EXTENT OF CHALLENGES FACED AND COPING STRATEGIES ADOPTED BY THE INFORMATION TECHNOLOGY SECTOR EMPLOYEES WORKING IN HYBRID WORK MODE OF DELHI-NCR

APRIL 2023   **PRIYANKA NIGAM**

EXTENT OF CHALLENGES FACED AND COPING STRATEGIES ADOPTED BY THE INFORMATION TECHNOLOGY SECTOR EMPLOYEES WORKING IN HYBRID WORK MODE OF DELHI-NCR

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By

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Estd. 1949

FACULTY OF FAMILY AND COMMUNITY SCIENCES
THE MAHARAJA SAYAJIRAO UNIVERSITY OF BARODA

Ethical Compliance Certificate 2022-2023

This is to certify that **Ms. Priyanka Nigam's** study titled, **Extent of challenges faced and Coping Strategies adopted by the Information Technology sector employees working in Hybrid work mode of Delhi-NCR** has been approved by the Institutional Ethics Committee for Human Research (IECHR), Faculty of Family and Community Science, The Maharaja Sayajirao University of Baroda. The study has been allotted the ethical approval number **IECHR/FCSc/M.Sc./2022/06.**

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VADODARA

CERTIFICATE

This is to certify that the thesis entitled **"EXTENT OF CHALLENGES FACED AND COPING STRATEGIES ADOPTED BY THE INFORMATION TECHNOLOGY SECTOR EMPLOYEES WORKING IN HYBRID WORK MODE OF DELHI NCR"** submitted for partial fulfilment of the requirement for the Degree of Masters in the Faculty of Family and Community Sciences (Family and Community Resource Management) to The Maharaja Sayajirao University of Baroda, carried out by Ms.Priyanka Nigam, is her original bonafide work.

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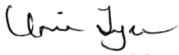
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CHAPTER – I
INTRODUCTION

The Information Technology sector of India has become one of the fastest growing sectors in the world, benefiting from the Indian economy's globalization. This sector has a wise influence on increasing the productivity of every other part of the country, and it also has immense potential to improve efficiency growth and economic development. Modernization has resulted in many new job connections, workplace insecurity, uncertainty about future work practices, and quick skill depreciation, all of which are sources of stress for the Information Technology sector and employees are concerned about their ability to provide services at a premium and efficient manner. The employees of the Information Technology sector are likely to experience various challenges due to consistent work-related mental activity (Padma et al., 2015).

Companies in the Information Technology sector create software, hardware, or semiconductor equipment, as well as provide internet or related services. As businesses, governments, academic institutions, and private organizations are becoming more dependent on Information Technology Sector functions, this sector is vital to the nation's security, economy, and public health and safety. Although information technology infrastructure is naturally resilient, its interdependent and interconnected structure presents both challenges and opportunities for coordinating the public and private sectors. According to Pradère and Taylor,(2021) employees expect their companies to be more caring and their workplace to offer a new regenerative experience as they transition from work from home to a post-pandemic future, In an ever-changing world, offering health and wellness services has become essential for keeping a workforce performing at its peak. These offers must be endorsed and developed by a desire for long-term employee satisfaction. They must be incorporated into a company's management and culture, and employees at all levels must participate.

1.1 COVID – 19 and Information Technology Sector

On March 11, 2020, the World Health Organization (WHO) declared the COVID-19 (SARS-CoV-2) outbreak a pandemic, affecting nearly every country on the earth (World Health Organization, 2020). The COVID-19 Pandemic caused the government to take significant measures to prevent the virus's spread. These measures included restricting big gatherings and implementing work from home (De Vos, 2020).

The pandemic popularised work from home and millions of individuals around the globe are working from home in a variety of industries. Technology sectors are bringing these concepts to life by allowing people to work from their homes. COVID-19 has a massive effect on the technology sector, and maintaining day-to-day communication is necessary for the company's operation. People around the globe are combining work from home with work from office due to the pandemic (Lenka, 2021).

The COVID-19 crisis has caused a significant shift in how people interact and economies to continue function. Technology has enabled people to keep a bit of a normal lifestyle in the new environment by allowing them to conduct many regular activities digitally, such as working, learning, shopping, and receiving medical services. In this perspective, the Information Technology sector has provided the tools and resources needed to support these remote activities and confront the pandemic more wisely (Evans, 2020).

1.2 Hybrid Work Mode

The term "Hybrid" generally occurs when there is a blend or mix of two different kinds. The hybrid work mode is the combination of both work from home and work from office modes, it balances both models to avoid any conflict. It can also involve the same employees showing up physically on some days and working from home on others (Cook et al., 2020).

As the pandemic taught the lesson of future planning and preparation, it also gave the lesson of flexibility and comfort in the workspace for which there is the need to accept the hybrid work mode. For the same reasons, many organizations have already switched to hybrid work mode. As work has expanded beyond the walls of the office, maintaining the culture of the office requires a change in the working patterns of an individual (Iqbal et al., 2021).

The hybrid work mode ensures that employees enjoy working from home like flexibility at work, and a comfortable environment. As well as the benefit of traditional work from office mode where there is a professional environment, in-person communication, and collaboration. The workplace is no longer inside the four walls of the office, it has changed its location to home. The employees working in hybrid work mode migrate between various locations depending on the work they need to be done (Trede et al., 2019).

This lockdown has forced millions of workers to work from home when possible and has made working from home a requirement rather than an option. Before the pandemic, the hybrid work mode was not widely used (Kossek & Lautsch, 2018).

1.3 Work from Office

Work from office is an environment that includes a physical setting, job profile, and professional culture while working on organizational premises. The work from office environment provides job satisfaction and boosts performance. It increases efficiency, effectiveness, and motivation to do work. Work from office results in better communication between co-workers which eventually helps in team growth. Work from office helps the employees to maintain good professional relations with customers and one-to-one guidance by seniors. While working from the office, exposure to a professional environment also helps to increase confidence and career growth. Work from office is a traditional way of working which ensures proper administration, supervision, working conditions, fulfilment of

necessary needs, management, physical security, and infrastructure (Raziq & Maulabakhsh, 2015).

According to George et al., (2020), the pandemic has changed the way of living and working. Collaboration and communication are necessary for innovation, their work discussed the impact of the pandemic on innovation when face-to-face discussions are replaced by online communication, as well as the challenges of mind mapping innovation and collaboration.

1.4 Work from Home

COVID-19 has caused interruptions in industries and enterprises all across the world. To survive, many Information Technology firms moved their operations to work from home for employees who were restricted due to quarantine procedures. Before the pandemic, these individuals had to adjust to the new normal of working from home while still doing the same work. The workstation is changing from a physical location to work from home (Selvasundaram and Dasaradhan, 2020).

The need for social distancing has introduced the concept of work from home to keep the working spirit of the employees. After this pandemic, work trends have completely changed and most activities are performed through mobile or other digital platforms. During the COVID-19 pandemic, to keep the operation going, organizations are forced to move to work from home mode for their employees (Kaushik & Guleria, 2020).

Justification of the study

The Information Technology sector is progressively changing the face of Indian company relations. Software development, consulting, software management, online services computing, hardware, telecommunications, and almost everything else connected to data transmission or communication systems are all included in the Information Technology sector. The pandemic-related lockdown is

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having a profound effect on people's work styles. All the information communicated through the internet services is handled by the Information Technology sector employees and continuing their work during a pandemic is challenging in itself. An employee aims to balance the increasing complexities of the job, social, and personal or family lives. The technology sector is progressively adapting to hybrid work patterns, easing out of the complete work from home atmosphere introduced by the pandemic.

The literature review has highlighted that few studies have been conducted outside India on "Understanding the Challenges of Remote Working and its Impact to Workers" by (Flores et al., 2019), "The Impact of Working from Home on Productivity during COVID-19" by (Thorstensson & Alaqra 2021), "Work from Home During the COVID-19 Outbreak: The Impact on Employees' Remote Work Productivity, Engagement, and Stress"by (Galanti et al., 2021).While the researches done in India are "Work from Home during COVID-19: Employees Perception and Experiences" by (Mahammad & Shareena 2020), "Factors affecting Work from the Office and Work from anywhere for Employees" by (Shakti et al., 2021), "The Impact of Pandemic COVID - 19 in Workplace" by (Kaushik & Guleria 2020). The challenges faced and Coping Strategies adopted by the Information Technology sector employees working in Hybrid work mode was a less explored research area. Hence, the present study was conceptualized.

The Department of Family and Community Resource Management, Faculty of Family and Community Sciences, The Maharaja Sayajirao University of Baroda, offers courses such as "Human Resource Management in Hospitality Industry", "Entrepreneurship Management" at the Undergraduate level and Postgraduate level and "Professional Management Practices in Hospitality Industry" at the Postgraduate level. Hence, the information gathered through the present research would widen the database and enrich the curriculum by adding more coping strategies and new management styles. The students can understand

aspects of the course curriculum like planning, decision-making, and stress management, before stepping ahead in their career paths. The research will help to give the employees' views about the different work styles and can help the organizations to make decisions, restructuring the working patterns beneficial for the organization and also for their employees resulting in better utilization of human resources.

Statement of Problem

The present study was an attempt to investigate the extent of challenges faced and coping strategies adopted by the Information Technology Sector employees working in the Hybrid work mode of Delhi-NCR.

Objectives of the study

1. To identify the extent of challenges faced by the Information Technology sector employees while working in hybrid work mode.
2. To ascertain the extent of coping strategies adopted by the Information Technology sector employees while working in hybrid work mode.
3. To develop an educational aid to create awareness regarding the various coping strategies that can be adopted by the Information Technology sector employees while working.

Delimitations of the study

1. The sample of the study was limited to the Information Technology sector employees having experience of working in Hybrid work mode from past 1 year.
2. The study was limited to the employees designated as Developers of Information Technology sector and working from office for 3 days and working from home for 2 days.

CHAPTER – II
REVIEW OF LITERATURE

A review of the literature allows the researcher to become aware of the studies conducted in the related area. It also serves as a guide to formulate new research by considering its vital elements that could be undertaken in a different locale or adding an unexplored element. In order to make the review clear and understanding, the present chapter is divided into the following sections:

2.1: Theoretical Orientation

2.1.1 Meaning & Definition of Information Technology Sector

2.1.2 Types of Information Technology Sector

2.1.3 Job Profiles in Information Technology Sector

2.1.4 Meaning & Definition of Hybrid Work Mode

2.1.5 Advantages of the Hybrid Work Mode

2.1.6 Disadvantages of the Hybrid Work Mode

2.1.7 Challenges of Information Technology sector

2.2 Related Researches

2.2.1 Researches conducted outside India

2.2.2 Researches conducted within India

Conclusion

2.1: Theoretical Orientation

Theoretical Orientation is the section which describes the theoretical content related to the topic of the study. These are discussed independently in the succeeding description.

2.1.1 Meaning & Definition of Information Technology Sector

Information technology includes any technological devices used to process, store, and disseminate information in electronic form. For this, basic tools like computers, communication devices and networks, fax machines, and even digital pocket organisers, are used. Systems for processing and communicating information use organised processes.[1]

Information technology refers to "any activity that involves information processing and integrated communication through electronic devices." The capabilities provided by the software, applications, and telecommunications are together referred to as Information Technology.[2]

> "Information technology mainly refers to the tools used by an organisation to process and manage its data. These resources consist of the following: equipment, software, voice, data, and video communications, as well as related staff".
>
> Burgelman (1996)

2.1.2 Types of Information Technology Sector

The types of Information Technology Sector are following :

- Hardware Technology
- Information systems
- Office automation
- Computer engineering and design
- Industrial automation

- Specific automation resources
- Multimedia resources

2.1.3 Job Profiles in Information Technology Sector

Types of Job Profiles with the Job Description [1]

- **Chief Information Officer** -Highest-ranking manager is the head of all organisational strategic planning. [1]
- **Information Centre Manager**- Manages IT services like training, consulting, and help desks. [1]
- **Applications Development Manager** – Coordinates the new systems development projects. [1]
- **Project Manager**- Manages a particular new system project development
- **Systems Manager**- Handle a existing system. [1]
- **Operations Manager**- Monitors the day-to-day computer or data service operations. [1]
- **Programming Manager**- Coordinates all applications programming service. [1]
- **Systems Analyst**- Determines the information needs and technological requirements for new applications; serves as a liaison between users and programmers. [1]
- **Business Analyst**- Designs solutions for business issues and engages directly with individuals to demonstrate how innovatively IT can be used. [1]
- **Systems Programmer**- Creates the code for developing new systems software or maintaining existing software systems. [1]
- **Applications Programmer** –Maintaining new applications. [1]
- **Emerging Technologies Manager** – Identifies new technologies, assesses them, and conducts tests with them. [1]
- **Network Manager**- Supervises and coordinates the communications and data networks for the company. [1]

- **Database Administrator**- Coordinates the usage of database management software and manages the organization's databases. [1]
- **Auditing/Computer Security Manager**- Oversees the use of information systems in a legal and ethical approach. [1]
- **Web Designer**- Creates World Wide Web sites or pages. [1]

2.1.4 Meaning & Definition of Hybrid Work Mode

According to Cook et al., (2020) Hybrid combines the physical work arrangement and the remote work system together. The hybrid working system ensures the organization employing it enjoys the special advantages that come with the remote working system. There is the assurance of hands-on interaction of the existing culture in the work organization. Likewise, there comes the advantage of informal networking, more likely in-person collaboration. Where both the benefits of the traditional and remote workplace system coexist is referred to as the situation"

2.1.5 Advantages of the Hybrid Work Mode

According to Lenka (2021), the advantages of the hybrid work model are as follows :

- **Cost saving-** The hybrid work mode helps both the employer and the employee save money. The employer saves money by reducing power consumption, workplace cleanliness, printing, snacks, tea, water, parking, and other extra costs. Employees save funds on commute time and costs, along with food and other expenditure associated with daily office reporting.

- **Increased employee efficiency and productivity-** Employee efficiency and productivity benefit from hybrid enhanced productivity. Employees are not required to come to work from 9 a.m. to 5 p.m., so they are more relaxed and save time commuting. The time saved,

as well as the opportunity to work in a comfortable environment of their choice, contribute to improved happiness and thinking ability.

- **Employee safety-** Employees are more protected against COVID-19 infection when they work in a hybrid mode. Employees rarely interact with other employees because individuals work remotely. This helps to maintain social distance even while preventing COVID-19, which is an emergency need. Employees can give their maximum effort and make a significant contribution to the organization's growth as a result of their good health.

2.1.6 Disadvantages of the Hybrid Work Mode

According to Lenka (2021), the disadvantages of the hybrid work model are as follows :

- **Effect on Teamwork-** The most significant challenge in the Hybrid work mode is teamwork. Solo work is not a challenge in remote work, but group work, where employees should work in a team, creates a challenge. Coordination and collaboration among team members were also easy in a physical office setting, but communication and coordination are incredibly hard in remote work.

