



The Future Of Workplace Post Covid-19: Challenges To HR Practices For The Implementation Of Ethical Hybrid Workplace – A Study On Indian IT Companies

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ABSTRACT

The workplace has been transformed over a period of time due to the pandemic situation with working from office then virtual work to hybrid workplace. Hybrid workplace is implemented by organizations for providing a flexibility of work from office and home but facing challenges to adapt this new way of future workplace. This study focuses on the research of influencing factors and to develop a hybrid workplace model in post-pandemic using the time series data. This research has identified Moonlighting, Work Engagement, and Work-Life Balance as parallel mediation factors and Employee Satisfaction as serial mediation factor for the investigation of Employee Performance with independent factors as Hybrid Workplace and Work Ethics. The responses collected through survey questionnaire was analysed using statistical tools by applying the research methods of multi-level time series analysis. The findings explain that the Work Engagement and Work-Life Balance are to be evaluated by organizations at regular intervals of time. Moonlighting has a significant mediating effect between Hybrid Workplace and Employee Performance that does not vary with time period. This study contributes to Social Exchange Theory with the inclusion of new factors influencing work environment. Organizations can benefit from the findings to implement future of workplace.

Keywords Hybrid Workplace, Work Ethics, Work Engagement, Employee Performance, Moonlighting, Work-Life Balance

1. Introduction

This study introduces the concept of Moonlighting at Hybrid Workplace and its impact to Employee Performance. The outcome of this research can assist companies to define and design a workplace which can benefit both employer and employee. The key factors studied can be further investigated to make the better HR work policy for the enhancement of employee performance and satisfaction at workplace. The future of workplace is a hybrid way of working with key focus on balancing the needs of employee and also to accomplish the organizational goals. This research has significant contribution to the influencing factors that has impact on employee performance at hybrid workplace. Policymakers, researchers and academicians can make use of this study for further investigation.

The lockdown of the COVID-19 pandemic has forced employees to adopt working remotely across industries worldwide. The workplace is considered one of the significant components of Human Resource Management (HRM) policies and practices recognized in the literature (Schuler, 1992). The transformation of the workplace to have a combination of offsite and onsite work environments, termed a hybrid workplace, has gained importance in post-pandemic situations. The work location of office versus home is slowly fading its demarcation by bringing agility and digitalization for reshaping the work environment. The hybrid workplace may lead to work intensification of employees through increased organizational commitment and job satisfaction (Rofcanin & Anand, 2020). The major emphasis on the involvement of employees in the decision-making of work practices has gained a preference for flexible work arrangements (Sparrow et al., 1994). A flexible hybrid workplace must be implemented in the HRM rule book as a policy for everyone in the

organization (Donovan, 2019). Organizations are looking for successful implementation of hybrid workplaces with possible technological advancements incorporated during the lockdown period of the pandemic situation (Sampat et al., 2022). Employees' work ethics have been catechized by organizations in hybrid workplaces, which have the possible exposure to handle secondary jobs termed moonlighting. World Bank (2021) has argued that the COVID-19 pandemic created hard times for millions of people worldwide to meet their basic financial needs. The increased health and hygiene expenditures and the financial crisis forced people to consider moonlighting as the best option to manage family expenses. Moonlighting is legal in the United States and the United Kingdom with the permissible policy of an individual agreement with engaging companies. In India, full-time employees are not allowed to own businesses or work for competitors; however, some states have excused IT sector companies from the Factories Act, of 1948 (Chatterjee & Kanbur, 2015). Work engagement has been challenging in hybrid workplace management (Costin et al., 2023). Operations management is concerned about employee performance in a hybrid workplace due to factors such as moonlighting and work engagement (Dancaster, 2014). Organizations are transforming towards lean and agile methodologies for better workforce utilization (Rassameethes et al., 2021).

Flexibility in working hours is introduced to manage virtual meetings of employees worldwide with different time zones by PricewaterhouseCoopers (PwC). With certain restrictions, Swiggy's work policy permits employees to work for additional companies after regular business hours. About 300 workers at Wipro have lost their jobs because they moonlighted while working full-time. Moonlighting is preferred by 65% of employees, according to a recent Kotak Institutional Equities poll of 400 respondents in the IT and ITES category in India (Chatterjee & Kanbur, 2015). According to Deloitte's (2021) hybrid workplace survey, 79% of respondents choose to work remotely following the pandemic. In accordance with Ash et al. (2022) a global study revealed that 21% of workers who resigned from their positions cited the lack of a flexible work environment. A recent study of remote working and job stress of IT companies in the Hyderabad region recommended future research on the direness of workplace implementation with satellite offices and work time flexibility as the traditional workplace policy has a dearth of addressing internal and external factors of the work environment (Prasad et al., 2023). Successful implementation of a Hybrid workplace is considered the future working policy with a significant impact on organization culture and workplace governance (Himawan et al., 2022; Irawanto et al., 2021; Kossek & Lautsch, 2018; McPhail et al., 2023; Venumuddala & Kamath, 2022).

The literature research gap recommends studying the impact of influential factors on hybrid workplaces through the mediation effect and the significance of work ethics. This research paper is organized into four parts. The first part explains the introduction and research question, and the second covers the literature review and conceptual framework. The third part presents the research methodology, analysis, findings, and discussion. The fourth part describes implications, conclusions, limitations, and future recommendations.

Research Question: What are the influential mediating factors (i.e. work engagement, moonlighting, work-life balance, and employee satisfaction) impacting employee performance and work ethics in hybrid workplaces? Based on this research question, this study aims to analyze the mediating effect of Moonlighting, Work Engagement, Work-Life Balance, and Employee Satisfaction on Employee Performance with independent factors such as Hybrid Workplace and Work Ethics. This research focuses on Medium-sized IT product employees towards the understanding of the influence of a hybrid workplace. The results of this study explain the workplace transformation challenges to implement hybrid workplace policy for the sustainability of organizational goals and to enhance the relationship between employer and employee through better workplaces. The results demonstrate the significance of work engagement at hybrid workplaces and the influence of moonlighting on employee performance. The study also shows that the hybrid workplace has the potential to improve job satisfaction by minimizing the negative impact of work-life balance. This research recommends to consider a hybrid workplace as a future work policy with relevant key findings and considerations for future research.

2. Literature Review

The literature review has been conducted for the past two decades to understand the existing workplace models and the significant factors considered in the research (Table 1). The research has been conducted using various factors influencing workplace models, such as work ethics on employee satisfaction (Vitell & Davis, 1990; Koh & Boo, 2001; Vitell & Singhapakdi, 2008), work-life balance on employee satisfaction (Smith et al., 2011), flexible work schedule on work engagement, employee performance and work-life balance (Allen et al., 2013; Weideman & Hofmeyr, 2020; Yang et al., 2021). Ethical leadership and work engagement are investigated to understand job performance (Engelbrecht et al., 2017). A model was developed to study the impact of flexible work culture on employee engagement with mediating factors such as work-life balance (Weideman & Hofmeyr, 2020). The hurdles of implementing virtual work were investigated through national and socio-cultural dimensions (Himawan et al., 2022). Tunisian companies have introduced innovative work practices for managing the virtual work environment (Khanchel, 2022).

