2016). Many organizations are prioritizing the identification of impediments to well-being and job performance, as well as enablers, in a time when employees must quickly transition to WFH (Galanti, 2021). During WFH, employees dramatically increased their typical working hours. Much of this was due to working earlier in the morning and later in the evening. At the same time, output, as measured by the employer's principal performance measure, fell slightly. Researchers estimate that average employee production per hour of work has decreased by 8-19% as a result of these factors. After switching to WFH, the effects on work time and production become apparent almost immediately. The outcome measurements, on the other hand, did not change before WFH was applied at the onset of the epidemic. (Gibbs, 2021).

Technical advantages and disadvantages have a direct impact on an individual's productivity. Work from Office (WFO), according to 63.9 percent, is on the rise. The breadth of efficiently offering the service, which 48.5 percent of respondents believed WFO provided better monitoring is needed for them. According to 61.1 percent of respondents, WFO provides faster networking chances. In addition, Employees believe that having a sense of belonging keeps them motivated at work, and 42 percent say that WFO gives them a sense of security. WFO, on the other hand, has no such technological drawback. (Joarder and Mustafi, 2021).

Methodology and Data Source

This paper is primarily based upon a scientific evaluation of 20 articles recognized in relevant journals throughout the fields of management, human resources, vocational behavior, new technology, work and stress, time and society, urban economics, innovation management, managerial psychology and information systems. Because of its methodical approach, a

structured literature overview varies from a greater narrative overview in that it consists of a complete description of the techniques accompanied to choose, scan, and examine the literature, with the purpose of reducing biases and improving transparency. Integrating a whole lot of various works at the identical issue, summarizing the same components, contrasting the differences, and lengthening the work in some manner is feasible with systematic literature reviews. This literature review gives an overview of the various surveys and analyses conducted on the introduction of new work modes and employees' reactions to them. It does not claim to cover all of the literature; rather, it provides an insightful and targeted examination of carefully selected literature that will help to answer the research questions previously outlined.

In order to outline the scope of the review, the authors agreed upon the term to be covered, the subject matters in addition to the journals to be included. We searched for articles spanned between 2020 to 2021 in order to get the background of the concept of WF or remote working culture. However, the first article with regard to mode of work was found in (DuBrin,1991) but our study is confined to the time range of 2020 to 2022. For the review purpose the articles of 2020 to 2022 were given due emphasis. The initial step was to find relevant material. Factors such as (a) wherein articles had been discovered, (b) when the search was carried out, (c) who carried out the search, (d) how the articles had been discovered, (e) what number of articles seemed and the final range of decided on articles, and (f) why the articles had been subsequently selected are all a part of the literature discovery method. (Callahan, 2010) and (Kim, 2012).

This research utilizes Google Scholar's database to find out as many relevant literatures as feasible. In December 2021, the first author used the above-mentioned database to conduct the initial search. This research focuses on the association between alternate ways of work and employee performance when it comes to keyword combinations. As a result, the search keywords chosen were (a) Work from home, (b) Remote working, and (c.) Hybrid work.

To clarify the scope of the review, this research looked at review articles published in English that contained any of the exact keywords in the abstract, title, or body of the work.

The aims of this study were evaluated using documents published between January 2020 and March 2022. Through Google Scholar's Advanced search utilizing the above specified keywords and the following keyword combinations and filters: custom time period, ordered by relevance found 678 articles. The databases were reduced to 269 articles, which were examined individually for keywords in the titles. After reading the abstracts, it was further reduced to 64 articles, and eventually to 39 articles after reading the full papers; of these, 20 articles or papers were chosen to be considered in this study, as presented in table 1.

Table 1: Number of Articles Search based on keyword

Keywords	Keyword Search	Title Search	Abstract Search	Full Paper Search	Final Papers Selected
Work from Home	350	154	42	27	10
Remote working	272	102	15	7	7
Hybrid work	56	13	7	5	3
TOTAL	678	269	64	39	20

Source: Author’s own calculation based on searches attempted

The staged review, that's a way of inspecting the literature that includes first conducting an preliminary evaluation of abstracts after which carrying out an intensity evaluation of articles (Torraco, 2005), then after use it to investigate the 64 papers that have been determined to be applicable to the contemporary study's goal. When doing the staged review, the primary focus was on whether an article experimentally or conceptually analyzed and discussed the hybrid mode of work, as well as employee performance or productivity. The papers had been eliminated if the abstracts ambiguously provided the connection without offering thorough or relevant discussion. Figure 1 shows how this method resulted in the selection of 20 publications for this investigation.

The first article with regard to mode of work was found in (DuBrin,1991). The number of publications indicates that post-Corona Virus Disease outbreak, when the work-from-home culture became the new normal, research on modes of employment other than formal work patterns began to acquire traction. (Galanti, et al, 2021, Kramer, 2020, et al, 2021, Gibbs, et al, 2021, Deng, et al, 2020), Figure 1 depicts the frequency of publications since 2020, emphasizing the subject's importance.