- **Reduced employee engagement-** Employees do not see each other in Hybrid work mode. If they encounter problems, it becomes extremely difficult to solve them virtually. When employees are physically present in the office, there is a concept of bonding and any problem is easily resolved, which increases employee engagement and maintains a track record regarding what the employees are doing.

- **Tools are not updated-** In Hybrid work mode, the greatest challenge is remote tools are not updated. Remote work becomes extremely difficult to manage due to inadequate tools. Employees frequently encounter connectivity or internet issues, which usually cause work

to be affected. This tends to result in tasks, poor communication, and significantly reduced performance and efficiency.

- **Reduced employee visibility-** Employee visibility becomes a problem in the Hybrid work mode. Due to remote work, most employees and managers are unaware of what the other employee is doing.

2.1.7 Challenges of Information Technology sector

According to Bharathi and Mala (2016), the Challenges of Information Technology sector are the following :

- **Professional challenges –** are the challenges which mean that personal life is suffering because of organizational and job-related factors resulting in the individual's neglect of personal life. Employees and their difficulties working, experience both work and non-work activities, ending sufficient time for non-work activities and missing personal activities.
- **Personal challenges -** focus on factors that impact a personal perspective. They may be triggered by family, home and self-resulting in less or inadequate support from family to professional life. These factors can also impact an individual's productivity in the workplace and professional career.

2.2 Related Researches

2.2.1 Researches conducted outside India

A study was conducted by **Bushiri (2014)** on "The Impact of Working Environment on Employees' Performance: The case of Institute of Finance Management in Dar Es Salaam Region". The objectives of the study were to determine the contribution of performance feedback on employees' performance, to assess the use of job aid towards employees' performance, to determine whether the physical work environment has an influence on employees' performance and to examine whether supervisor support contributes towards employees' performance. For the study, a descriptive research design was used. The sample size of the present study was 320 employees from the Institute of Finance Management, Dar es Salaam, Tanzania, Africa. The data was gathered through a questionnaire and interview methods. The secondary data was collected by going through various documents like books, journals, and websites which were relevant to the theme of the study for the purpose of gathering information. These included interviews and questionnaires of both structured and semi-structured nature. The findings revealed that almost 50 per cent of employees agreed that there existed a strong relationship between the physical working environment and motivation for them to perform. It was also revealed that the responsibility of the organization is to provide a friendly working environment which will influence employees to work comfortably and perform their job. 40 per cent of the respondents agreed with the statement that a good communication environment at the workplace is necessary to improve performance. Findings revealed that 32 per cent of respondents rated their supervisor's interpersonal relationship at the working place as good.

A study was conducted by **Flores et al., (2019)** on "Understanding the Challenges of Remote Working and its Impact to Workers". The objectives of the study were the media of communication between the company and

its remote workers, the important skills needed to be a remote worker, the possible benefits and challenges of working remotely, and the difficulties encountered by them. Further, a descriptive method of research was used in this study. A constructed questionnaire was used via random sampling technique for gathering data from 43 remote workers of Pearson People Services, Philippines. The findings of the research revealed that employees using web-based e-meetings to communicate while in remote areas. Flexible hours were ranked as the most beneficial factor when working remotely. It was followed by better work-life balance according to the respondents. The respondents chose to collaborate/communicate with others as the most encountered challenge when working remotely. Separating work and home life was the most difficult part when working remotely. Developing relationships with work colleagues were also found to be a difficulty.

A study was conducted by **Ipsen et al., (2020)** on "Experiences of Working from Home in times of COVID-19 International Survey Conducted in the First Months of the National Lockdowns March-May, 2020". The objectives of the study were to investigate people's experiences of Work From Home during the pandemic and to identify the main factors of advantages and disadvantages of Work from Home. This was a quantitative study. The data collection was done by survey method, administrated through social media throughout the major geographical areas across the European subcontinent with a sample size of 5748 professionals via non-probabilistic snowball sampling technique. The result of the study indicated that most people had a more positive rather than negative experience of Work from Home during the lockdown period. The findings revealed the advantages of Work from Home were work-Life balance, work efficiency and work control and the three disadvantages were home office constraints, work uncertainties and inadequate tools.

A study was conducted by **Al-Habaibeh et al., (2021)** on "Challenges and Opportunities of Remotely Working from Home during the COVID-19 pandemic.". The objectives of the study were to identify the challenges

and opportunities this change in workstyle offers. The locale of the study was United Kingdom by employing an exploratory approach. The survey consisted a mix of multiple-choice quantitative questions and open-text qualitative questions were posed. The results of the study showed that the main challenges were psychological nature such as being lonely and lack of daily face-to-face discussions and informal meetings, a lack of physical activities and the challenges of key factors such as childcare and workload management was identified. The main advantages of remote working were reduced travel time and cost which has made people more productive but has prevented effective work-home life boundaries. The family situation was found to be an influencing factor in the suitability of working from home, particularly with the closure of nurseries and schools. The internet infrastructure in some regions and countries needed to improve the bandwidth for comfortable online video conferencing without delays in the video or audio signals.

A study was conducted by **Wang et al., (2021)** on "Achieving Effective Remote Working during the COVID-19 Pandemic: A Work Design Perspective". The study, conducted a mixed-methods investigation to explore the challenges experienced by remote workers at this time, as well as what virtual work characteristics and individual differences affect these challenges. The locale of both studies was across China. The first study consisted of semi-structured interviews with Chinese employees working from home in the early days of the pandemic, which identified four key remote work challenges (work-home interference, ineffective communication, procrastination, and loneliness), as well as four virtual work characteristics that affected the experience of these challenges (social support, job autonomy, monitoring, and workload) and one key individual difference factor (workers' self-discipline). The second study used survey data from 522 employees working at home during the pandemic, where it was found that virtual work characteristics linked to workers' performance and well-being via the experienced challenges. Specifically, social support was positively correlated with lower levels of all remote working challenges; job autonomy was negatively related to

loneliness; workload and monitoring were both linked to higher work-home interference, and the workload was additionally linked to lower procrastination. Self-discipline was a significant moderator of several of these relationships

A study was conducted by **Galanti et al., (2021)** on "Work from Home During the COVID-19 Outbreak: The Impact on Employees' Remote Work Productivity, Engagement, and Stress". The objectives of the study were to study the impact of family-work conflict, social isolation, distracting environment, job autonomy, and self-leadership on employees' productivity, work engagement, and stress experienced when work from home during the pandemic. The locale of the study was Italy with the respondents of 209 employees from Italian public and private organizations. The study was a cross-sectional study with a self-report questionnaire administered online, consisting of a five-point Likert scale. The study revealed that employees' family-work conflict and social isolation were negatively related, while self-leadership and autonomy were positively related, to work from home productivity and engagement. Family-work conflict and social isolation were negatively related to work from home stress, which was not affected by autonomy and self-leadership.

A study was conducted by **Baker (2021)** on "The Future of Work is Hybrid". The objectives of the study were to explore if a hybrid workplace model has the potential to disrupt a traditional office-centric workplace with a focus on the aspects of economic, social and environmental sustainability. For this the East Link Project in Stockholm, Sweden was chosen as a case study for the complementary survey as well as the cost-benefit analysis. The survey had 7128 respondents, with 6352 having worked remotely in the past year. The study revealed various advantages and disadvantages of remote work, and with the pandemic initiating the largest remote work experiment in modern times, most people have already experienced a wide range of these. Increased productivity, job satisfaction, competitive advantage, improved health, continuity of

operations, improved health, and lower emissions were the benefits. The advantages included lesser real estate costs, commuting, employee costs, absenteeism, and voluntary turnover. Remote work challenges include lowered productivity and job satisfaction, increased inequality, and worsened physical and mental health if poorly implemented.

A study was conducted by **Thorstensson (2021)** on "The impact of Working from Home on productivity during COVID-19 ". The research objectives were to list the factors, as benefits and challenges, influencing the productivity of Information Technology project managers and project coordinators working from home during the COVID-19 pandemic and also offered productivity recommendations to the project managers and project coordinators and also public and private organizations and companies which prefer to continue working from home. In this study, qualitative research methodology was used. A self-administered survey using a large random sampling approach was chosen to reach the respondents of the study. The data was collected from 46 respondents from various countries all over the world through an online questionnaire survey which included the benefits and challenges influencing productivity while working from home during the COVID-19 pandemic by contacting project management organizations and associations, posting on social media pages for project managers on Facebook and LinkedIn and also by e-mail sent to personal contacts. The findings of the study revealed that working from home due to the COVID-19 pandemic had both positive and negative effects on the productivity of Information Technology project managers/coordinators. The research highlighted many benefits, such as sleeping longer hours and being able to focus at home without inviting distractions. More than half of respondents believed that not commuting to the office is beneficial to their productivity because they save time by not commuting to work and use this saved time for working or sleeping more, which increases their productivity. The respondents of the study also advised employers to respect their employees' time and be flexible with work hours. The most frequently recommended routines and self-discipline were maintaining the

personal monitor /personal computer, and having daily routines, such as waking up at the same time each day and dressing up for work.

A study was conducted by **Chafi et al., (2022)** on "Post-Pandemic office Work: Perceived Challenges and Opportunities for a Sustainable Work Environment". The objectives of the study were to identify the needs and challenges in remote and hybrid work and the potential for a sustainable future work environment. The data collection involved two qualitative studies with a total of 53 participants, who represented employees, staff managers, and service/facility providers at three Swedish public service organisations (primarily healthcare and infrastructure administration) in Sweden, Europe. The results described opportunities and challenges with the adoption of remote and hybrid work from the individual, group, and leadership perspectives. The main benefits of remote work were increased flexibility, autonomy, work-life balance and individual performance, while major challenges were social aspects such as lost comradery and isolation. The Hybrid work was perceived to provide the best of both worlds of remote and office work, given that employees and managers develop new skills and competencies to adjust to new ways of working. To achieve the expected individual and organisational benefits of hybrid work, employers were expected to provide support and flexibility and re-design the physical and digital workplaces to fit the new and diverse needs of employees.

A study was conducted by **Jawabri et al., (2022)** on "Impact of Remote Working Environment on Employee Motivation, Engagement, and Job Satisfaction: A Study of Service Sector from the United Arab Emirates". The objectives of the study were to examine the impact of remote working on employee motivation, engagement, and job satisfaction in the UAE's service sector. The quantitative method of data collection was used to gather the primary data by the survey method and the target population included employees working in service sector companies of the UAE. The simple random sampling method was used with a sample size of 100 respondents per organisation (total of 400) was targeted. But, over the

course of the data collection process, only 316 employees participated. A structured, close-ended questionnaire was prepared, and 5-point Likert scale was used. It was administered through Google Forms form to the respondents. As per the findings of the study, it was found that engagement activities like online family engagement, virtual learning and development, online team building activities, webinars with the industry expert, conducting online weekly alignment sessions, teams meetups using video conferences, short online game sessions, virtual session, online courses, appreciation session, live sessions on communication exercise are some of the creative online engagement practices which can be adopted in order to increase employee engagement in the present remote working environment. The results of the survey indicated that the respondents think they are more productive at home and 17.4 per cent think that they are more productive in the office. The majority 73.9 per cent think that they are more productive while working hybrid. Some of the respondents are pleased with being able to do house chores in their spare time between the meetings, rather than doing everything after work, late in the evening and at night. During the pandemic, they have the chance to enjoy this comfort without having to take any day off and lose their income.

2.2.2 Researches conducted within India

A study was conducted by **Varma (2017)** on the "Importance of Employee Motivation & Job Satisfaction for Organizational Performance". The objectives of the study were to explore effective ways of motivation practised by organizations and to explore the challenges to motivation and job satisfaction along with understanding the factors that contribute towards motivation and job satisfaction creating employee commitment. The research was descriptive. The primary data collection was done by a structured questionnaire and secondary data was by research review. The respondents were 106 employees from different organizations, in Mumbai. The findings of the research revealed that there was an increase in employees leaving the organization in search of better places to work

as a remedy for this HR has to induce an organizational environment and promote an organizational culture which takes into consideration of the prevailing need.

A study was conducted by **Kaushik and Guleria (2020)** on "The Impact of the Pandemic COVID -19 in the Workplace". The objectives of the study were to interpret the basic concept of working from home during COVID-19, to study the present scenario of working from home, to analyse the factors affecting work from home for employees, and to examine the impact of COVID-19 on work performances of employees when working from home. The research was descriptive in nature. The locale of the study was a geographical area of Faridabad, Haryana. The data collection was based on primary data and secondary data. Primary data was collected from the telephonic interviews and questions asked by the Human Resource consultants and a few industry top-level people in Human Resource positions and working professionals. The findings revealed that working from home might make it simpler for employees to offset their work obligations with their own life and family jobs (e.g., thinking about kids or old guardians), a few associations embraced work from home for ecological reasons, as work from home could lessen blockage and air contamination, with fewer vehicles on the roads.

A study was conducted by **Gautam et al ., (2020)** on "A study of a problem faced by women employees in Information Technology/E-commerce sector in Aurangabad city". The objectives of the study were to understand the various problems faced by working women working under Information Technology and E-commerce in Aurangabad and to understand the factors affecting the personal and professional life of working women in Aurangabad. The survey method was used for the data collection and restricted only to service industry women employees, in Marathwada, Maharashtra. Primary data was collected through questionnaires having questions closed-ended questions and interviews of respondents. The sample size was 50 employees. The findings of the study revealed that females did not get enough time for the family, they compromised on the

time available between work and personal life. Most females also experienced that their job priority was less compared to the male members of the family. In spite of giving reasonable or sometimes more time than male members, still, the respect level was less, they also experienced that they did not get equal family support from the family in terms of office priorities or travel. Most of the females had suffered from major health issues due to multiple responsibilities. Possibly they did not get enough time for their health, balanced diet or proper exercise, they faced abusive behaviour at the workplace. Few had reported Harassment behaviour at the workplace as well.

A study was conducted by **Mahammad et al., (2020)** on "Work from Home during COVID-19: Employees Perception and Experiences". The objectives of the study were to assess the willingness of respondents to work from home and to know the opinion of respondents. The study was based on 50 respondents working from home belonging to different sectors during COVID-19. The secondary data was collected from various journals, websites and newspaper reports. The majority of the respondents opined that in order to work from home, one should have a quiet environment, comfortable space and all the other facilities which are very much required to work from home. The majority of the respondents who were not willing to work from home were those having children at home.