Table 1: Literature Study

Author	Theory	Independent	Dependent	Mediator	Findings
(Vitell & Davis, 1990)	Ethical optimism theory	Work ethics	Employee satisfaction	NA	Salary satisfaction is not influential to employee satisfaction through Work ethics.
(Koh & Boo, 2001)	Cognitive dissonance theory	Ethical climate	Job satisfaction	NA	Job satisfaction of an employee can be enhanced through better work ethics
(Casper & Harris, 2008)	Signalling theory	Flexible schedule	Organizational commitment	Organizational support	Flexible schedule is more beneficial for dependent care.
(Vitell & Singhapakdi, 2008)	Ethical optimism theory	Implicit and Explicit Ethics	Organizational commitment Job satisfaction Esprit de corps	NA	Explicit ethics through trainings and implicit ethics through leadership can improve job satisfaction and organization commitment
(Smith et al., 2011)	Maslow's hierarchy theory and Gender theory	Work life balance	Employee satisfaction	NA	Healthy work life balance enhances employee satisfaction and employee performance.
(Wang & Hsieh, 2012)	Psychological theory	Organizational ethical climate	Employee satisfaction	NA	Organizational ethical climate creates positive job attitude to employee through better individual ethical behaviour
(Allen et al., 2013)	Resource theory	Flexible work arrangement	Work life balance	NA	Flexible work timings are more beneficial compared to flexible workplace for better work life balance
(Boyd et al., 2016)	Conservation of resources and role theory	Second jobholder – family interference	Work life balance	Work family conflict	Emotionally exhausted due to less life satisfaction.
(Weideman & Hofmeyr, 2020)	Organisational support theory	Flexible work culture	Employee engagement	Work life conflict	Flexible workplace practices improve the employee engagement for increased productivity at work
(Yang et al., 2019)	Boundary theory	Workplace flexibility, organization support	Employee productivity	Work life balance, Employee satisfaction	Flexible workplace has positively influenced productivity due to better work life balance and satisfaction.
(Campo et al., 2021)	Social exchange theory	Telework	Employee performance	Work life balance	Work life balance has positive influence on employee performance with better employee satisfaction

The research has supported the hybrid workplace with certain positive aspects associated with the work environment. An employee's organizational commitment has improved due to flexibility at the workplace (Casper & Harris, 2008). Productive time could vary based on family responsibilities and can be managed effectively with flexible working timings (Casper & Harris, 2008). Employees are less concerned about salary and prefer job satisfaction through a better work culture (Vitell & Davis, 1990). Psychological well-being and Employee performance have been ameliorated through remote workplaces by yielding positive work-life balance and employee satisfaction (Reiffer et al., 2023). The work-life balance has shown a positive impact in the hybrid workplaces by USA employees (Yang et al., 2021). The study of employees from India, Germany and Sri Lanka preferred to implement a hybrid workplace for positive influence on work flexibility and work-life balance also managing travel time to the office (Sampat et al., 2022). The Serbian ICT sector has explored the possibility of managing workspaces on human capital due to hybrid workplace transformation (Milenko et al., 2021). Work systems should be upgraded for managing virtual and hybrid workplaces (Yadav et al., 2024). The training and development should bring new approaches such as Kirkpatrick and ADDIE (Analyse, Design, Develop, Implement, and Evaluate) models in the hybrid workplace (Suravi, 2024).

A hybrid workplace with flexible work location and timings has helped employees choose moonlighting (Asravor, 2021). An employee's secondary job is selected for financial reasons or their skills not being utilized entirely in the primary job (Inness et al., 2005). The pandemic situation has reduced the income of workers drastically as per a study conducted in Vietnam (Do & Pham, 2023). The employee's trustworthiness at work is reduced due to multiple job holdings and a full-time job (Caza et al., 2018). Employee performance has been negatively influenced by virtual work culture due to virtual work engagement (Prodanova & Kocarev, 2021). A few researchers describe that flexibility in the workplace can benefit employees towards better engagement at work (Peetz & Allan, 2005; McDonald et al., 2007). Work-life balance and work engagement are bidirectional and influence employee satisfaction positively toward better employee performance at work (Chadee et al., 2021; Wood et al., 2020). The digitalization of the workplace due to the pandemic situation has implications for work engagement and work-life balance (Briken et al., 2017). The mutual benefit between employees and employers in a hybrid workplace has been debated from Australia's industrial perspective (Williamson & Pearce, 2022). Employees are looking forward to organizational change in the workplace due to the petrified situation of a pandemic. The literature review explains that the various significant factors influencing hybrid and remote workplaces are considered in existing workplace models. However, there is a limited study to consider all the significant influential factors for investigation and the analysis of the mediation effect with a focus on the implementation of the hybrid workplace which has become the new way of working in post-pandemic situations.

2.1. Conceptual Framework

The conceptual framework for all the identified constructs has been derived based on the literature study with relevant theories. The workplace and its significance to organizations are studied with the identification of various factors in the literature review. The derivation of key constructs of this research with the definition has been explained in Table 2.

Table 2: Constructs - Definition

Construct	Definition	Citation
Hybrid Workplace (HW)	A Workplace that provides autonomy and flexibility to choose work time and work location	(Sampat et al., 2022)
Work Ethics (WET)	A multi-dimensional attitude applicable to all related work values	(Miller et al., 2002)
Moonlighting (ML)	A Protean and boundaryless career with two or more jobs along with regular full-time job at the same time.	(Briscoe et al., 2006)
Work Engagement (WE)	A positive satisfied state of mind through physical, cognitive and emotional engagement towards work	(Houle et al., 2022)
Work-Life Balance (WLB)	A balance between work and life through the allocation of time, energy and commitment towards work and non-work related activities	(Greenhaus et al., 2003)
Employee Satisfaction (ES)	An emotional state of an employee with pleasant and beneficial feeling due to work experience	(Irawanto et al., 2021)
Employee Performance (EP)	The behaviour of employee to accomplish organization's goals	(Talukder et al., 2018)

The proposed conceptual framework (Figure 1) has to be studied from the derived alternate hypotheses for understanding the significance mediation effect on a hybrid workplace. During the process of social relationships, employees need to endure the changes happening to the workplace environment (Leana & Barry, 2000). A key prototype to evaluate workplace relations is social exchange theory (SET). The purpose of SET is that employees tend to express based on the reward received in the past and through recurrence (Homans, 1958). The relationship at work is based on ethical behavior through which better engagement of employees is reciprocated. SET has been used and recommended to study the employee perspective at the workplace (Nishanthi & Kailasapathy, 2018). The impact of work-life balance as a mediating factor on employee performance in a virtual workplace is studied using social exchange theory (Campo et al., 2021). The conceptual framework has been proposed by applying the concepts of Social Exchange Theory (SET) based on Organizational citizenship behavior (OCB) that explains the contribution of an employee towards the organization by adhering to workplace regulations (Podsakoff et al., 2000) and the expectations between employer and employees at the workplace by utilizing the concept of psychological employment contract (Zhao et al., 2007).