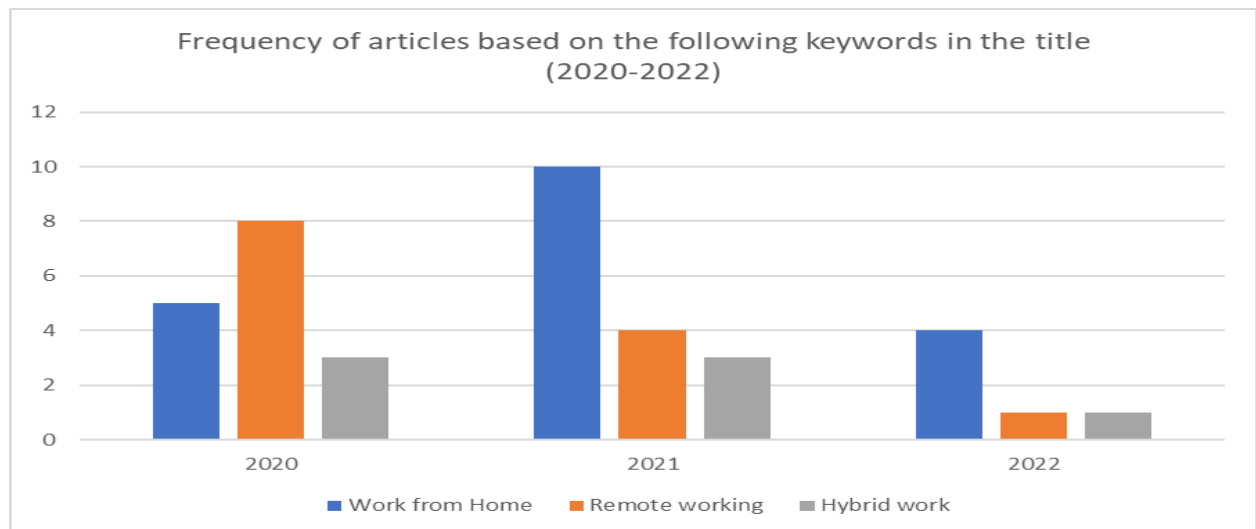


Figure 1: Frequency of articles based on the following keywords in the title (2020-2022)
 (Source: Author’s own calculation based on searches attempted)

To avoid duplication, the search results were double-checked. A closer examination of the abstracts revealed the difference between articles that were relevant and those that were not. To make data administration easier, all of the papers for this study were kept in the reference management software Endnote. The References section has a complete list of articles. We've taken a number of precautions to assure the study's trustworthiness and quality. To decrease bias and increase reliability, the authors conducted the study in numerous rounds, both independently and together.

Findings and Discussion

The contemporary-day form of far off or hybrid work mode lets in people to work from anywhere, permitting them to stay in their favored geographic area. Work-from-anywhere (WFA) programs provide each temporal and geographic freedom, while ordinary work-from-home programs simply provide temporal flexibility. WFA have to be taken into consideration as a non-economic gain that people who could benefit extra utility via way of means of moving from their present-day geographic area to their ideal vicinity might prefer. (Choudhury, et al, 2021).

The traditional boundaries that have defined organizational life are disintegrating and becoming more permeable; as a result, research efforts are required that incorporate a more complex knowledge of all the systems that affect employees and the workplace.

These findings have the potential to considerably broaden the topic of study for work–family scholars beyond just the employee (Ferguson, et al, 2012). People can now conduct work from home that they might formerly best do at the company's premises due to the fact to the great availability of low-value workplace system which includes private computers, modems, photocopiers, fax machines, and voice mail. Finally, developing dissatisfaction with lengthy hours away from home, in particular lengthy commutes, has ended in a great percent of humans favoring working from home (DuBrin, 1991).

Some personnel discovered it pretty easy to shift to remote work. However, many roles make it not possible to adopt ordinary work operations from home, prompting many people to live inactive or are searching for new employment. (Bick, et al, 2020). WFH is a perception this is speedy turning into a trend in the corporate world. The pandemic has proved that WFH is a feasible enterprise system for making sure enterprise continuity and offering personnel with a work-life balance. It additionally has good sized financial and productiveness advantages. WFH, on the opposite hand, cannot be considered as a therapy for all organizational issues. It ought to be applied with warning to make sure that group of workers are nicely trained, motivated, and prepared to offer the preferred results. (Kaushik and Guleria, 2020).