A study was conducted by **Singh et al., (2020)** on "Impact of COVID-19 Pandemic on Working Culture: An Exploratory Research Among Information Technology (IT) Professionals in Bengaluru, Karnataka (India)".The objectives of the study were to explore the impact on working culture due to the pandemic caused by COVID-19 and to examine the emerging trends due to wider acceptance of work from home. A quantitative study with the help of a descriptive survey method was employed among a hundred full-time working professionals in the Information Technology (IT) sector of Bengaluru, India. An exploratory simple random sampling was used. Google forms used as a survey for

conducting by contacting working professionals via emails and phone calls due to the complete lockdown in India, to gain detailed insight ten senior professionals were interviewed with the help of a semi-structured questionnaire. Primary data sources were quantitative and qualitative surveys. There was a significant focus on existing review literature, industry reports, research papers, journals, case studies and newspaper articles. The findings of the research revealed that for many multinational companies work from home is not new and they were promoting the same to increase productivity and save cost.

A study was conducted by **Shakti et al., (2021)** on "Factors affecting Work from Office and Work from Anywhere for Employees ".The objectives of the study were to determine the factors that influence an employee to either work from the office or work from anywhere. This empirical study was based on a qualitative method of analysis, the responses of the 100 participants across India were gathered using a 5-point Likert scale, and the data was collected via a questionnaire. The result of the study implicated that there was a significant and negative impact on the Work-life balance of the respondents, also employees tend to get detached from their work environment as a result of social isolation, which causes work stress. In this study, it was revealed that when employees became closer to their families, the concept of a work-life balance was considered a positive indicator, that might boost their job satisfaction in some areas. The researchers identified four meta-factors influencing employees who work from anywhere: productive capacity while remote working, work-life balance, work stress, and job satisfaction. It was observed that remote working had a significant and positive impact on employee productivity.

A study was conducted by **Sridevi et al., (2021)** on "A study on the impact of work from home among Information Technology employees during COVID-19 in Coimbatore District". The objectives of the study were to identify the impact of COVID-19 among Information Technology employees in Coimbatore District, to analyse the quality of work among Information Technology employees during COVID-19 and to study the

challenges of working from home among employees. This study was based on the responses of 111 respondents working from home belonging to the Information Technology sector during COVID-19. It consisted of responses from Information Technology employees from the District of Coimbatore. Google Forms Application was utilized to automate the questionnaire and distribute it through social media channels. Secondary Data was also collected from various journals, websites and newspaper reports. The study revealed that 82 per cent of the respondents among the total 111 responses, were experienced work from home for the first and 18 per cent had already worked from home. The study also revealed that 43.2 per cent of the respondents spend nearly 3 to 6 hours of quality time with their family (Majority being the female) and 34.2 per cent spend less than 3 hours. Thus, the study suggested that working from home had reduced the money spent on such travel to a great extent or almost to 0. The study revealed that nearly half of the respondents feel they can maintain the same productivity levels at home.

A study was conducted by **Sangeetha et al., (2021)** on "A study on Challenges and Problems faced by Women Employees in select IT Companies". The objectives of the study were to analyse the socio-economic status of the women employees in select Information Technology Companies in Coimbatore city, India and to identify the physical and psychological problems faced by women employees in select Information Technology Companies in Coimbatore city. The sampling technique used in the study was convenient sampling method. The sample size of the study were 120 respondents. The methods of data collection were primary and secondary data. The findings of the research revealed that 70 per cent of the respondents experienced gender discrimination only sometimes in their company and 54 per cent of the respondents worked in day shift. The observation states that the majority 69 per cent of the respondents worked for 6-8 hours a day and 48 per cent of the respondents used a company vehicle for transportation. 65 per cent of the respondents had eye problems due to long working hours and 68

per cent of the respondents suffered from back pain due to long working hours.

A study was conducted by **Chitranshi et al., (2021)** on "Challenges Faced by Employees in Maintaining Work-Life Balance during Work from Home in COVID-19 Pandemic in India". The objectives of the study were to analyze the challenges that the employees of several companies faced to maintain a work-life balance during work from home. The primary data collection method was the online survey method for the completion of the study 51 participants participated in the survey also secondary data was collected. The findings of the research revealed that one of the biggest challenges was the lack of communication skills, distraction was another big challenge for employees during work from home. Lack of self-motivation skills was another challenge for employees during work from home, along with the lack of a proper environment for employees during work from home.

A study was conducted by **Christy et al., (2021)** on "A comparative study of Work from Home v/s Work from Office: Preference of Women Employees in IT Industry". The objectives of the study were to understand the prominent advantages of work from home for women in the Information Technology sector, to determine the main work from home challenges of women in the Information Technology industry during the pandemic and to determine the preference of respondents towards work from home and work from office in the post-COVID-19 world. The study was descriptive and empirical. A quantitative research design was chosen for the study, a self-prepared questionnaire was used as a survey method both in-person and via Google forms filled by 200 women employees working in the Information Technology sector. A convenient and judgmental sampling method was adopted to collect the data from the respondents. The findings of the study revealed that respondents preferred work from home model of working when having a good atmosphere to work from home. The preference of the employees depends on factors such as the working environment at home and the

support and motivation provided by the employers or organization. The overall result of the study showed that respondents prefer to work from home.

A study was conducted by **Kumar et al., (2022)** on "The Impact of 'Hybrid-Work-Model' on Job Satisfaction". The objectives of the study were to learn about employee preferences for work environments as well as the impact of work environments on employees' subjective well-being with Hybrid-workplace solutions. Questionnaires and data collection were conducted via google form survey for the working professionals of India. Suggestions for the problem included finding the right balance of home and office work, a hybrid-work-pattern, with clear benefits and drawbacks to all ways of working, employees must be able to benefit from both methods of working, thus flexibility was essential because as analysed from the survey the work-from-home pattern was benefitting only the singles mostly but adds up more stress levels the professionals with joint families and children at their home.

Conclusion

The researches conducted outside of India focused on the Impact of the working environment on employees' performance, job satisfaction and understanding the challenges of Remote Working such as productivity and stress. The studies conducted abroad also explored research areas like opportunities for a sustainable work environment and a work design perspective during work from home during COVID-19 Pandemic. The related researches conducted within India focused on the importance of employee motivation for organizational performance along with the impact of work from anywhere during the Pandemic COVID -19. The problem faced by employees in the information technology/e-commerce sector at the workplace, its perception and experiences of employees in maintaining work-life balance during work from home and, the impact of 'Hybrid- work model' and working culture: among the information technology professionals. The related research on challenges faced and coping strategies adopted in Hybrid work mode was less explored. Hence, there was a lack of research focusing on the extent of

challenges faced and coping strategies adopted by the information technology sector employees while working in a hybrid work mode. Therefore, the present study was undertaken by the researcher.

CHAPTER – III
METHODOLOGY

The methodological part of the research contains the research design, sample size and sampling procedures, a tool for data collection and operational definitions of the terms used in the study, which are explained briefly in this chapter. The present investigation was undertaken to gather information regarding the extent of Challenges faced and Coping Strategies adopted by the Information Technology sector employees working in Hybrid work mode. The study also aimed to develop an educational aid to create awareness regarding the various coping strategies that can be adopted by the Information Technology sector employees while working. In order to achieve the aims of the present study, a detailed and sequential procedure was followed which is present in this chapter under the following sub-headings:

3.1 Research Design

3.2 Operational Definitions

3.3 Locale of the Study

3.4 Unit of the Inquiry

3.5 Sampling Size, Sample Selection and Sampling Procedure

3.6 Development and Description of the tool

3.7 Data Collection

3.8 Data Analysis

3.9 Development of an Educational Aid

3.1 Research Design

The research design of the present study was descriptive in nature. It is descriptive because it includes demographic details of the respondents, Challenges faced and Coping Strategies adopted by the Information Technology sector employees working in the Hybrid work mode.

3.2 Operational Definitions

The operational definitions formulated for the present study are given below:

3.2.1 Information Technology Sector: It was operationally defined as a sector which provides software, hardware and internet-related services.

3.2.2 Information Technology Sector Employees: It was operationally defined as employees working in the Information technology sector.

3.2.3 Hybrid Work Mode: It was operationally defined as 3 days of work from home followed by 2 days of work from office.

3.2.4 Extent of challenges faced by the Information Technology sector employees working in Hybrid work mode: It was operationally defined as Professional, Family and Personal challenges faced by the employees working in the Information Technology sector in Hybrid work mode from September 2021 to December 2022. This was assessed by summated rating scale where the respondents were asked to respond to the extent of challenges "To High Extent", "To Somewhat Extent" and "To Low Extent" which were scored 3 through 1 respectively to these responses. High scores reflected a high extent of challenges faced by Information Technology Sector employees working in hybrid work mode.

- **Professional challenges:** It was operationally defined as the challenges faced by the respondents working in the profession in a hybrid work mode.

- **Family challenges:** It was operationally defined as the challenges faced in the family by respondents working in a hybrid work mode.

- **Personal challenges:** It was operationally defined as the challenges faced personally by the respondents working in a hybrid work mode.

3.2.5 Extent of Coping Strategies adopted by the Information Technology sector employees working in Hybrid work mode: It was operationally defined as strategies adopted to cope with the extent of challenges by the Information Technology sector employees working in Hybrid work mode from September 2021 to December 2022. This was assessed by 3 points continuum Likert scale where the respondents were asked to respond to the extent of challenges "Always", "Sometimes" and "Never" which were scored 3 through 1 respectively to these responses. High scores reflected a high extent of Coping Strategies adopted by the Information Technology sector employees working in Hybrid work mode.

3.3 Locale of Study

The locale of the study was Delhi-NCR, India. Delhi is the capital of India and is known as the heart of the nation. It is a cosmopolitan city that includes the satellite cities like Ghaziabad, Faridabad, Gurugram, and Noida. The National Capital Region (NCR), is the largest metropolitan region in India and the second-largest in the world.

3.4 Unit of Inquiry

The unit of inquiry were Information Technology sector employees working as developers having experience of working in Hybrid work mode for a minimum of 1 year.

3.5 Sampling Size, Sample Selection and Sampling Procedure

3.5.1 Sampling size: For the present study, the sample size was 120 Information Technology sector employees working in a hybrid work mode.

3.5.2 Sampling Technique

Purposive Sampling Technique: The data were collected from the 120 Information Technology Sector employees as developers working in Hybrid work mode. The consent was taken from the managers to allow their employees to participate and the respondents were requested to give the required information for the present study.

3.5.3 Inclusion Criteria

- Information technology sector employees who were working in Delhi-NCR region.
- Information technology sector employees who were willing to participate in this research study.

3.5.4 Exclusion Criteria

- Information technology sector employees who did not gave consent of working in hybrid work mode.
- Information technology sector employees working outside of Delhi-NCR region.

3.6 Development and Description of the tools

For the present study, a Questionnaire was used for collecting the data.

3.6.1 Selection of the tool

A questionnaire was developed to find out the extent of challenges faced by the Information Technology sector employees working in Hybrid work mode and extent of coping strategies adopted by the Information Technology sector employees working in Hybrid work mode. The questionnaire is the best-suited tool for the collection of

data due to the nature of the work of employees. The Questionnaire has the following advantages:

- It was cost-effective.
- The data was gathered in less time.
- Every aspect of the topic was covered.
- It was free from biased opinions.
- It enabled sufficient time for the respondents to give well-thought answers.

3.6.2 Development of the tool

Based on the information collected through a review of related literature by the researcher, a questionnaire was developed. Due consideration was given to including all questions that would elicit the information needed to attain the objectives of the study.

3.6.3 Description of the tool

- **Section- I Background information:** This section contained questions regarding the personal and family information of the respondents covering details of the age (in years), gender, educational qualification, employment status, marital status, Monthly personal income (in ₹), size of family, type of family, working experience of working in Hybrid work mode.

- **Section II Extent of challenges faced by the Information Technology sector employees working in Hybrid work mode:** It was composed of a summated rating scale having statements regarding various challenges namely Professional challenges, Family challenges and Personal challenges faced by the Information Technology Sector employees working in Hybrid work mode from September 2021 to December 2022. It had a 3-point continuum Likert scale for the responses To High Extent", "To Somewhat Extent", and "To Low Extent" which were scored 3 through 1 respectively. A high score reflected a high extent of challenges faced by the Information Technology Sector employees working in Hybrid work mode.

- **Section III Extent of Coping Strategies adopted by the Information Technology sector employees working in Hybrid work mode:** It comprised of statements including coping strategies adopted by the Information Technology Sector employees working in Hybrid work mode from September 2021 to December 2022. It had a 3-point continuum Likert scale for the responses "Always", "Sometimes", and "Never" were scored 3 through 1 respectively. A high score reflected a high extent of coping strategies adopted by the Information Technology Sector employees working in Hybrid work mode.

Questionnaire

Section 1

Personal Infromation

Age (in years), Gender, Educational qualification, Employment Status, Marital Status, Monthly personal income (in ₹)

Family Information

Size of family, Type of family

Section 2

Extent of challenges faced by the Information Technology sector employees working in Hybrid work mode.

Section 3

Extent of Coping Strategies adopted by the Information Technology sector employees working in Hybrid work mode.
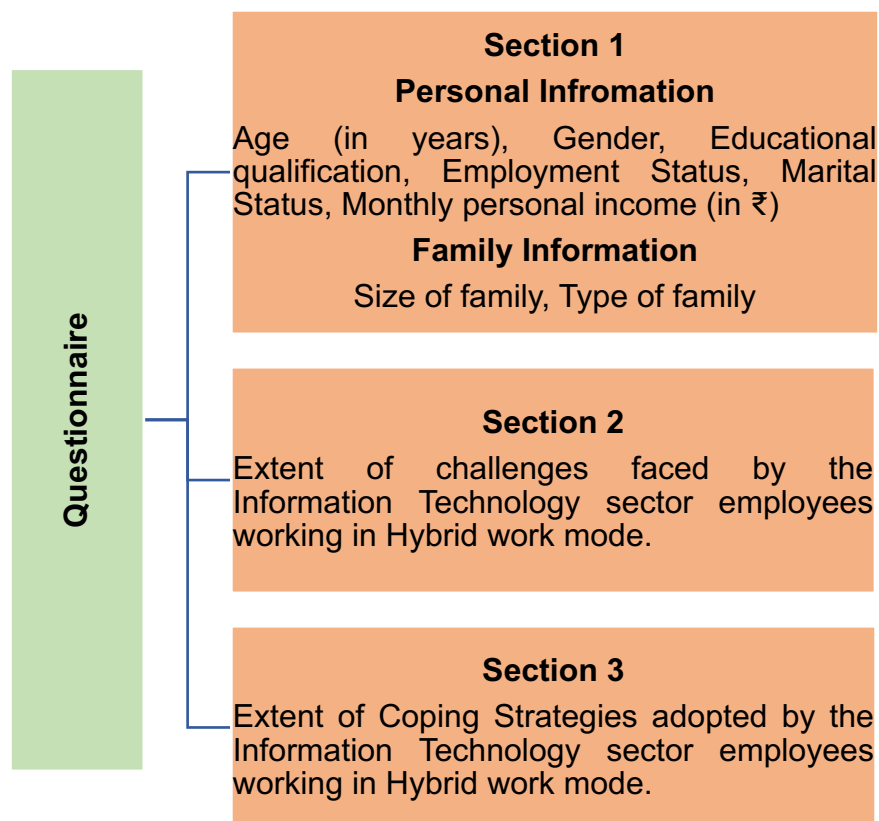
Figure 1: Description of the tool

3.6.4 Establishment of Content Validity of Scale

The scales prepared by the researcher for the present study were given to the experts of the Department of Family and Community Resource Management, Faculty of Family and Community Science, The Maharaja Sayajirao University of Baroda, Vadodara. They were

requested to check the clarity and relevance of the content for each scale. They were also requested to state whether each statement fell in the category. The statements were modified as per the suggestion of the panel of judges.