H_{a1} : Moonlighting has a mediation effect between Employee Satisfaction and Hybrid Workplace.

H_{a2} : Moonlighting has a mediation effect between Employee Satisfaction and Work Ethics.

H_{a3} : Work Engagement has a mediation effect between Employee Satisfaction and Hybrid Workplace.

H_{a4} : Work Engagement has a mediation effect between Employee Satisfaction and Work Ethics.

H_{a5} : Work-Life Balance has a mediation effect between Employee Satisfaction and Hybrid Workplace.

H_{a6} : Work-life balance has a mediation effect between Employee Satisfaction and Work Ethics.

H_{a7} : Moonlighting and Employee Satisfaction have a mediation effect between Employee Performance and Hybrid Workplace.

H_{a8} : Moonlighting and Employee Satisfaction have a mediation effect between Work Ethics and Employee Performance

H_{a9} : Work Engagement and Employee Satisfaction have a mediation effect between Hybrid Workplace and Employee Performance

H_{a10} : Work Engagement and Employee Satisfaction have a mediation effect between Work Ethics and Employee Performance

H_{a11} : Work-Life Balance and Employee Satisfaction Have mediation effect between Hybrid Workplace and Employee Performance

H_{a12} : Work-Life balance and Employee Satisfaction have a mediation effect between Work Ethics and Employee Performance

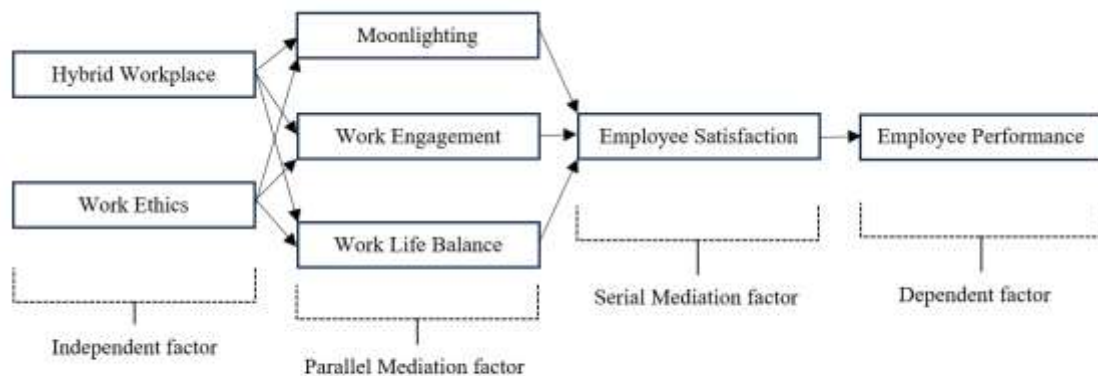


Figure 1: Conceptual Framework

3. Materials and Methods

This research involves quantitative analysis of longitudinal data using a questionnaire developed through expert opinion. The collected data is analyzed using statistical tools SPSS (Statistical Package for the Social Sciences), AMOS (Analysis of Moment Structures) with Bootstrapping technique, and STATA for analysis of time series data using fixed and random effects for investigation of time variance in responses from the same participants. The Figure 1 depicts the research methodological framework of this study adopted from the existing literature (Avarucci and Velasco, 2009; Nakamura and Nakamura, 1981; Vukovic and Catenuto, 2023).

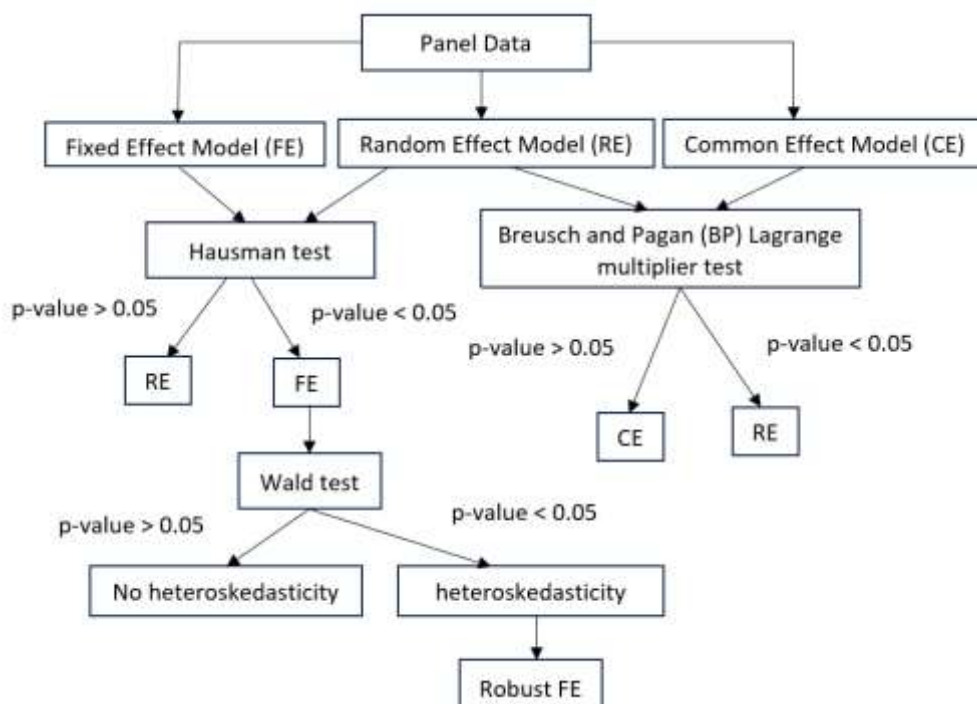


Figure 1: Methodological Framework – Panel Data

All the responses are validated using statistical methods for internal consistency and validity tests. This research has chosen the scope of participants as the medium IT software product companies of South India. For this study, participants were chosen from medium-sized IT product companies with between 50 and 250 employees (Harney et al., 2022). Participants who were actively involved in their organizations' transformation of the hybrid workplace were selected in order to reinforce and facilitate the responses.