Working styles have determined to be notably altered because of WFH. Employees labored longer hours, regularly outdoor of everyday workplace hours, but they had less undisturbed time to finish duties due to the fact they spent greater time in meetings. They spent much less time being examined, instructed, and mentored and spent much less time networking. These reductions had been additionally discovered to be negative to productiveness, mainly in phrases of focus hours and networking. (Gibbs, et al, 2021). Another study states that for starters, WFH become practiced via way of means of about 32% of personnel. In the worker survey, the WFH

intensity (i.e., the contribution of WFH to general exertions input) become round 19%, at the same time as in the organization survey, it become around 11%. Second, tremendously educated, high-salary white-collar people in metropolitan places had been much more likely to apply WFH, suggesting that contamination danger and social distancing regulations might also additionally irritate financial disparities amongst personnel. Third, the common WFH productiveness become round 60% - 70% of the production at corporation places. Despite the truth that Coronavirus epidemic has introduced interest to the WFH practice, personnel' productiveness become decrease than in the regular workplace, at the least on common. (Morikawa, 2022).

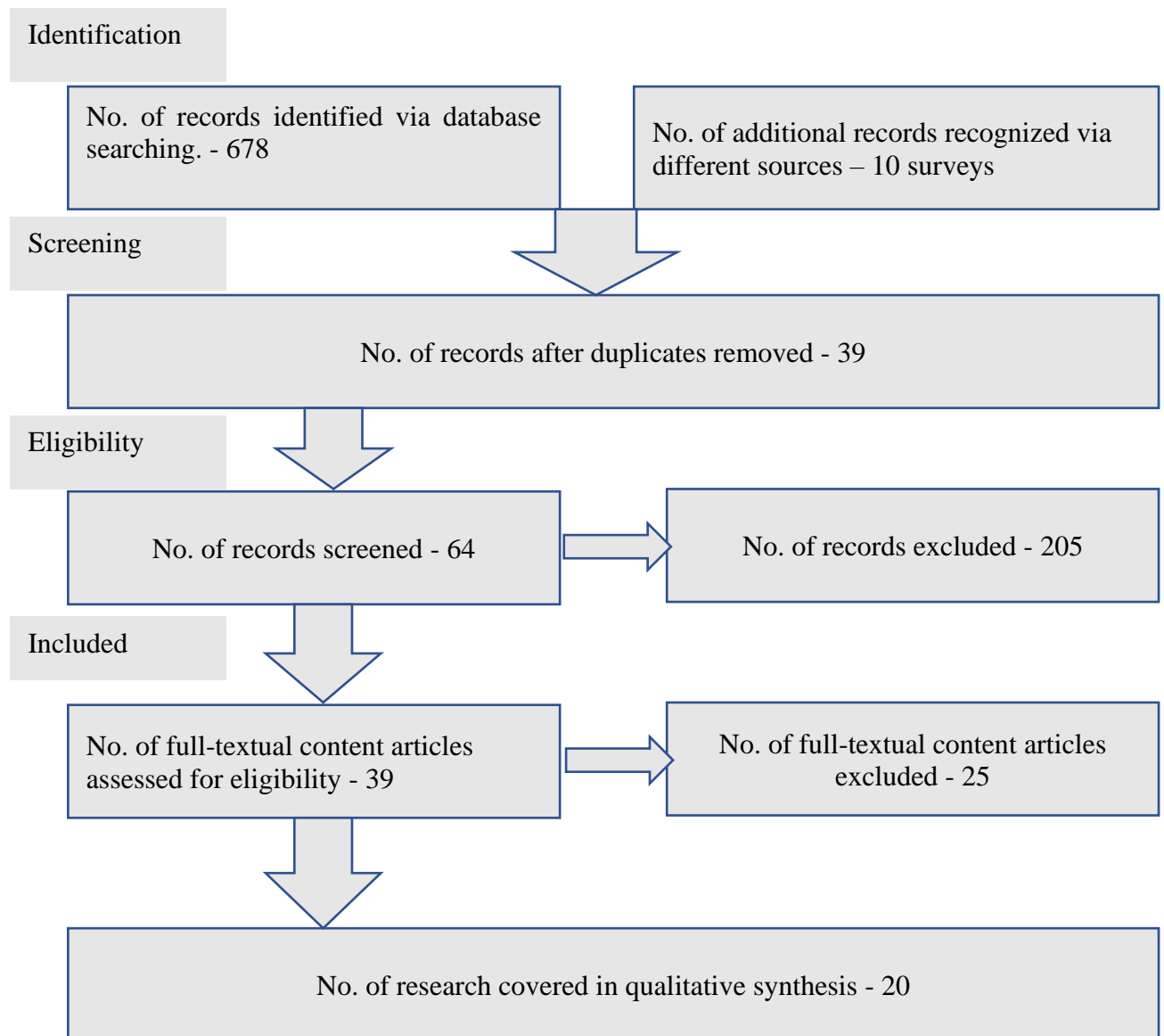


Figure 2: A PRISMA flow chart (Liberati, 2009) showing the results of the systematic literature search and records eliminated at each stage.