3.6.5 Establishment of Reliability

The reliability was established for the scale prepared by the researcher through pretesting.

Pretesting: A pilot study was conducted to find out the feasibility and clarity of the scale developed. Therefore, the developed scale was pretested on 50 respondents who had similar characteristics as those of the final respondents of the study.

Reliability of the scale: The reliability of the scale was established through internal consistency, based on the average inter-item correlation to establish reliability. The Cronbach's alpha test was applied to 42 samples. The formula of Cronbach's alpha is as below:

$$a = \frac{N \cdot \bar{c}}{\bar{v} + (N-1).\bar{c}}$$

Where, N is the number of items, d = average covariance between item-pairs, = average variance. In order to get an overview of each of the scales used in the present study, the reliability coefficient was given below (Table 1). The reliability values were high for all the scales as reported below.

Table 1: Overview of the scales with reliability values

Sr. No.	Scales	Values
1	Extent of challenges faced by the respondents working in Hybrid work mode	0.848
2	Extent of Coping Strategies adopted by the respondents working in Hybrid work mode	0.804

3.7 Data Collection

The data were gathered between October 2022 to December 2022 by the researcher via physical distribution of the questionnaire in the companies of the respective employees. The questionnaire was used for data collection. In order to assess the extent of challenges faced and coping strategies adopted by the Information Technology sector employees working in Hybrid work mode. The consent of each respondent for the data collection was undertaken.

3.8 Data Analysis

The procedure used to analyze the data were categorization, coding, and an excel sheet.

3.8.1 Categorization

The following categories were made to enable the researcher to analyze the data for further statistical application.

  i.   **Age (in years) of the respondents:** The obtained range of the age of respondents at the time of data collection on the basis of equal intervals are as follows:
1) 24-49 years
2) 30-36 years
3) 37-42 years

  ii.   **Gender of the respondents:** It referred to the gender of the respondents and was categorized as below:
1) Male
2) Female

  iii.   **Educational Qualification of the respondents:** The education obtained by the respondents at the time of data collection were categorized as:
1) Diploma
2) Graduate
3) Post Graduate

iv.   **Marital status:** It referred to marital status of the respondents at the time of data collection and was categorized as follows:
1) Unmarried
2) Married
3) Divorced

v.   **Total monthly personal income (in ₹):** It referred to the monthly personal income of individual acquired at the time of data collection. It was categorized as follows:
1) 16000-34000 ₹
2) 34001-52000 ₹
3) 52001-70000 ₹

vi.   **Type of residence of the respondents**: It referred to the type of residence of the respondents at the time of data collection and was categorized as follows:
1) Own Flat
2) Own Bungalow
3) Rented Flat
4) Rented Bungalow
5) Paying Guest- Separate Room
6) Paying Guest- Sharing Room

vii.   **Total working experience:** It referred to the total working experience of the respondents till the time of data collection and was categorized as follows:
1) 2-4 years
2) 4.1-6 years
3) 6.1-8 years

viii.   **The domestic help service hired:** It referred to the domestic help service hired by respondents at the time of data collection and was categorized as follows:
1) None
2) Full-Time

3) Part-Time

ix. **Type of family of the respondents:** It referred to the type of family of the respondents at the time of data collection and was categorized as follows:
1) Nuclear
2) Joint

x. **Number of children of the respondents:** It referred to the number of children the respondents at the time of data collection and was categorized as follows:
1) None
2) One
3) Two
4) Three

xi. **Annual family income (in ₹):** It referred to the annual family income of an individual acquired at the time of data collection. It was categorized as follows:
1) 400000-700000 ₹
2) 700001-1000000 ₹
3) 1000001-1300000 ₹

xii. **Extent of challenges faced by the respondents working in Hybrid work mode:** It referred to the extent of challenges faced by the Information Technology sector employees working in Hybrid work mode.

Table 2: Categorization and range of scores for Extent of challenges faced   by the respondents working in Hybrid work mode:

Sr. No.	Extent of challenges faced by the respondents working in Hybrid work mode.	Range of scores
1	To Low Extent	38-63
2	To Moderate Extent	64-88
3	To High Extent	89-144

The scale consisted of 38 statements reflecting extent of challenges faced by the respondents working in Hybrid work mode from September 2021 to December 2022. The data was gathered from October 2022 to December 2022.The respondents were asked to respond on a 3-point continuum scale in terms of responses "To Low Extent", "To Moderate Extent", and "To High Extent" which were scored 3 through 1 respectively. The minimum score was 38 and maximum was 144. Minimum and maximum possible scores were divided into three categories on the basis of equal intervals which were High extent, Moderate extent and Low extent of challenges. The high score reflected the high extent of challenges faced by the respondents while working in hybrid work mode.

xiii. **Extent of Coping Strategies adopted by the respondents working in Hybrid work mode:** It is referred to the extent of Coping Strategies adopted by the respondents working in Hybrid work mode.

Table 3: Categorization and range of scores for Extent of Coping Strategies adopted by the respondents while working in Hybrid work mode.

Sr. No.	Extent of Coping Strategies adopted by the respondents while working in Hybrid work mode.	Range of scores
1	To Low Extent	29-48
2	To Moderate Extent	49-67
3	To High Extent	68-87

A total of 29 statements were framed, reflecting Extent of Coping Strategies adopted by the respondents while working in Hybrid work mode. The respondents were asked to respond on a 3-point scale in terms of the responses ""To Low Extent", "To Moderate Extent", and "To High Extent" which were scored 3 through 1. The minimum score was 29 and maximum score was 87. Minimum and maximum possible scores were divided into three categories on the basis of equal intervals which were Low extent, Somewhat Extent and High

Extent of coping strategies. It was determined for the entire scale. The high score reflected the high extent of coping strategies adopted by the respondents while working in hybrid work mode.

Weighted mean score

The weighted mean is a type of mean that is calculated by multiplying the score (or probability) associated with a particular statement.

$$W = \frac{\sum_{i=1}^{n} w_i X_i}{\sum_{i=1}^{n} w_i}$$

Where, W is weighted average, n= number of terms to be averaged, w_i = weights applied to x values and X_i =data values to be averaged.

Coding

Scores were given to each response, and then the information from each section of the questionnaire were entered into an electronically coding sheet.

Tabulation

The data was transferred from the coding sheet into an excel sheet to give a clear picture of the findings.

Statistical Analysis

The data were analysed by descriptive statistics i.e. frequencies, percentages, mean and standard deviation.

3.9 Development of an educational aid

A booklet was developed "A guide to cope up with the Challenges faced by the Information Technology sector employees working in Hybrid Work Mode" to create awareness among employees for

adopting the coping strategies while working in Hybrid work mode. The educational aid included an introduction of Hybrid, Professional Challenges faced by the Information Technology sector employees, Family Challenges faced by the Information Technology sector employees, Personal Challenges faced by the Information Technology sector employees and coping strategies which can be adopted by the Information Technology sector employees and other sector employees. A panel of experts of the Department of Family and Community Resource Management, Faculty of Family and Community Science, The Maharaja Sayajirao University of Baroda, Vadodara were requested to validate the importance of topic, content and language clarity of the text. The suggestions given by the experts were incorporated and changes were done accordingly.

CHAPTER – IV
FINDINGS AND DISCUSSIONS

An attempt was made to identify the extent of Challenges faced and Coping strategies adopted by the Information Technology sector employees working in Hybrid work mode in Delhi-NCR. The chapter deals with presenting, interpreting and discussing the findings obtained by the analysis of data collected through the Survey method. The results are presented in the following sections:

Section I: 4.1 Background Information of the respondents

Section II: 4.2 Extent of challenges faced by the respondents working in Hybrid work mode.

Section III: 4.3 Extent of Coping Strategies adopted by the respondents working in Hybrid work mode.

Section IV: 4.4 Development of an educational aid on coping strategies for Information Technology sector employees to overcome the challenges of Hybrid work mode.

4.1 Background Information of the respondents

This section elicited information regarding the personal and family information of the respondents covering details of the age (in years), gender, educational qualification, employment status, marital status, Monthly personal income (in ₹), size of family, type of family, total working experience (in years). The results regarding data on personal, family and working experience of the respondents are presented here.

4.1.1 Personal information: This section elicited information regarding age (in years), gender, educational qualification, marital status, monthly personal income (in ₹) and type of residence of the respondents.

Table 4: Distribution of the respondents according to their Personal Information

Sr. No.	Personal Information of the Respondents	(n= 122)	
		f	%
1.	**Age (in years)**		
i.	24-29	77	63.11
ii.	30-36	36	29.51
iii.	37-42	09	7.38
	Mean	29.07	
	Standard Deviation	4.20	
2.	**Gender**		
i.	Male	70	57.38
ii.	Female	52	42.62
3.	**Educational Qualification**		
i.	Diploma	08	6.56
ii.	Graduate	62	50.82
iii.	Post Graduate	52	42.62
4.	**Marital status**		
i.	Unmarried	61	50.00
ii.	Married	60	49.18
iii.	Divorced	01	0.82
5.	**Total monthly personal income (in₹)**		
i.	16000-34000	38	31.15
ii.	34001-52000	61	50.00
iii.	52001-70000	23	18.85
	Mean (in₹)	40,385	
	Standard Deviation (in₹)	12,783	

Sr. No.	Personal Information of the Respondents	(n= 122)	
		f	%
6.	Type of residence		
i.	Own Flat	58	47.54
ii.	Own Bungalow	10	8.20
iii.	Rented Flat	45	36.89
iv.	Rented Bungalow	02	1.64
v.	Paying Guest- Separate Room	02	1.64
vi.	Paying Guest- Sharing Room	05	4.09
7	Total Working Experience (in years)		
i.	2-4	105	86.06
ii.	4.1-6	13	10.65
iii.	6.1-8	04	3.29
8.	Domestic Help Service		
i.	None	48	39.34
ii.	Full-Time	12	9.84
iii.	Part-Time	62	50.82

Age: The age of respondents ranged between 24 to 42 years at the time of data collection. The mean age of the respondents was 29.07 years. Less than two-third (63.11%) of the respondents were 24 to 29 years old. Very few (7.38%) of the respondents belonged to the age group of 37 to 42 years. The respondents belonged to the age group of 30 to 36 years (29.51%) at the time of data collection.

Gender: More than one-half (57.38%) of the respondents were Males and less than one-half (42.62%) of the respondents were Females.

Educational Qualification: The respondents who pursued diploma were less than one-tenth (6.56%) of the total respondents. Slightly more than one-half (50.82%) of the respondents were Graduates. The findings also revealed that 42.62 per cent of the respondents had pursued post-graduation.

Marital status: The data in table 1 revealed that one-half (50.00%) of the total respondents were unmarried and less than one-half (49.18%) of the respondents were married.

Total monthly personal income (in ₹): The data revealed that one-half (50.00%) of the respondents were earning 34001-52000 rupees per month and less than one-third (31.15%) of the respondents were earning less than 34000 rupees per month. It was also revealed that 18.85 per cent of the

respondents were earning 52001-70000 rupees per month at the time of data collection. The mean monthly personal income was 40,385 ₹.

Type of Residence: Less than one-half (47.54%) of the respondents owned a flat along with 36.89 per cent of the respondents residing in a rented flat. The data also revealed that 1.64 per cent of the respondents rented bungalows. Less than one-tenth (8.20%) of the respondents owned bungalow and 4.09 per cent of the respondents stayed in sharing room-paying guest.

Total working experience: The data in table 1 revealed that the majority (86.06%) of the respondents had work experience of less than 4 years. The data also revealed that more than one-tenth (10.65%) of the respondents had work experience of 4.1-6 years. It was also revealed that 3.29 per cent of the respondents had working experience of 6.1-8 years.

Domestic help service: The data revealed that more than one-third (39.34%) of the respondents did not hire domestic help services. Less than one-tenth (9.84%) of the respondents hired part-time domestic help service and 50.82 per cent of the respondents hired full-time domestic help service at the time of data collection.
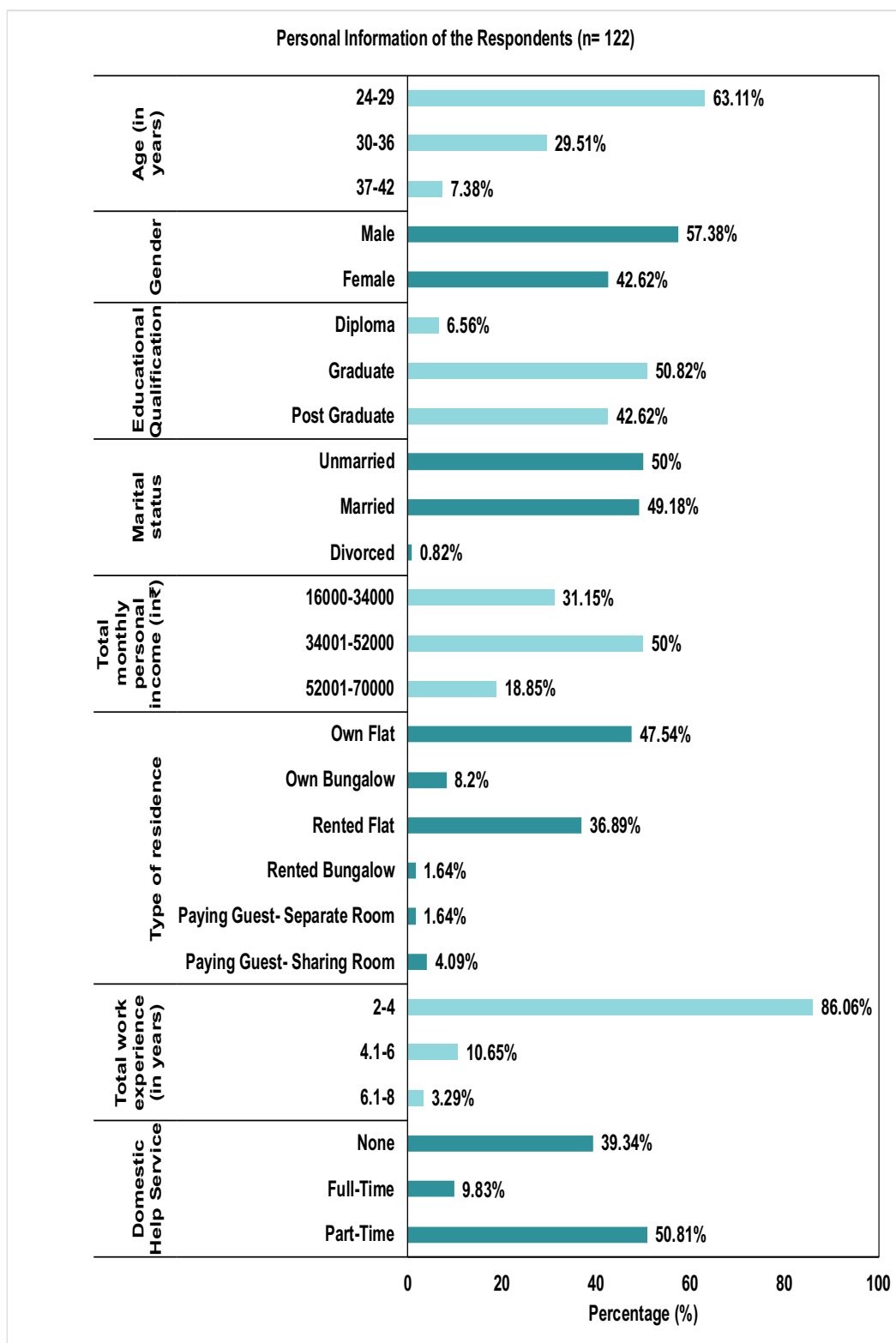
Figure 2: Percentage distribution of the respondents according to their personal information

4.1.2 Family Information: This section elicited information about family viz; type of family, children in a family and annual family income (in ₹) of the respondents.