Sample Size Calculation (Schmidt et al., 2018):

$$\text{Sample Size} = \frac{(z - \text{score})^2 * \text{Stddev} * (1 - \text{Stddev})}{(\text{Confidence Interval})^2}$$

Stddev – Standard Deviation

The values of z-score as 1.96, Stddev as 0.5 and Confidence Interval as 0.95 are considered to calculate the sample size for this study (Muthén & Muthén, 2002).

$$\text{Sample Size} = \frac{(1.96)^2 * 0.5 * (1 - 0.5)}{(0.95)^2}$$

Identified factors are studied using the developed scale items from the literature review through modification using expert opinion. Through a diverse set of participants with backgrounds in academia, human resource management, and entrepreneurship, expert advice has been sought. The Hybrid Workplace (HW) features a six-item designed scale that has been implemented (Karasek, 1979). Work Ethics (WET) is measured using a ten-item scale that was borrowed from (Sharma & Rai, 2015). For Moonlighting (ML), a twelve-item scale has been used from (Asravor, 2021). For Work Engagement (WE), a developed scale consisting of nine items has been implemented (Houle et al., 2022). A developed scale of seven items for Work-Life Balance (WLB) has been adopted (Taşdelen-Karçay & Bakalı, 2017). A five-item scale for Employee Satisfaction (ES) has been adopted from (Brayfield & Rothe, 1951). A ten-item scale for Employee Performance (EP) has been adopted from the literature (Williams & Anderson, 1991; Lynch et al., 1999). A total count of fifty-nine items for all the seven factors has been used to develop a survey questionnaire along with demographic details such as gender, experience level, and position in the organization using a five-point Likert scale.

There are approximately 15 lakhs of employees working in about 55,534 IT medium sized product based companies in South India. The questionnaire has been sent to the email ids of employees, WhatsApp, and LinkedIn. There has been a constant follow up to complete the survey within 3 weeks of time. The number of successful complete responses are 668 after removing the incomplete responses with missing values. The responses from this study have included demographic variables of gender, region, experience level, and designation with a focus on three major cities (Bangalore, Chennai, and Hyderabad) in South India. Participants varied in gender, with 34% being female and 66% being male when the responses were collected. Participants' levels of job experience were 37% (less than one year), 28% (between one year and five years), and 35% (more than five years), in that order. The responses were from Management, full-time Executive and Human Resource professionals (Figure 2).

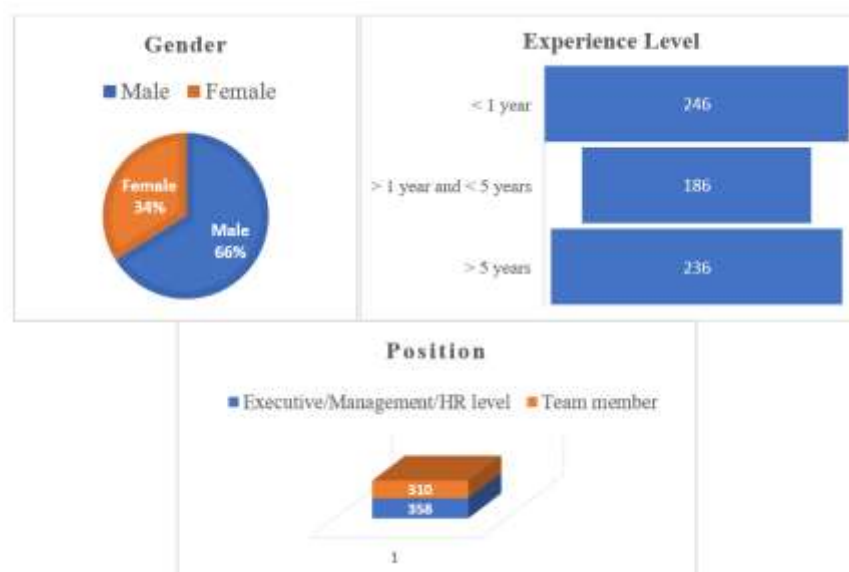


Figure 2: Demographic Information

The demographic information has chosen an almost equal proportion of team members and management level for the data collection. The majority of the respondents have a total work experience of not more than five years. The study has analyzed the validation of data using Reliability, Normality, Principal component analysis, and

Common method bias using the Harman single factor test, followed by mediation analysis using the bootstrapping technique. The effect of lag variables in time series data is investigated using dynamic structural equation modelling with fixed and random effects. This research has studied the partial least square regression model to examine the significance of all constructs in a hybrid workplace. Hausman test has been conducted to evaluate the significance of the period on the hybrid workplace model and its influential factors.

Normality tests have been conducted using Kolmogorov-Smirnov (K-S) and Shapiro-Wilk (S-W) tests. The values of constructs are not more than 1 and the significance value is less than 0.05 implying that data is not normally distributed (Table 3). The Cronbach's alpha value of 0.958 signifies the data reliability.

Table 3: Normality Results

Construct	Kolmogorov-Smirnov ^a		Shapiro-Wilk	
	D-Statistic	Sig.	W-Statistic	Sig.
HW	0.120	0.000	0.950	0.000
WET	0.166	0.000	0.837	0.000
ML	0.162	0.000	0.902	0.000
WE	0.186	0.000	0.875	0.000
WLB	0.173	0.000	0.914	0.000
ES	0.138	0.000	0.954	0.000
EP	0.204	0.000	0.874	0.000

a – Lilliefors Significance Correction, Sig. – Significance (p-value < 0.05)

Multicollinearity of constructs is tested and the results are investigated for the validation of constructs. Table 4 shows the Regression Coefficients of all predictors with dependent facets. The confidence interval of 95% explains the B values of all factors lie between lower and upper bound values. The variance Inflation Factor (VIF) of each construct is not more than the value of 3 with a mean value of 1.86. A VIF value of 1 implies there is no correlation among the elements, and the value of more than 4 needs investigation. In contrast, a value of 10 or more has significant multicollinearity which requires changes to the developed factors (Winterton, 2008).

Table 4: Variance Inflation Factor

Variables	VIF	1/VIF
WET	1.664	0.601
ML	1.106	0.904
WE	2.525	0.396
WLB	1.994	0.501
ES	1.846	0.542
EP	2.019	0.495

Factors are validated using Principal Component Analysis (PCA) with a Kaiser-Meyer-Olkin (KMO) value of 0.939 which is between the accepted values of 0.8 – 1.0 (Byrne, 2016; Chowdhury, 2018). Data has been tested for common method bias using the Harman Single Factor test to investigate the bias in the responses (Figure 3). There is no existence of goodness fit with values of RMR – 0.123, GFI – 0.611, CFI – 0.659, and RMSEA – 0.137.