According to Owl Labs¹, Remote employees are 1.8X much less effective than on-site people. Remote people record operating 43 percentage greater hours consistent with week than on-site personnel. Working from domestic will increase productiveness for 77% of remote people. 83 percentage of survey individuals experience that being capable of WFH could cause them to happier. A survey performed via way of means of LinkedIn states that, almost 60% of Dell personnel work flexibly, and personnel who work remotely have a Net Promoter Score that is 20% better than folks who do not. The capability to move between employment greater speedy and get better greater speedy from financial shocks exacerbates exertions marketplace segmentation.

	Work from OFFICE	Work from HOME
Strengths	Networking opportunities Effective Supervision Better work life balance Greater sense of Belonging Increased productivity and Team Collaboration Cafeteria / Small break for talks	Flexible arrangement / flexible work hours No office distraction Effective time management for self Familiar environment (reduced stress) No travel hours Curtailing unnecessary expenses Robust way of working attitude Increased work productivity
Weakness	Lack of flexibility Monotonous Schedule Unnecessary distractions Time wasted in non-interesting meetings Irrelevant side conversations/ gossip Commuting expenses Travel time	Distractions (family members/household duties) Uncomfortable environment/ lack of conducive environment (e.g. living in a small space) Lag in query resolve/ Supervision Missing office get-togethers Delay in IT support Imbalance between work and personal life Ghosted by office colleagues Lack of discipline Lack of employee recognition (e.g. Good work! You re doing great by finishing this survey) Local Network disruptions Lack of clarity (WFH policies and regulation) Work exploitation (e.g. Increased work hours/ working on weekends) Lack of peace of mind
Opportunities	Better onboarding	Work life balance
Threats	Workplace conflict (e.g. office politics)	High competition (e.g. job may be outsourced) and Anxiety of job security

Table 2: SWOT Analysis for WFO and WFH

Source: Joarder and Mustafi (2020)

The interplay of expert and private elements has huge studies and alertness consequences. Moving to WFH preparations might also additionally necessitate the choice of people who're higher suitable to WFH, training of such people on greater efficient remote work methods, and accelerated tracking of the high-satisfactory and productiveness of these assigned to WFH while character traits trump occupational traits. (Kramer, and Kramer, 2020).

SWOT analysis was utilized in another study to portray WFH's strengths, weaknesses, opportunities, and threats. It was discovered that 85.86 percent people can access the internet, indicating that working from home is accessible to the majority of the population, regardless of whether they live in a rural or metropolitan region. (Joarder and Mustafi, 2020). An insight of the findings of the aforesaid study is mentioned in Table 2.

Future Research Agenda

In order to achieve WFH and WFO proportionately at work, a combination model must be built that takes into account the conclusions of this article in terms of employee preferences and productivity. Keeping in view the emerging changes in the workplace setup and culture, there is need to study the future prospects and scope while adopting to the combination model. Also, the usefulness and longevity of such model must be analyzed and practical implications needs to be emphasized more than the theoretical aspect as the formulation and incorporation of such model is need of the hour, mostly in the post pandemic situation. Many researches have aimed at highlighting about the impact of alternative work modes availability and employee responses towards it, with reference to such studies, the applicability of these work modes at intersectoral work places must be thoroughly evaluated.

Conclusion

This study has supplied an outline of ways theoretical views are rising in the work subculture of lately. The overview confirmed that almost all of papers show an alternative model for implementation of unconventional mode of work in businesses citing the work-life balance and other effective parameters. (Dubey and Tripathi, 2020). Most of the articles are based on primary data collection, thus they present the first-hand information for review and are considered reliable for review purpose. This study is a primary step closer to expertise the need for laying down varied options in work modes, and it encourages further analysis-es to complement the findings. It can be said that working remotely is highly effective and valuable, relying on factual information and statistics obtained from various reports, publications, and artifacts cited in this paper. Furthermore, enabling full-fledged remote working may not initially reduce productivity based on the data obtained, however in long-term remote working may make employees negligent. As a result, using an alternative or blended method of work that combines online and offline work environments will be effective and productive. Through the findings it can be said that organizations are required to use WFH extensively in the future, with combination of WFH and WFO on any given day. Productivity will undoubtedly improve as the company fine-tunes its deployment of WFH and transitions to a hybrid model with WFO. Furthermore, employees will have more flexibility and shorter commuting times, which will somewhat compensate for poorer output. The information in this document will be useful to those outside of this company. WFH may be more challenging for individuals with less experience, shorter tenure, and positions that require a lot of communication, collaboration, and coordination.

To improve the effectiveness of virtual communication, supervisors and employees must design tools, training, and rules that place a larger emphasis on human contacts during WFO

and WFH, as well as train supervisors and employees to organize work time at home more efficiently.

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