Table 5: Distribution of the respondents according to their Family Information

Sr. No.	Family Information of the Respondents	(n= 122)	
		f	%
1.	**Type of family**		
i.	Nuclear family	71	58.20
ii.	Joint Family	51	41.80
2.	**Number of children**		
i.	None	80	65.57
ii.	One	18	14.75
iii.	Two	20	16.39
iv.	Three	04	3.29
3.	**Annual Family Income (in₹)**		
i.	400000-700000	51	41.80
ii.	700001-1000000	55	45.09
iii.	1000001-1300000	16	13.11
	Mean (in₹)	8,12,910	
	Standard Deviation (in₹)	1,99,178	

Type of family: The data revealed that more than one-half (58.20%) of the respondents belonged to nuclear family and less than one-half (41.80%) of the respondents belonged to joint family.

The Number of children in the family : The data revealed that the majority (65.57%) of the respondents did not have children and More than one-tenth (14.75%) of the respondents had one child. The findings also revealed that very few (16.39%) of the respondents had two children and few respondents (3.29%) had three children at the time of data collection.

Annual Family Income (in ₹): The data revealed that less than one-half (41.80%) of the respondents had family income less than 700000 rupees followed by 45.09 per cent of the respondents having 700001-1000000 rupees. It was also revealed that very few respondents that is 13.11 per cent of the respondents had family income 1000001-1300000 rupees as annual family income at the time of data collection. The mean annual family income was 8,12,910 ₹.
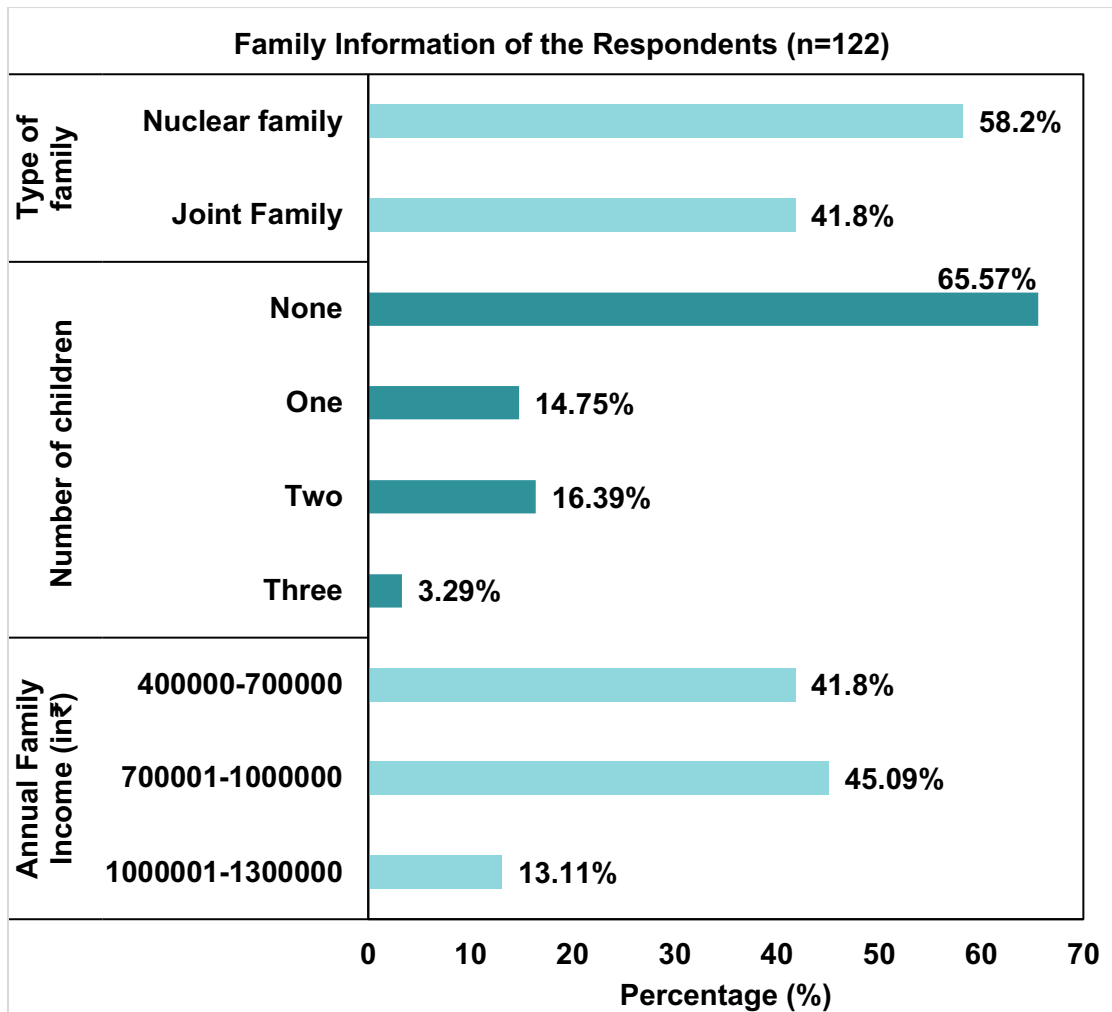
Figure 3: Percentage distribution of the respondents according to their family information

4.1.3 Commuting for work: This section elicited information about the conveyance used and the time taken by them to commute for work by the respondents to commute for.

Table 6: Distribution of the respondents according to the information regarding Commuting for work

Sr. No.	Commuting and mode of conveyance	(n= 122)	
		f	%
1.	Time taken to commute for work (in mins)		
i.	30-80	82	67.21
ii.	80.1-130	39	31.97
iii.	130.1-180	01	0.82

Sr. No.	Commuting and mode of conveyance	(n= 122)	
		f	%
2.	Mode used for commuting for work*		
i.	Personal Vehicle		
	• Two-Wheeler	25	20.49
	• Four-Wheeler	19	15.57
ii.	Public Transport		
	• Metro	53	43.45
	• Cab	04	3.29
	• Auto Rickshaw	08	6.56
	• Car Pool	06	4.92
	• City Bus	01	0.82
Iii.	Company Vehicle		
	• Company cab	10	8.20

*Multiple responses

Time taken to commute for work (in mins): The findings revealed that more than two-third (67.21%) of the respondents took less than 80 minutes to commute for work. The data also revealed that less than one-third (31.97%) of the respondents taken 80.1-130 minutes to commute for work.

Mode of conveyance used for commuting for work: An in-depth analysis of the mode of conveyance used for commuting for work by the respondents revealed that 43.45 per cent of the respondents used "Metro" as a mode of conveyance under public transport. The findings revealed that less than one-fourth (20.49%) of the respondents used "two-wheeler" as a mode of conveyance under a personal vehicle and 15.57 per cent of the respondents used "four-wheeler" as a mode of conveyance under a personal vehicle. It was also revealed that less than one-tenth (8.20%) of the respondents used "company cab" as a mode of conveyance. Very few 0.82 per cent of respondents used "city bus" as a mode of conveyance under public transport. The data revealed that 6.59 per cent of the respondents used "auto rickshaw" as a mode of conveyance under public transport commuting for work.

4.2 Extent of challenges faced by the Information Technology sector respondents working in Hybrid work mode: The section deals with the challenges faced by the respondents working in Hybrid work mode from September 2021 to December 2022. It has a 3-point continuum Likert scale for the responses "To High Extent", "To Moderate Extent", and "To Low Extent" are scored 3 through 1 respectively. A high score reflected a high extent of challenges faced by the respondents working in Hybrid work mode.

Table 7: Distribution of the respondents according to the professional challenges faced by them while working from office in Hybrid work mode

Sr. No	Professional Challenges experienced by the respondents while working from office	(n= 122)						Wt. Mean Score (3-1)
		Responses						
		To High Extent		To Moderate Extent		To Low Extent		
		f	%	f	%	f	%	
1	Keeping a positive work attitude while on the job.	7	5.74	72	59.02	43	35.24	1.70
2	Fulfilling work related responsibilities.	7	5.74	71	58.20	44	36.06	1.70
3	Attending meetings offline.	8	6.55	42	34.43	72	59.02	1.47
4	Meeting the deadlines.	6	4.92	60	49.18	56	45.90	1.59
5	Conforming with the technological advancements required.	8	6.56	57	46.72	57	46.72	1.60
	Average Weighted Mean							1.61

Professional Challenges experienced by the respondents while working from office: The data in table 7 revealed that more than one-half (59.02%) of the respondents faced challenges while keeping a positive work attitude while working "to moderate extent" followed by 58.20 per cent of the respondents fulfilled work related responsibilities. The findings also revealed that more than one-half 59.02 per cent of the respondents faced challenges while working from office to attend offline meetings "to low extent". The average weighted mean of

the professional challenges experienced while working from office of the respondents was 1.61

Table 8: Distribution of the respondents according to Extent of Professional Challenges experienced by the respondents while working from office

Sr. No	Extent of Professional Challenges experienced by the respondents while working from office	(n = 122)		
		Ranges of scores	f	%
1.	To Low Extent	5-8	83	68.03
2.	To Moderate Extent	9-11	34	27.87
3.	To High Extent	12-15	5	4.10

The data in table 8 revealed that more than two-third (68.03%) of the respondents faced professional challenges "to low extent" while working from office in Hybrid work mode. More than one-fourth (27.87%) of the respondents faced professional challenges "to moderate extent" while working from office in Hybrid work mode. It was also observed that 4.10 per cent of the respondents faced professional challenges "to high extent" while working from office in Hybrid work mode.

Figure 4: Extent of Professional Challenges experienced by the respondents while working from office

Table 9: Distribution of the respondents according to the professional challenges faced by them while working from home in Hybrid work mode

Sr.No.	Professional Challenges experienced by the respondents while working from home.	(n= 122)						Wt. Mean Score (3-1)
		Responses						
		To High Extent		To Moderate Extent		To Low Extent		
		f	%	f	%	f	%	
1	Communicating efficiently with team members.	38	31.15	65	53.28	19	15.57	2.16
2	Working with motivation.	26	21.31	78	63.94	18	14.75	2.07
3	Working more than office hours.	43	35.25	58	47.54	21	17.21	2.18
4	Working in different time schedule.	41	33.61	47	38.52	34	27.87	2.06
5	Fulfilling the assigned responsibilities by office.	23	18.85	74	60.66	25	20.49	1.98

Sr.No.	Professional Challenges experienced by the respondents while working from home.	(n= 122)						Wt. Mean Score (3-1)
		Responses						
		To High Extent		To Moderate Extent		To Low Extent		
		f	%	f	%	f	%	
6	Communicating with clients and customers.	46	37.70	58	47.55	18	14.75	2.23
7	Contributing creatively while working on new ideas to the team online.	41	33.61	62	50.82	19	15.57	2.18
8	Coping within the domestic environmental distractions.	35	28.69	63	51.64	24	19.67	2.09
9	Getting required breaks between work.	24	19.67	55	45.09	43	35.24	1.84
10	Availability of proper resources needed for working online.	30	24.59	75	61.48	17	13.93	2.11
11	Coordinating with the colleagues while working online.	31	25.41	68	55.74	23	18.85	2.07
12	Completing the work at deadlines	18	14.75	71	58.20	33	27.05	1.88
13	Conforming with the technological advancements required.	22	18.03	71	58.20	29	23.77	1.94
	Average Weighted Mean							2.06