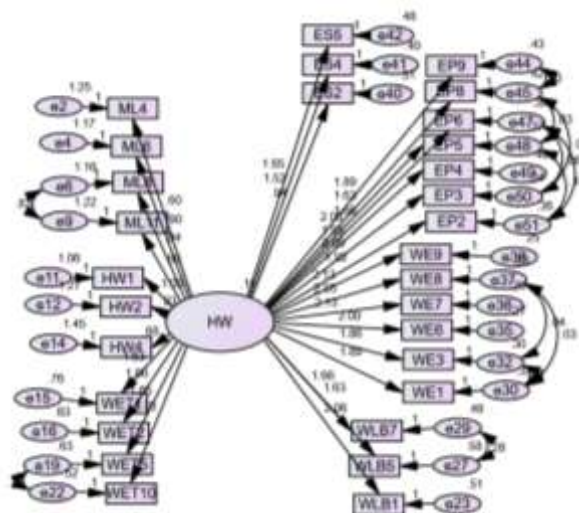


Figure 3: Harman Single Factor Test

The common method bias test explains the responses are not biased the variables are related to the respective constructs based on the data collection.

The correlation between the constructs (Table 5) shows the correlation of hybrid workplace in the order of highest to lowest with work ethics (0.411), work-life balance (0.394), work engagement (0.259), employee satisfaction (0.253), employee satisfaction (0.162), and moonlighting (0.111). The correlation between work engagement and work-life balance is the highest at 0.646. Work-life balance has a significant positive correlation of 0.618 with employee performance. Employee satisfaction has a significant positive correlation of 0.612 with employee performance.

Table 5: Correlation Matrix

Variables	(1)	(2)	(3)	(4)	(5)	(6)
HW (1)						
WET (2)	0.411					
ML (3)	0.111	0.112				
WE (4)	0.259	0.598	0.267			
WLB (5)	0.394	0.524	0.223	0.646		
ES (6)	0.253	0.406	0.161	0.570	0.542	
EP (7)	0.162	0.460	0.085	0.618	0.543	0.612

4. Results and Discussions

The study has developed and tested a framework for ethical hybrid workplace with significant influential components using the Social exchange theory (SET), organizational citizenship behaviour and psychological employment contract. The results and findings do support eleven out of the twelve hypothesized parallel and serial mediation relationships in this study. The Pooled ordinary least squares (OLS) regression of the hybrid workplace on all other constructs is mentioned in Table 6.

Table 6: Common Effect Model

HW	Coef.	St.Err.	t-value	p-value	[95% Conf	Interval]	Sig
WET	.416	.037	11.25	0	.344	.489	***
ML	.029	.023	1.24	.215	-.017	.075	
WE	-.148	.047	-3.16	.002	-.24	-.056	***
WLB	.356	.038	9.27	0	.281	.432	***
ES	.166	.052	3.20	.001	.064	.267	***
EP	-.204	.043	-4.70	0	-.289	-.119	***
Constant	1.24	.174	7.12	0	.898	1.581	***
Mean dependent var	3.615		SD dependent var	0.890			
R-squared	0.239		Number of obs	1336			
F-test	69.537		Prob > F	0.000			
Akaike crit. (AIC)	3128.759		Bayesian crit. (BIC)	3165.141			
*** $p < .01$, ** $p < .05$, * $p < .1$							
Prob < 0.05 – relationship is significant between predictor and response variables (Bell et al., 2019)							

Moonlighting does not have a significant impact on hybrid workplace. Employee performance and work engagement have a negative impact at hybrid workplace. Work-life balance and work ethics have significant and positive impact with hybrid workplace. The results do reject the null hypothesis by accepting all constructs are having the same characteristics with significant influence to hybrid workplace. The convergent validity testing (Table 7) is accepted for all constructs with significant Average variance extracted (AVE) and Composite reliability (CR) with values more than 0.5 and 0.7 respectively (Hair, 2006).

Table 7: Convergent Validity Testing

Factor	AVE	CR	Inter-correlation of the Latent variables						
			Hybrid Workplace	Work Ethics	Moonlighting	Work Engagement	Work Life Balance	Employee Satisfaction	Employee Performance
Hybrid Workplace	0.500	0.749	0.707	0.440	0.089	0.277	0.480	0.327	0.175
Work Ethics	0.636	0.875		0.798	0.136	0.664	0.617	0.479	0.499
Moonlighting	0.738	0.918			0.859	0.300	0.291	0.160	0.123
Work Engagement	0.704	0.934				0.839	0.727	0.650	0.673
Work Life Balance	0.599	0.817					0.774	0.657	0.637
Employee Satisfaction	0.548	0.781						0.740	0.710
Employee Performance	0.699	0.942							0.836

This section covers the mediating effect of Moonlighting (ML), Work Engagement (WE), Work-Life Balance (WLB) and Employee Satisfaction (ES) as per the hypothesis development for t and t+1 time intervals. The mediation effect is studied using bootstrapping technique of 2000 samples with direct and indirect effects. The data for the time interval (t) explains the following mediation analysis (Figure 4). The indirect effect of Moonlighting between Hybrid Workplace and Employee Satisfaction is not significant. Hence there is partial mediation effect of Moonlighting between Hybrid Workplace and Employee Satisfaction. The mediation effect of Moonlighting between Work Ethics and Employee Satisfaction is not significant.

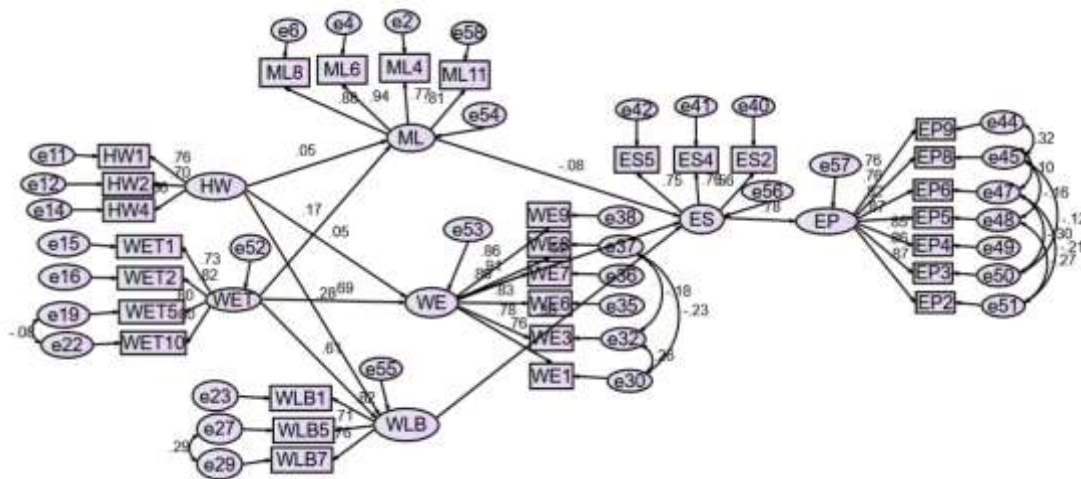


Figure 4: Mediation Model (t)

The mediating effect of Work Engagement between Hybrid Workplace and Employee Satisfaction is 0.208 that is higher than the direct effect of value 0.000. Hence there is partial mediation effect of Work Engagement between Hybrid Workplace and Employee Satisfaction. The mediating effect of Work Engagement between Work Ethics and Employee Satisfaction is highly significant. Hence there is full mediation effect of Work Engagement between Work Ethics and Employee Satisfaction. The mediating effect of Work-Life Balance between Hybrid Workplace and Employee Satisfaction is having a full mediation effect. There exists a full mediating effect of Work-Life Balance between Work Ethics and Employee Satisfaction.

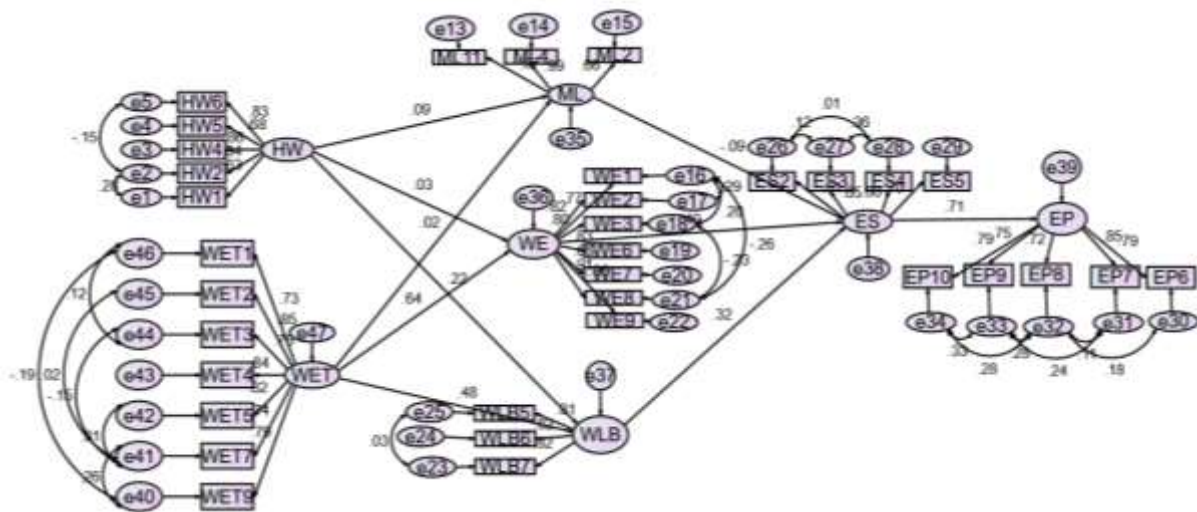


Figure 5: Mediation Model (t + 1)

The t+1 time interval data has shown moderately similar results for the hypotheses testing (Figure 5). Work engagement and work-life balance have significant parallel with employee satisfaction as serial mediation influencing full mediation with hybrid workplace. Moonlighting has partial mediation effect between hybrid workplace and employee performance. The time series data with a one year interval of 2023 and 2024 from the same respondents has shown differences in the hypotheses results for the mediation effect. The analysis of time series data using fixed (Table 8) and random effects (Table 9) shows that the work engagement and work life balance are time variant with hybrid workplace. Work ethics and employee satisfaction have significant influence on hybrid workplace which is not time variant with fixed effect.

Table 8: Fixed Effect Model

HW	Coef.	St.Err.	t-value	p-value	[95% Conf Interval]	Sig
WET	-.244	.046	-5.30	0	-.334	***
ML	-.036	.047	-0.77	.442	-.127	
ES	.121	.046	2.65	.008	.031	***
EP	-.006	.028	-0.22	.826	-.06	
Constant	4.247	.328	12.93	0	3.602	***
Mean dependent var	3.615		SD dependent var	0.890		
R-squared	0.058		Number of obs	1336		
F-test	10.172		Prob > F	0.000		
Akaike crit. (AIC)	-2153.405		Bayesian crit. (BIC)	-2127.418		
*** $p < .01$, ** $p < .05$, * $p < .1$						
Prob < 0.05 – relationship is significant between predictor and response variables (Bell et al., 2019)						

Based on the time series data with individual as group effect, work life balance and employee satisfaction are significant positive impact on hybrid workplace with random effect. Moonlighting, work ethics, work engagement and employee performance are not significant with hybrid workplace at individual level through different intervals.

Table 9: Random Effect Model

HW	Coef.	St.Err.	t-value	p-value	[95% Conf Interval]	Sig
WET	.041	.036	1.16	.246	-.029	
ML	.007	.028	0.25	.803	-.047	
WE	-.046	.061	-0.75	.452	-.165	
WLB	.406	.053	7.62	0	.301	***
ES	.149	.04	3.71	0	.07	***
EP	-.022	.026	-0.85	.398	-.073	
Constant	1.512	.215	7.02	0	1.09	***
Mean dependent var	3.615		SD dependent var	0.890		
Overall r-squared	0.173		Number of obs	1336		
Chi-square	143.639		Prob > Chi-square	0.000		
R-squared within	0.004		R-squared between	0.176		
*** $p < .01$, ** $p < .05$, * $p < .1$						
Prob < 0.05 – relationship is significant between predictor and response variables (Bell et al., 2019)						

The data for t and t+1 intervals from the same participants shows differences on work engagement and work life balance. The random effect on time series data rejects the moonlighting at hybrid workplace. It also highlights that the work engagement and employee performance are not significantly influential factors at hybrid workplace.

Table 10: Test Results – Selection of Model

Test	Chi-square	Significance	Appropriate Model
Hausman	128.193	0.00	Fixed Effect Model
Breusch and Pagan Lagrange multiplier	596.19	0.00	Random Effect Model
Wald	5.235	0.00	Robust Fixed Effect Model

These tests (Table 10) conclude to select Fixed Effect (FE) Model with robust method for heteroskedasticity. Random Effect (RE) Model is preferred over Common Effect (CE) Model. The results explain the significance of time variant constructs and investigation of hypotheses for the time periods of (t) and (t+1). The dynamic structural equation modelling (DSEM) explains the Fixed Effect (FE) Model with robust method as the best suitable model as per the results of Hausman and Wald tests with the omission of Work Engagement and Work-Life Balance. Random Effect (RE) Model has the significance over Common Effect (CE) Model from the Breusch and Pagan Lagrange Multiplier test. Hence, it would be appropriate to choose the combination of Fixed Effect (FE) Model and Random Effect (RE) Model for the investigation of the identified constructs.