Professional Challenges experienced by the respondents while working from home: The data in table 9 revealed that less than two-third (63.94%) of the respondents faced challenges while working with motivation "to moderate extent" followed by 61.48 per cent of the respondents faced "to moderate extent" due to availability of proper 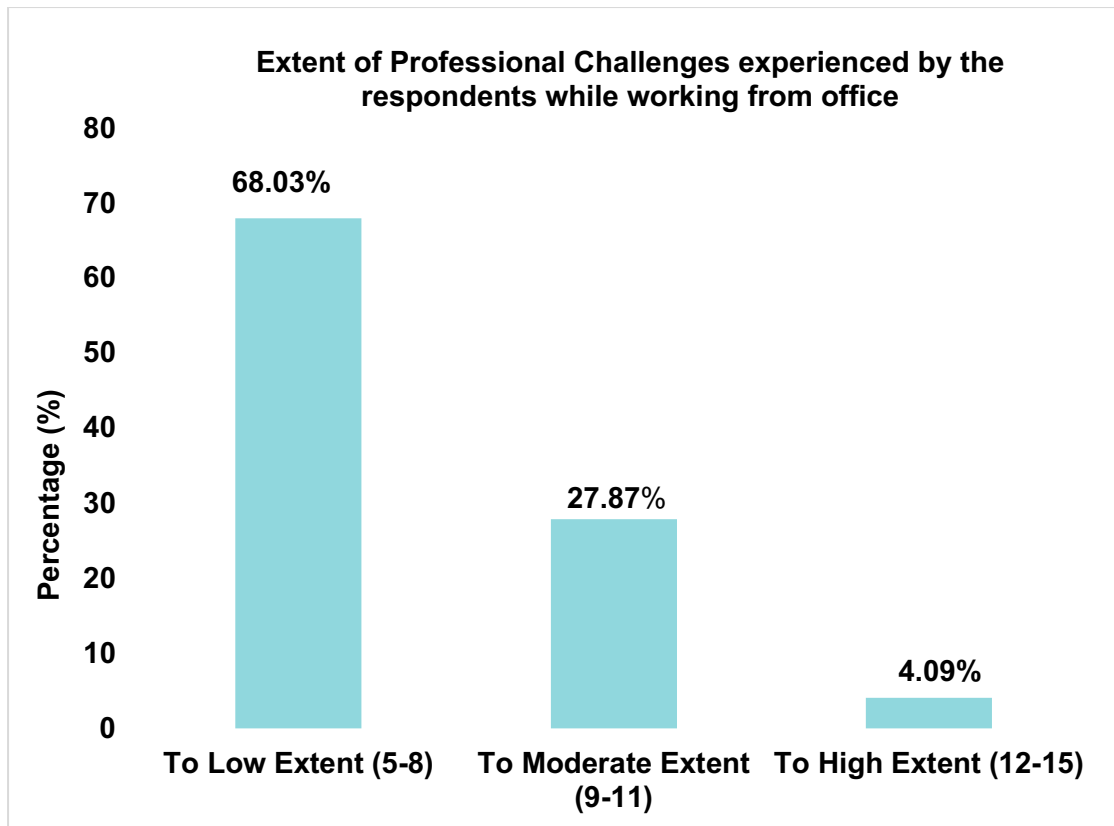resources while working online .The average weighted mean of the professional challenges experienced while working from home of the respondents was 2.06

Table 10: Distribution of the respondents according to Extent of Professional Challenges experienced by the respondents while working from home

Sr. No	Extent of Professional Challenges experienced by the respondents while working from home	(n = 122)		
		Ranges of scores	f	%
1.	To Low Extent	13-21	9	7.37
2.	To Moderate Extent	22-30	96	78.69
3.	To High Extent	31-39	17	13.94

The data in table 10 revealed that less than one-tenth (7.37%) of the respondents faced professional challenges while working from home in Hybrid work mode "to low extent". More than a three-fourth (78.69%) of the respondents faced professional challenges while working from home in Hybrid work mode "to moderate extent". It was also observed that 13.94 per cent of the respondents faced professional challenges while working from home in Hybrid work mode "to high extent".
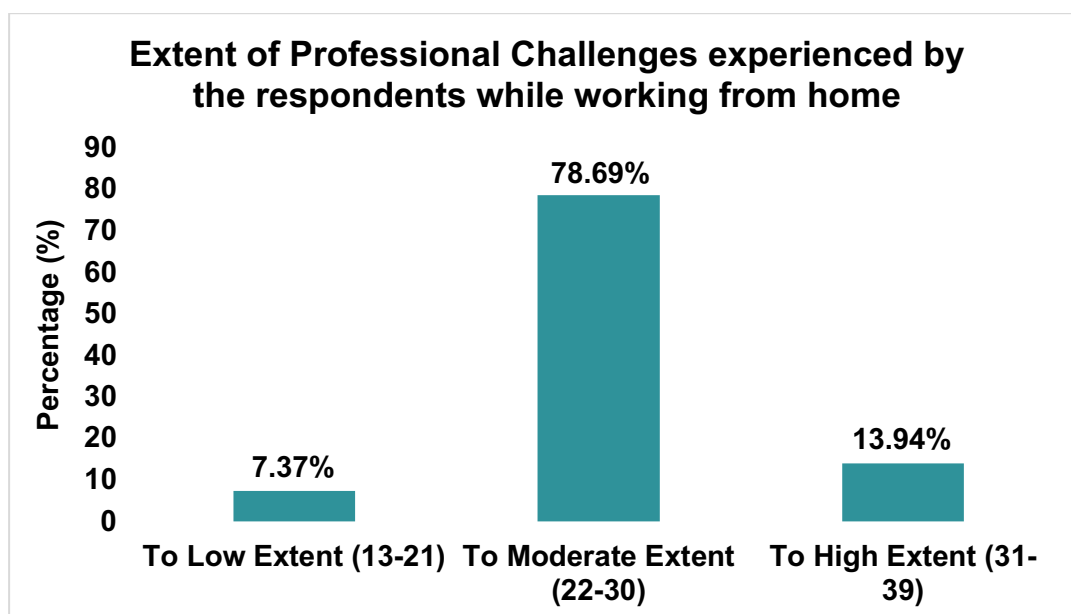
Figure 5: Extent of Professional Challenges experienced by the respondents while working from home

Table 11:Distribution of the respondents according to the family challenges faced by them while working from home in Hybrid work mode

Sr.No.	Family Challenges experienced by the respondents while working from home.	(n= 122)						Wt. Mean Score (3-1)
		Responses						
		To High Extent		To Moderate Extent		To Low Extent		
		f	%	f	%	f	%	
1	Sparing quality time for family members.	17	13.93	67	54.92	38	31.15	1.83
2	Avoiding family for work.	23	18.85	64	52.46	35	28.69	1.90
3	Family acting as a cause of distraction during work.	21	17.21	58	47.54	43	35.25	1.82
4	Taking care of the family members	19	15.57	58	47.54	45	36.89	1.79
5	Facing difficulty in meeting the expectations of the family.	30	24.59	62	50.82	30	24.59	2.00
6	Feeling excluded due to work at family gatherings.	22	18.03	57	46.72	43	35.25	1.83
7	Facing lack of motivation at work due to a lack of support by family members.	17	13.93	64	52.46	41	33.61	1.80
8	Isolating oneself while working when surrounded by family members.	29	23.77	63	51.64	30	24.59	1.99
9	Facing constant criticism by the family members for not being involved enough.	32	26.23	59	48.36	31	25.41	2.01
	Average Weighted Mean							1.89

Family Challenges experienced by the respondents while working from home: The data in table 11 revealed that more than one-half (54.92%) of the respondents faced challenges while sparing quality time for family members "to moderate extent". The findings also revealed that 52.46 per cent of the respondents avoided family for work and faced lack of motivation at work due

to a lack of support by family members while working from home in Hybrid work mode "to moderate extent". The average weighted mean of the family challenges experienced while working from home of the respondents was 1.89

Table 12: Distribution of the respondents according to Extent of Family Challenges experienced by the respondents while working from home

Sr. No	Extent of Family Challenges experienced by the respondents while working from home	(n = 122)		
		Ranges of scores	f	%
1.	To Low Extent	9-14	21	17.21
2.	To Moderate Extent	15-21	89	72.95
3.	To High Extent	22-27	12	9.84

The data in table 12 revealed that more than one-tenth (17.21%) of the respondents faced family challenges while working from home in Hybrid work mode "to low extent". Less than three-fourth (72.95%) of the respondents faced family challenges while working from home in Hybrid work mode "to moderate extent". It was also observed that 9.84 per cent of the respondents faced family challenges "to high extent" while working from home in Hybrid work mode.

Figure 6: Extent of Family Challenges experienced by the respondents while working from home

Table 13: Distribution of the respondents according to the personal challenges faced by them while working from office in Hybrid work mode

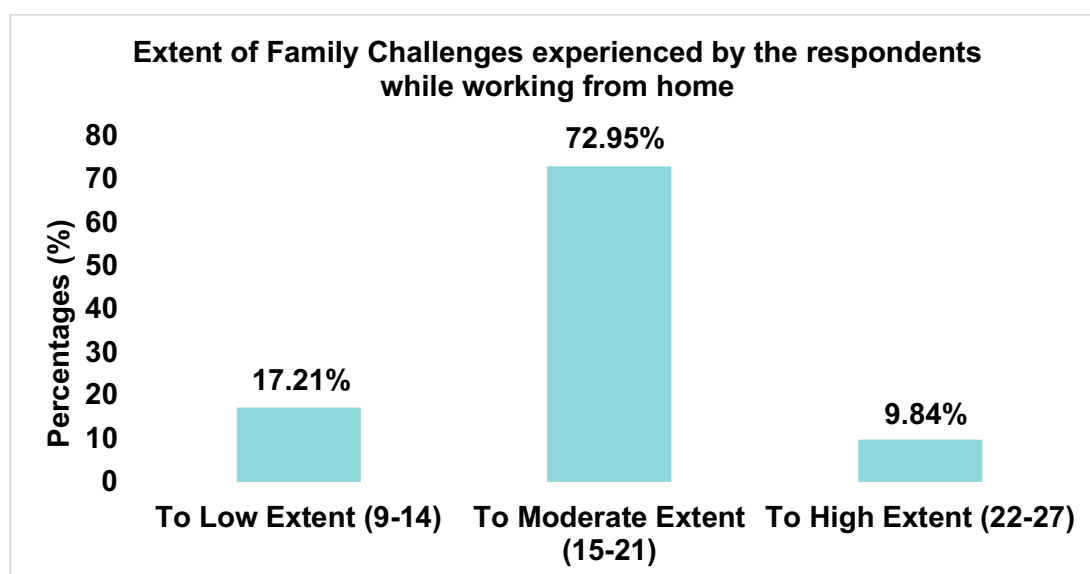| Sr.No.	Personal Challenges experienced by the respondents while working from office.	(n= 122)						Wt. Mean Score (3-1)
		Responses						
		To High Extent		To Moderate Extent		To Low Extent		
		f	%	f	%	f	%	
1	Hesitating while doing interpersonal communication.	29	23.77	53	43.45	40	32.78	1.91
2	Conformity with the work schedule.	10	8.20	75	61.47	37	30.33	1.78
3	Facing trust issues among the fellow employees.	10	8.20	51	41.80	61	50.00	1.58
4	Conformity with the sleep schedule	28	22.95	73	59.84	21	17.21	2.06
5	Not being able to cope up with technological advancements.	16	13.12	50	40.98	56	45.90	1.67
	Average Weighted Mean							1.8

Personal Challenges experienced by the respondents while working from office: The data in table 13 revealed that less than two-third (61.47%) of the respondents faced challenges towards the work schedule while working from office "to moderate extent". The findings also revealed that 59.84 per cent of the respondents faced challenges towards the sleep schedule while working from office "to moderate extent". The average weighted mean of the personal challenges experienced while working from office of the respondents was 1.8

Table 14: Distribution of the respondents according to Extent of Personal Challenges experienced by the respondents while working from office

Sr. No	Extent of Personal Challenges experienced by the respondents while working from office	(n = 122)		
		Ranges of scores	f	%
1.	To Low Extent	5-8	48	39.34
2.	To Moderate Extent	9-11	66	54.10
3.	To High Extent	12-15	8	6.56

The data in table 14 revealed that more than one-third (39.34%) of the respondents faced personal challenges while working from office in Hybrid work mode "to low extent". More than one-half (54.10%) of the respondents faced personal challenges while working from office in Hybrid work mode "to moderate extent". It was also observed that 6.56 per cent of the respondents faced personal challenges "To High Extent" while working from office in Hybrid work mode.
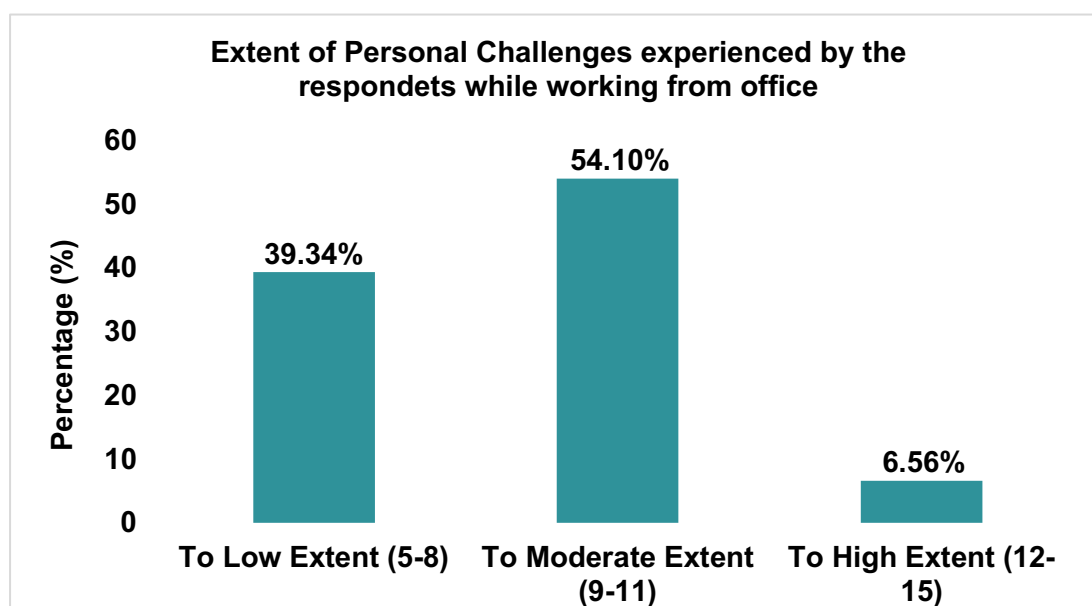
Figure 7: Extent of Personal Challenges experienced by the respondents while working from office

Table 15: Distribution of the respondents according to the personal challenges faced by them while working from home in Hybrid work mode

Sr.No.	Personal Challenges experienced by the respondents while working from home.	(n= 122)						Wt. Mean Score (3-1)
		Responses						
		To High Extent		To Moderate Extent		To Low Extent		
		f	%	f	%	f	%	
1	Finding communicational difficulties with co-workers while working online.	33	27.05	78	63.93	11	9.02	2.18

Sr.No.	Personal Challenges experienced by the respondents while working from home.	(n= 122)						Wt. Mean Score (3-1)
		Responses						
		To High Extent		To Moderate Extent		To Low Extent		
		f	%	f	%	f	%	
2	Constrained as a result of excessive working screen time, while working online.	41	33.60	59	48.36	22	18.04	2.16
3	Tiredness due to heavy workloads.	41	33.60	53	43.45	28	22.95	2.11
4	Disappointment at not being able to cope up with technological advancements.	34	27.87	59	48.36	29	23.77	2.04
5	Facing trust issues among the fellow employees.	24	19.67	63	51.64	35	28.69	1.91
6	Facing difficulties while prioritizing between work and home.	40	32.79	50	40.98	32	26.23	2.06
	Average Weighted Mean							2.07

Personal Challenges experienced by the respondents while working from home: The data in table 15 revealed that less than two-third (63.93%) of the respondents faced challenges due to communicational difficulties with co-workers while working online from home "to moderate extent". The findings also revealed that 51.64 per cent of the respondents faced trust issues among their fellow employees while working from home in Hybrid work mode "to moderate extent". The average weighted mean of the personal challenges experienced while working from home of the respondents was 2.07

Table 16: Distribution of the respondents according to Extent of Personal Challenges experienced by the respondents while working from home

Sr. No	Extent of Personal Challenges experienced by the respondents while working from home	(n = 122)		
		Ranges of scores	f	%
1.	To Low Extent	6-9	9	7.38
2.	To Moderate Extent	10-14	92	75.41
3.	To High Extent	15-18	21	17.21

The data in table 16 revealed that less than one-tenth (7.38%) of the respondents faced personal challenges "to low extent" while working from home in Hybrid work mode. More than three-fourth (75.41%) of the respondents faced personal challenges while working from home in Hybrid work mode "to moderate extent". It was also observed that 17.21 per cent of the respondents faced personal challenges" while working from home in Hybrid work mode "to high extent.
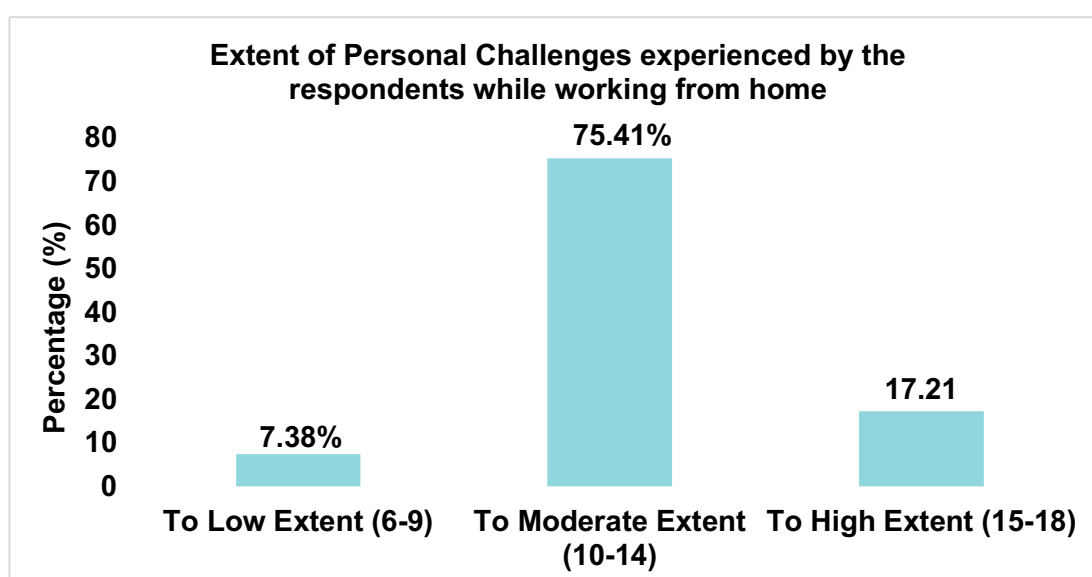
Figure 8: Extent of Personal Challenges experienced by the respondents while working from home

Table 17: Distribution of the respondents according to overall Extent of challenges faced by them while working in Hybrid work mode

Sr. No	Overall Extent of challenges	(n = 122)		
		Ranges of scores	f	%
1.	To Low Extent	38-63	7	5.74
2.	To Moderate Extent	64-88	111	90.98
3.	To High Extent	89-144	4	3.28

The data in table 17 revealed that less than one-tenth (5.74%) of the respondents faced challenges while working in Hybrid work mode "to low extent". Majority (90.98%) of the respondents faced challenges while working in Hybrid work mode "to moderate extent". It was also observed that 3.28 per cent of the respondents faced challenges" while working in Hybrid work mode "to high extent".
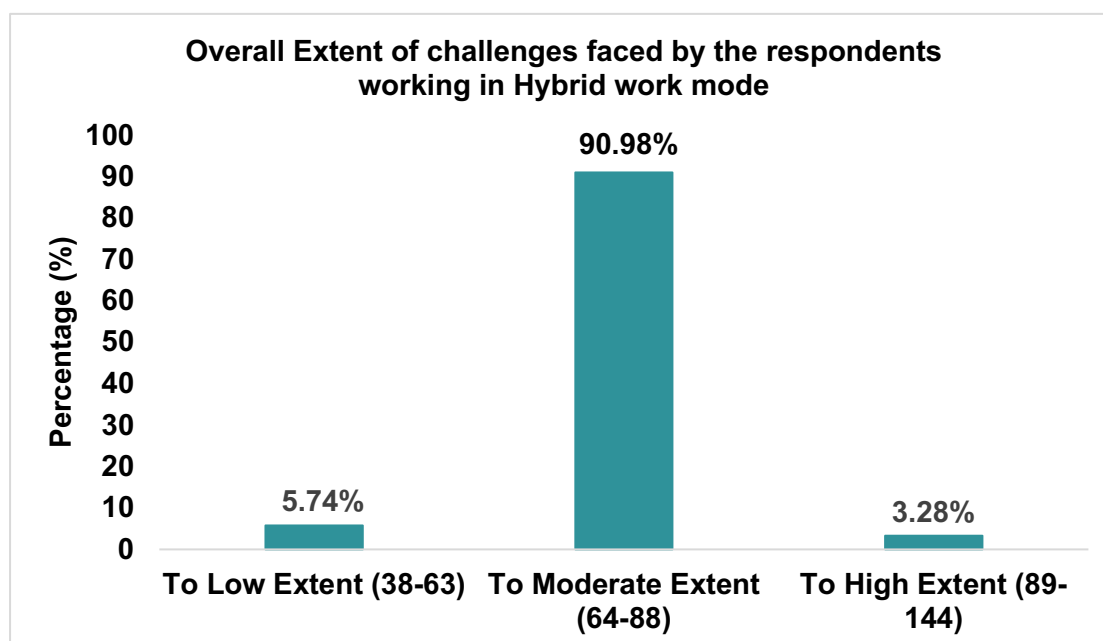

Figure 9: Overall extent of Challenges faced by the respondents while working in Hybrid work mode

Table 18: Overall weighted mean scores regarding the extent of Challenges faced by the respondents while working in Hybrid work mode.

Sr.No.	Challenges faced by the respondents while working in Hybrid work mode	Average weighted Mean
1	Professional Challenges experienced by the respondents while working from office	1.61
2	Professional Challenges experienced by the respondents while working from home	2.06
3	Family Challenges experienced by the respondents while working from home	1.89
4	Personal Challenges experienced by the respondents while working from office	1.8
5	Personal Challenges experienced by the respondents while working from home	2.07

The overall weighted mean score from table 18 revealed that the score was highest for "Personal Challenges experienced by the respondents while working from home" (2.07) followed by "Professional Challenges experienced by the respondents while working from home" (2.06) and third in place was "Family Challenges experienced by the respondents while working from home" (1.89) followed by "Professional Challenges experienced by the respondents while working from office" (1.61) and "Personal Challenges experienced by the respondents while working from office" (1.8) of extent of challenges faced by the respondents while working in hybrid work mode.

4.3 Extent of Coping Strategies adopted by the respondents working in Hybrid work mode: The section deals with the coping strategies adopted by the respondents working in Hybrid work mode. It had a 3-point continuum Likert scale for the responses "Always", "Sometimes", and "Never" were scored 3 through 1 respectively. A high score reflected a high extent of coping strategies adopted by the respondents working in Hybrid work mode.

Table 19: Distribution of the respondents according to the Coping Strategies adopted by them while working in Hybrid work mode

Sr. No	Coping Strategies adopted by the respondents while working in Hybrid work mode	(n = 122)						Wt. Mean Score (3-1)
		Responses						
		Always		Sometimes		Never		
		f	%	f	%	f	%	
1	Withdrawing from any stressful situation.	59	48.36	51	41.80	12	9.84	2.39
2	Taking up a hobby for leisure.	47	38.52	66	54.10	09	7.38	2.31
3	Avoiding unnecessary conflicts wherever possible.	64	52.46	52	42.62	06	4.92	2.48
4	Listening to music.	56	45.90	53	43.45	13	10.65	2.35
5	Taking time to recover from any unpleasant occurrence in the workplace.	40	32.79	76	62.29	06	4.92	2.28
6	Seeking social support if needed.	47	38.52	65	53.28	10	8.20	2.30
7	Accepting the workload and rationalize one's reaction.	35	28.69	75	61.47	12	9.84	2.19
8	Doing some exercise to feel fresh and energetic.	33	27.05	68	55.74	21	17.21	2.10
9	Meditating for mindfulness.	29	23.77	61	50.00	32	26.23	1.97
10	Learning to block negative emotions.	34	27.87	66	54.10	22	18.03	2.10
11	Accepting the stress positively.	33	27.05	67	54.92	22	18.03	2.09

Sr. No	Coping Strategies adopted by the respondents while working in Hybrid work mode	(n = 122)						Wt. Mean Score (3-1)
		Responses						
		Always		Sometimes		Never		
		f	%	f	%	f	%	
12	Encouraging open communications with the ones in dispute.	36	29.52	72	59.01	14	11.47	2.18
13	Being understanding towards the ones who caused the dispute.	37	30.33	74	60.66	11	9.01	2.21
14	Taking rest.	63	51.63	55	45.09	04	3.28	2.48
15	Setting appropriate boundaries among the colleagues.	66	54.10	52	42.62	04	3.28	2.51
16	Formulating a reasonable work-break balance.	48	39.34	64	52.46	10	8.20	2.31
17	Shifting among different workloads.	33	27.05	63	51.63	26	21.32	2.06
18	Formulating a proper time management schedule.	41	33.61	65	53.28	16	13.11	2.20
19	Using breathing techniques to relieve stress.	27	22.13	58	47.54	37	30.33	1.92
20	Dedicating a separate workspace at home to avoid distractions.	48	39.34	60	49.19	14	11.47	2.28
21	Watching web series or television, programs.	42	34.43	51	41.80	29	23.77	2.11
22	Going out for watching movies.	34	27.86	60	49.19	28	22.95	2.05
23	Reading books to divert attention from stress.	32	26.22	60	49.19	30	24.59	2.02
24	Paying attention at work to avoid reoccurrence of mistakes.	51	41.80	67	54.92	04	3.28	2.39
25	Taking part in bridge courses/ skill enhancing courses for any technological gaps.	29	23.77	66	54.10	27	22.13	2.02
26	Participating in recreational activities with family members.	38	31.15	69	56.56	15	12.29	2.19
27	Consuming a balanced diet to avoid nutritional deficiencies.	41	33.61	77	63.11	04	3.28	2.30

Sr. No	Coping Strategies adopted by the respondents while working in Hybrid work mode	(n = 122)						Wt. Mean Score (3-1)
		Responses						
		Always		Sometimes		Never		
		f	%	f	%	f	%	
28	Consuming Tea/ Coffee for refreshment.	62	50.82	47	38.52	13	10.66	2.40
29	Sitting at a comfortable place to relax.	59	48.36	51	41.80	12	9.84	2.38
	Total							2.23

Coping Strategies adopted by the respondents while working in Hybrid work mode: The data in table 19 revealed that more than one-half (54.10%) of the respondents "always" set appropriate boundaries among their colleagues to cope with the challenges faced by the respondents while working in hybrid work mode. The findings of the study also revealed that more than one-half (52.46%) of the respondents "always" avoided unnecessary conflicts wherever possible while working in hybrid work mode followed by slightly more than one-half (51.63%) of the respondents "always" took rest to cope with the challenges faced by the respondents while working in hybrid work mode. The findings also revealed that 50.82 per cent of the respondents "always" consumed tea/ coffee for refreshment to cope with the challenges faced by the respondents while working in hybrid work mode. It was also revealed that less than two-third (63.11%) of the respondents "sometimes" consumed a balanced diet to avoid nutritional deficiencies followed by slightly less than two-third (62.29%) of the respondents "sometimes" took time to cope with the challenges faced by the respondents while working in hybrid work mode. The weighted mean score regarding the extent of coping strategies adopted by the respondents while working in hybrid work mode revealed the highest for "Taking rest" and "Avoiding unnecessary conflicts wherever possible"(2.48)

Extent of Coping Strategies adopted by the respondents while working in Hybrid work mode: A probe was made out to find out the extent of coping Strategies adopted by the respondents while working in Hybrid work mode. The score on each of the items of the scale was summated and a possible range of
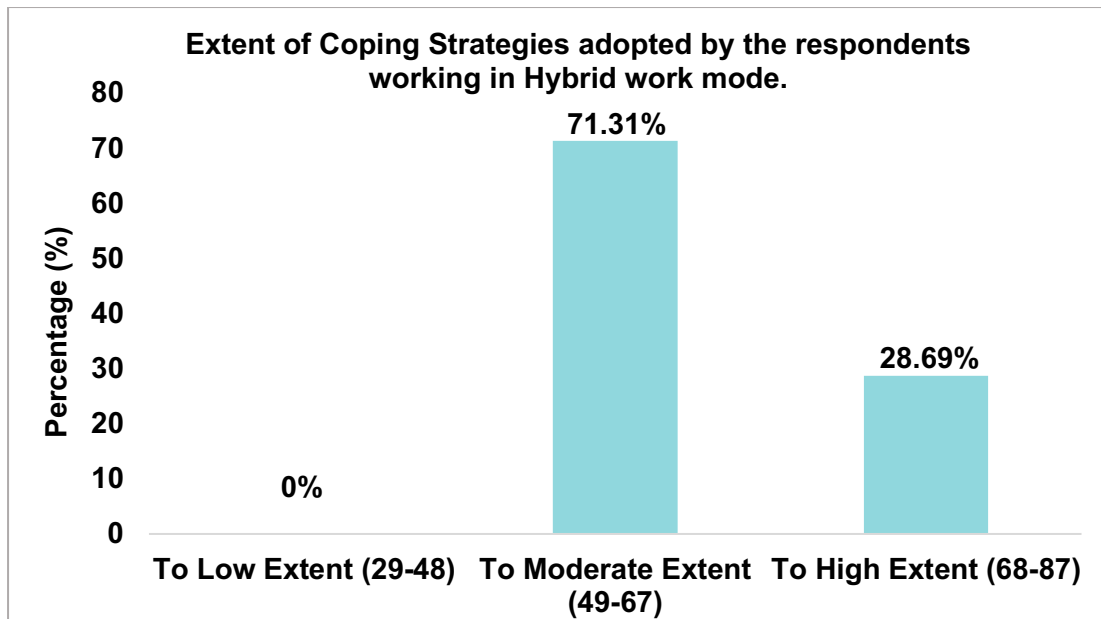
minimum and maximum scores were divided into three categories having an equal interval. The minimum score was 29 and the maximum score was 87. The high score reflected the high extent of coping Strategies adopted by the respondents while working in a Hybrid work mode.