Table 11: Hypotheses Results - Comparison

Hypotheses	Relationship	Mediation Result (t)	Mediation Result (t+1)
H_{a1}	Moonlighting has mediation effect between Employee Satisfaction and Hybrid Workplace	Partial Mediation	Partial Mediation

H_{a2}	Moonlighting has mediation effect between Employee Satisfaction and Work Ethics	Partial Mediation	Partial Mediation
H_{a3}	Work Engagement has mediation effect between Employee Satisfaction and Hybrid Workplace	Full Mediation	Full Mediation
H_{a4}	Work Engagement has mediation effect between Employee Satisfaction and Work Ethics	Full Mediation	Full Mediation
H_{a5}	Work-Life Balance has mediation effect between Employee Satisfaction and Hybrid Workplace	Full Mediation	Full Mediation
H_{a6}	Work-Life Balance has mediation effect between Employee Satisfaction and Work Ethics	Full Mediation	Partial Mediation
H_{a7}	Moonlighting and Employee Satisfaction have mediation effect between Hybrid Workplace and Employee Performance	Full Mediation	Full Mediation
H_{a8}	Moonlighting and Employee Satisfaction have mediation effect between Work Ethics and Employee Performance	Partial Mediation	Partial Mediation
H_{a9}	Work Engagement and Employee Satisfaction have mediation effect between Hybrid Workplace and Employee Performance	Full Mediation	Full Mediation
H_{a10}	Work Engagement and Employee Satisfaction have mediation effect between Work Ethics and Employee Performance	Partial Mediation	Partial Mediation
H_{a11}	Work-Life Balance and Employee Satisfaction have mediation effect between Hybrid Workplace and Employee Performance	Full Mediation	Full Mediation
H_{a12}	Work-Life Balance and Employee Satisfaction have mediation effect between Work Ethics and Employee Performance	Partial Mediation	Partial Mediation

Hypotheses results are summarized and explained in Table 11. Work Engagement has significant positive mediating impact with highest coefficient of 0.49 between Employee Satisfaction and Work Ethics. Work-Life Balance has the next highest priority of positive mediating impact with the coefficient of 0.47 between Employee Satisfaction and Work Ethics. There is positive mediating effect of Work Engagement with coefficient value of 0.21 between Hybrid Workplace and Employee Satisfaction. Work-Life balance has positive coefficient value of 0.33 with significant medication effect between Hybrid Workplace and Employee Satisfaction. The serial mediation effect of Employee Satisfaction is significantly highest for Work Engagement with coefficient value of 0.38, next one being the Work-Life Balance with coefficient value of 0.35 between Work Ethics and Employee Performance. The coefficient values of 0.25 with Work-Life Balance and 0.16 with Work Engagement respectively for the serial mediation effect of Employee Satisfaction between Hybrid Workplace and Employee Performance. The mediation impact of moonlighting is significantly low with coefficient values of 0.01 and 0.02 respectively for Hybrid Workplace and Work Ethics on Employee Satisfaction. Employee Satisfaction is significantly related with Employee Performance with path coefficient of 0.78. Work Engagement and Work Ethics are having the highest positive relationship with path coefficient of 0.70. The full mediation effect of Work Engagement, Work-Life Balance and Employee Satisfaction on Hybrid Workplace and Work Ethics explains the significant impact to workplace transformation. Moonlighting and Employee Satisfaction have partial mediation effect on Work Ethics that proposes further investigation for the identification of influential factors.

The positive mediation effect of Work Engagement between Employee Satisfaction and Hybrid Workplace is aligned with the empirical study conducted through psychometric theory in the literature (Mehta, 2021). Employee performance has improved with better employee satisfaction and work-life balance at hybrid workplace which is supported by the study conducted during the pandemic (Yang et al., 2021). Employee Satisfaction has positive influence on Employee Performance with mediating factor as Work-Life Balance at Hybrid Workplace which has been underpinned by the existing study on remote workplaces (Irawanto et al., 2021). The mediation effect of Employee Satisfaction is positive between Work Ethics and Employee Performance which has been proved in the past from the existing literature (Gheitani et al., 2019; Koh & Boo, 2001; Wang & Hsieh, 2012). The outcome of negative influence on Employee Satisfaction due to Moonlighting has been supported by the (Boyd et al., 2016) literature. Work Engagement has positively mediated between Employee Performance and Hybrid Workplace that has been supported by the respondents of employees working in Nigerian universities from the literature (Naqshbandi et al., 2023; Santosa et al., 2023).

5. Conclusion

This novel study explains the key problem of organizations to define a hybrid workplace for medium IT product companies with a better workplace environment. The selection of constructs from the literature review led to the development of a conceptual model. Data collection is then tested using statistical analysis, and the results are explained in detail before discussion. The pandemic situation has exploited the importance of a Hybrid Workplace towards better Employee Performance. The proposed model has introduced Moonlighting, Work Engagement, Work-Life Balance, and Employee Satisfaction as mediating factors having a significant impact on Employee Performance. The results of this study through time series analysis explain the significance of investigating work engagement, work-life balance, and employee satisfaction on employee performance at a hybrid workplace. This research contributes to Social Exchange Theory (SET) with recommendations on how to manage organization commitment and leader-member exchange due to identified factors related to hybrid workplaces. Organizations have to involve employee engagement programs and career growth for employees to manage the mediating impact of Moonlighting and Work Engagement. The hybrid workplace has to be proposed as part of post-pandemic workplaces, where an individual can choose the workplace to be onsite or to perform their tasks from their locations or home. The employer has to plan for meetings at fixed times for all employees as a mandate for virtual or in-person participation. Most of the companies have started to implement agile frameworks to improve the employee engagement. Workplace strategy must be apposite for the hybrid workplace that needs to be aligned with organizational policy to bring legalization at work. Organizations should create a work environment as a cooperative system between employer and employee for a better workplace. A hybrid Workplace of working onsite or offsite with flexible working hours can be instrumental for both employees and companies. Ethical Hybrid Workplace has gained more attention as a future workplace with obligation, hard work, sincerity, integrity, and importance to a professional career. Organizations are striving towards the transformation of the workplace with the possibility of bringing work flexibility to increase employee satisfaction and performance. This study has a significant contribution towards the key influential factors of the hybrid workplace which could bring changes to the organizational behaviour for sustainability of resource management and corporate governance. The work environment has to be maintained and managed to have a similar setup as that of an office while working remotely. Though a hybrid workplace has its importance due to better employee performance and work-life balance, it must be investigated further to understand the influence on organizational culture. This study has paved the way for future research to understand the challenges faced by organizations for the implementation of the ethical hybrid workplace which can provide the flexibility and autonomy for an efficient work environment. A hybrid workplace is a stupendous perspective to usher employee performance for the development of flexible HR practices.

This study has limited the scope to IT medium-sized product companies of South India. It is a quantitative study with cross-sectional data which might change the responses for longitudinal and qualitative studies. A Hybrid Workplace is not possible to implement in other than IT companies such as the manufacturing sector involving physical presence of employees being physically present at the office to accomplish the work. Future research can focus on moderation effect of the studied factors along with the additional factors for bringing improvements at hybrid workplace.

6. Managerial Implications

This study contributes to the literature by adding the identified constructs to the Social Exchange Theory (SET) related to work environment. There is an existence of relationship at workplace which can be related to individual and organization. It is the process of socialization at work relationships for successful job performance with satisfaction. Employees are highly influential to show positive effect on engagement at workplace. Workplace conditions are directly related to exchange intensity and employees' characteristics are directly related interaction quality at work environment. There is a bi-directional relationship between workplace conditions and employees' characteristics. The future workplace has added new variables to Social Exchange Theory (SET) such as reduced direct interactions, restricted work relationships, reduced supervision at work engagement to leader-member exchange (Chernyak-Hai & Rabenu, 2018). The workplace has gained its significance with social exchange theory due the pandemic situation has created the remote and flexible workplace. This has forced the organizations to look for employer and employee engagement with trust, organizational support and commitment.

SET has been used in many research to indicate variables such as trust, perceived organizational support, organizational commitment and leader-member exchange which are key to employee performance and work engagement (Colquitt et al., 2013). The SET variables and their influential attributes need to be adjusted based on the future workplace that is being transformed into a hybrid work environment. The proposed hybrid workplace model brings new variables to the SET variables by inclusion of significant attributes contributing to work policy. Leader-member exchange (LMX) is one of the key variables of SET which defines the relationship between leader and group members. Work engagement, work ethics and work-life balance are having positive influence with LMX (Bauer & Green, 1996). The identified factors are added to SET as new

variables based on the OCB theory and psychological employment contract. The following diagram (Figure 8) explains the existing SET variables along with new variables being added for new era of workplace conditions.

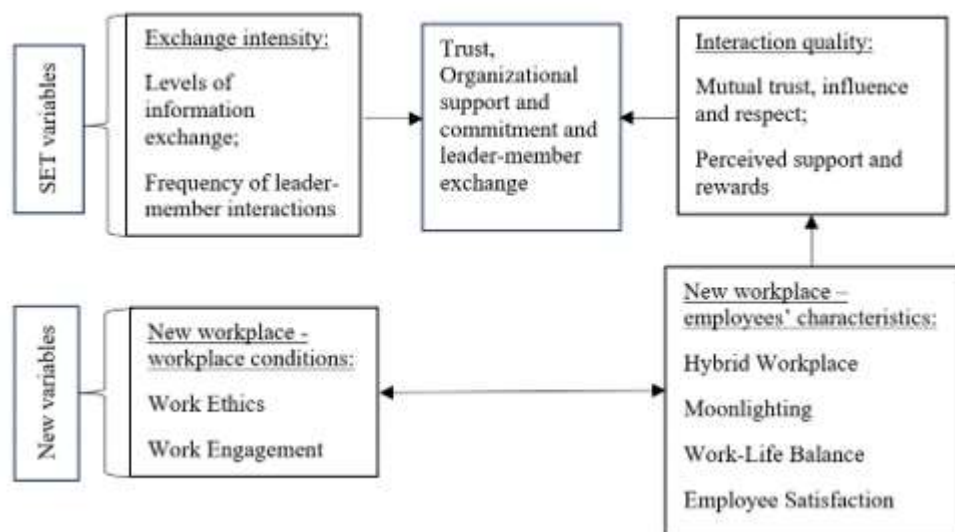


Figure 6: Proposed Social Exchange Theory for Hybrid Workplace

To summarize, the social exchange theory considers the following propositions:

1. New workplace and its workplace conditions include Work Ethics and Work Engagement towards work affect the exchange intensity at workplace with influencing variables include levels of information exchange, frequency of leader-member interactions.
2. Employees' characteristics at new workplace include Hybrid Workplace, Moonlighting, Work-Life Balance, Employee Satisfaction and Employee Performance at work influence the interaction quality of leader-member exchange that include mutual trust and organizational support.
3. Workplace conditions and employees' characteristics at new workplace are interrelated. The new workplace can affect the employees' characteristics and performance. Conversely, the transformation of Employees' expectations and characteristics expects key changes to workplace.

This section discusses on the implications of mediation model on hybrid workplace and how these issues could be addressed while considering the future of the workplace. Organizations have faced the situation of remote working during pandemic situation which has driven as an experience for the implementation of hybrid workplace. Employee has the flexibility and autonomy of work schedule to manage family and work conflicts effectively. The result of this research suggests that hybrid workplace has the most importance to autonomy of work time, able to manage personal needs and flexible work time. The commitment of employee towards organizational goals has shown greater focus and involvement at hybrid workplace. The results from participants do show that there is a positive response for the implementation of hybrid workplace which is aligned with global study as per literature. Employee is able to show excitement, effort and focus at work that is being validated by previous studies.

There are certain unfavourable conditions for the implementation of hybrid workplace. Employee is willing to improve career with additional job security through social life and utilize skills to enhance their resume through moonlighting, which has a significant influence on Work Ethics and Employee Satisfaction. Autonomy and flexibility at the workplace can have a negative impact on Work Engagement. Work Engagement and Employee Satisfaction have significant partial mediating effects on Employee Performance in the Hybrid Workplace, which needs further investigation. Organizations have to set a defined career path with regular discussions on improving and utilizing employee skills. It is very challenging to bring all employees to discuss simultaneously due to the flexibility of work timings. The feedback collected from expert opinion highlights that the hybrid workplace offers more flexibility than that of a full-time office, it also provides the best way to manage personal and professional life. Experts have opined that employee performance is the key to meeting organizational goals with moonlighting challenges and the pandemic situation has created a big revolution in the workplace by demanding the hybrid workplace as the future way of working policy.

Work engagement has to be regularly monitored based on the employee needs and employer benefits in a hybrid workplace. Work-life balance has a significant impact on work engagement which has a positive impact on employee performance. Moonlighting varies with period which could influence other factors such as labour market, mindfulness, emotional intelligence, job disengagement, and organizational support. The mediating effect of work engagement and work-life balance does have a significant impact on employee performance. Employee performance has a relative impact at the hybrid workplace which has to be investigated through internal surveys at regular intervals by organizations.

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