Table 20: Distribution of the respondents according to extent of Coping Strategies adopted by the respondents while working in Hybrid work mode

Sr. No	Extent of Coping Strategies adopted by the respondents while working in Hybrid work mode	(n = 122)		
		Ranges of scores	f	%
1	To Low Extent	29-48	0	0
2	To Moderate Extent	49-67	87	71.31
3	To High Extent	68-87	35	28.69

The data in table 20 revealed that less than three-fourth (71.31%) of the respondents adopted coping strategies to cope with the challenges faced by the respondents while working in hybrid work mode "to moderate extent". Less than one-third (28.69%) of the respondents adopted coping strategies while working in Hybrid work mode "to high extent" . It was also observed that none of the respondents adopted coping strategies "to low extent" to cope with the challenges faced by the respondents while working in hybrid work mode.

Extent of Coping Strategies adopted by the respondents working in Hybrid work mode.

Figure content:
- To Low Extent (29-48): 0%
- To Moderate Extent (49-67): 71.31%
- To High Extent (68-87): 28.69%

Y-axis: Percentage (%)

Figure 10 : Extent of Coping Strategies adopted by them while working in Hybrid work mode

Conclusion

The majority (63.11%) of the respondents belonged between the age of 24 to 29 years. More than one-half (57.38%) of the respondents were Males and less than one-half (42.62%) of the respondents were Females. Slightly more than one-half (50.82%) of the respondents were Graduates. one-half (50.00%) of the total respondents were unmarried and less than one-half (49.18%) of the respondents were married. The data revealed that one-half (50.00%) of the respondents were earning 34001-52000 rupees. The mean monthly personal income was 40,385 ₹. Less than one-half (47.54%) of the respondents owned a flat. The majority (86.06%) of the respondents had work experience of less than 4 years. The data revealed that more than one-third (39.34%) of the respondents did not hire a domestic help service. The data revealed that more than one-half (58.20%) of the respondents belonged to nuclear family. The data revealed that the majority (65.57%) of the respondents did not have children and More than one-tenth (14.75%) of the respondents had one child. The data revealed that less than one-half (41.80%) of the respondents had a family income less than 700000 rupees. The mean annual family income was 8,12,910 ₹. The findings revealed that more than two-third (67.21%) of the respondents took less than 80 minutes to commute for work. An in-depth analysis of the mode of conveyance used for commuting for work by the respondents revealed that 43.45 per cent of the respondents used "Metro" as a mode of conveyance under public transport.

It was observed that more than one-half (59.02%) of the respondents faced professional challenges to keep a positive work attitude "to moderate extent". The average weighted mean of the professional challenges experienced while working from office of the respondents was 1.61. It was observed that less than two-third (63.94%) of the respondents faced challenges while working with motivation "to moderate extent". The average weighted mean of the professional challenges experienced while working from home of the respondents was 2.06. The findings revealed that more than one-half (54.92%) of the respondents faced challenges sparing quality time for family members while working from home "to moderate extent". The average weighted mean of the family challenges experienced while working from home of the respondents

was 1.89. It was observed that less than two-third (61.47%) of the respondents faced challenges towards work schedule while working from office "to moderate extent". The average weighted mean of the personal challenges experienced while working from office of the respondents was 1.8. It was observed that less than two-third (63.93%) of the respondents faced communicational difficulties with co-workers while working online "to moderate extent". The average weighted mean score was highest of the personal challenges experienced while working from home of the respondents was 2.07

4.4 Development of an educational aid,

A guide to cope up with the Challenges faced by the Information Technology sector employees working in Hybrid Work Mode.

A booklet was developed "A guide to cope up with the Challenges faced by the Information Technology sector employees working in Hybrid Work Mode" to create awareness among employees for adopting the coping strategies while working in Hybrid work mode. The educational aid included an introduction of Hybrid, Professional Challenges faced by the Information Technology sector employees, Family Challenges faced by the Information Technology sector employees, Personal Challenges faced by the Information Technology sector employees and coping strategies which can be adopted by the Information Technology sector employees and other sector employees. A panel of experts from Family and Community Sciences were requested to validate the importance of topic, content and language clarity of the text. The suggestions given by the experts were incorporated and changes were done accordingly.

Hybrid Work Mode

The term "Hybrid" generally occurs when there is a blend or mix of two different kinds. The hybrid work mode is the combination of both work from home and work from office modes, it balances both models to avoid any conflict. The workplace is no longer inside thefour walls of the office, it has changed its location to homes.The employees working in hybrid work mode migrate between various locations depending on the work need to bedone. The work from home is not restricted to the Information Technology sector, the employees of banking, education, state, and central government staff adapting work from home.The technology sector is progressively adapting to hybrid work patterns, easing out of the complete work from home atmosphere.

Professional Challenges in Hybrid Work Mode

- Keeping a positive work attitude
- Fulfilling work related responsibilities

- Meeting deadlines

- Conforming with the technologicaladvancements

- Communicating efficiently with team members

- Working more than office hours

- Working in different time schedules

- Fulfilling the assigned responsibilities

- Communicating with clients and customers

- Contributing creatively while working on newideas virtually.

- Coping within the domestic environmentaldistractions.

- Getting required breaks between work

- Availability of proper resources needed for online working.

Family Challenges in Hybrid Work Mode
- Sparing quality time for family members

- Avoiding family for work

- Family acting as a cause of distraction during work

- Taking care of the family members

- Facing difficulty in meeting the expectations of the family.

- Feeling excluded due to work at family gatherings

- Facing a lack of motivation at work due to a lack of support from family members.

- Isolating oneself while working when surrounded by family members.

- Facing constant criticism by the family members for not being involved enough.

Personal Challenges in Hybrid Work Mode

- Hesitating while doing interpersonal communication

- Coping up with the work schedule

- Conformity with the sleep schedule

- Facing trust issues among the fellowemployees

- Not being able to cope up with technological advancements.

- Finding communicational difficulties withco-workers while working online

- Constrained as a result of excessive working screen time, while working online
- Tiredness due to heavy workloads
- Disappointment at not being able to copeup with technological advancements
- Facing difficulties while prioritizingbetween work and home

Coping Strategies for overcoming Professional Challenges in Hybrid Work Mode

- Setting appropriate boundaries among colleagues.
- Taking part in bridge courses/skill-enhancing courses for any technological gaps.
- Shifting among different workloads.
- Formulate a proper time management schedule.
- Talk to colleagues about how they are coping.
- Use video conferencing software to maintain ahealthy relationship with colleagues.
- Listening to music.
- Avoid unnecessary conflicts wherever possible.
- Organize a group of close peers to 'meet' as manytimes.
- Encouraging open communication with the ones indispute.
- Using breathing techniques to relieve stress.
- Taking time to recover from any unpleasant occurrence in the workplace.

Chapter V
SUMMARY, CONCLUSION AND RECOMMEDNDATIONS

The Information Technology sector of India has become one of the fastest growing sectors in the world, benefiting from the Indian economy's globalization. Companies in the information technology sector create software, hardware, or semiconductor equipment, as well as provide internet or related services. As businesses, governments, academic institutions, and private organizations are becoming more dependent on Information Technology Sector functions, this sector is vital to the nation's security, economy, and public health and safety. The employees of the Information Technology sector are likely to experience various challenges due to consistent work-related mental activity.. People around the globe have combined work from home with work from office due to the pandemic. The COVID-19 crisis has caused a significant shift in people interaction style .In this perspective, the Information Technology sector has provided the tools and resources that needed to support remote activities.

The term "Hybrid" generally occurs when there is a blend or mix of two different kinds. The hybrid work mode is the combination of both work from home and work from office modes, The employees working in hybrid work mode migrate between various locations depending on the work they need to be done. All the information communicated through the internet services is handled by the Information Technology sector employees and continuing their work during a pandemic is challenging in itself. An employee aimed to balance the complexities of the job, social, and personal or family lives.

The studies found while collecting the Review of literature highlighted that studies have been conducted were focusing on "Hybrid Workplace: The Future of Work", "The Impact of Working from Home on Productivity during COVID-19", "Factors affecting Work from the Office and Work from anywhere for Employees", "The Impact of Pandemic COVID -19 in Workplace". Thus, the challenges faced and Coping Strategies adopted by the Information Technology sector employees working in Hybrid work mode" was a less explored research area. Hence, the present study was conceptualized.

The Department of Family and Community Resource Management, Faculty of Family and Community Sciences, The Maharaja Sayajirao University of Baroda, offers courses such as "Human Resource Management in Hospitality Industry", "Entrepreneurship Management" at the Undergraduate level and Postgraduate level and "Professional Management Practices in Hospitality Industry" at the Postgraduate level. Hence, the information gathered through the present research would widen the database and enrich the curriculum by adding more coping strategies and new management styles. The students can understand aspects of the course curriculum like planning, decision-making, and stress management, before stepping ahead in their career paths. The research will help to give the employees' views about the different work styles and can help the organizations to make decisions, restructuring the working patterns beneficial for the organization and also for their employees resulting in better utilization of human resources.

Statement of Problem

The present study aimed to investigate the extent of challenges faced and coping strategies adopted by the Information Technology Sector employees working in the Hybrid work mode of Delhi-NCR.

Objectives of the study

1 To identify the extent of challenges faced by the Information Technology sector employees while working in hybrid work mode.
2 To ascertain the extent of coping strategies adopted by the Information Technology sector employees while working in hybrid work mode.
3 To develop an educational aid to create awareness regarding the various coping strategies that can be adopted by the Information Technology sector employees while working.

Delimitations of the study

1 The sample of the study was limited to Information Technology sector employees having experience of working in Hybrid work mode from past 1 year.

2   The study was limited to the employees designated as Developers of Indian Information Technology sector and working from office for 3 days and home for 2 days.

Methodology

The research design of the present study was descriptive in nature. The samples of the study were 120 Information Technology Sector employees working in hybrid work mode as developers in Delhi- NCR region from September 2021 to December 2022. The data were gathered between October 2022 to December 2022 by the researcher via physical distribution of the questionnaire in the companies of the respective employees. The consent of each respondent for the questionnaire was undertaken.Apart from background information , questionnaire comprised two sections viz. "Extent of challenges faced by the Information Technology sector employees working in Hybrid work mode" which comprised of 38 statements related to the Professional , Personal and Family Challenges experienced by employees while working from office and home. It had a 3-point continuum Likert scale for the responses To High Extent", "To Somewhat Extent", and "To Low Extent" which were scored 3 through 1 respectively. This scale was developed by the researcher. The "Extent of Coping Strategies adopted by the Information Technology sector employees working in Hybrid work mode" included 29 statements regarding the Coping Strategies adopted by the Information Technology sector employees working in Hybrid work mode. It had a 3-point continuum Likert scale for the responses "Always", "Sometimes", and "Never" which were scored 3 through 1 respectively. The scales was developed by the researcher. The content validity of the scales was established by giving to the experts from Department of Family and Community Resource Management, Faculty of Family and Community Science, The Maharaja Sayajirao University of Baroda, Vadodara. The corrections were done by the researcher as suggested by the experts in the tool.

Major Findings:

The major findings of the study are presented here.

Section I Background Information: The findings related to personal, family and commuting for work are reported here.

Personal Information: It was found that majority (63.11%) of the respondents belonged between the age of 24 to 29 years. Slightly more than one-half (50.82%) of the respondents were Graduates. one-half (50.00%) of the total respondents were unmarried and less than one-half (49.18%) of the respondents were married. The data revealed that one-half (50.00%) of the respondents were earning 34001-52000 rupees. The mean monthly personal income was 40,385 ₹. The majority (86.06%) of the respondents had work experience of less than 4 years.

Family Information: A more than one-half (58.20%) of the respondents belonged to nuclear family. The data revealed that the majority (65.57%) of the respondents did not have children and More than one-tenth (14.75%) of the respondents had one child. The mean annual family income was 8,12,910 ₹.

Commuting for work Information: It was found that more than two-third (67.21%) of the respondents took less than 80 minutes to commute for work. An in-depth analysis of the mode of conveyance used for commuting for work by the respondents revealed that 43.45 per cent of the respondents used "Metro" as a mode of conveyance under public transport.

Section II: It was found that more than one-half (59.02%) of the respondents faced challenges while keeping a positive work attitude while working "to moderate extent". The average weighted mean of the professional challenges experienced while working from office of the respondents was 1.61.A less than two-third (63.94%) of the respondents faced challenges while working with motivation "to moderate extent". The average weighted mean of the professional challenges experienced while working from home of the respondents was 2.06. It was found that one-half (54.92%) of the respondents faced challenges while sparing quality time for family members "to moderate

extent". The average weighted mean of the family challenges experienced while working from home of the respondents was 1.89 .It was found that less than two-third (61.47%) of the respondents faced challenges towards work schedule while working from office "to moderate extent". The average weighted mean of the personal challenges experienced while working from office of the respondents was 1.8.It was found that less than two-third (63.93%) of the respondents faced communicational difficulties with co-workers while working online "to moderate extent". The average weighted mean score was highest of the personal challenges experienced while working from home of the respondents was 2.07.

Section III: The findings revealed that one-half (54.10%) of the respondents "always" set appropriate boundaries among their colleagues to cope with the challenges faced by the respondents while working in hybrid work mode. The findings of the study also revealed that more than one-half (52.46%) of the respondents "always" avoided unnecessary conflicts wherever possible while working in hybrid work mode. The findings also revealed that 50.82 per cent of the respondents "always" consumed tea/ coffee for refreshment to cope with the challenges faced by the respondents while working in hybrid work mode. The weighted mean score regarding the extent of coping strategies adopted by the respondents while working in hybrid work mode revealed the highest for "Taking rest" and "Avoiding unnecessary conflicts wherever possible"(2.48).

Conclusion

The present research was undertaken with objectives to identify the extent of challenges faced by the Information Technology sector employees while working in hybrid work mode and to ascertain the extent of coping strategies adopted by the Information Technology sector employees while working in hybrid work mode. It was found that majority (63.11%) of the respondents belonged between the age of 24 to 29 years. Slightly more than one-half (50.82%) of the respondents were Graduates. one-half (50.00%) of the total respondents were unmarried and less than one-half (49.18%) of the respondents were married. The data revealed that one-half (50.00%) of the respondents were earning 34001-52000 rupees. The mean monthly personal income was 40,385

₹. The majority (86.06%) of the respondents had work experience of less than 4 years. A more than one-half (58.20%) of the respondents belonged to nuclear family. The data revealed that the majority (65.57%) of the respondents did not have children and More than one-tenth (14.75%) of the respondents had one child. The mean annual family income was 8,12,910 ₹. It was found that more than two-third (67.21%) of the respondents took less than 80 minutes to commute for work. An in-depth analysis of the mode of conveyance used for commuting for work by the respondents revealed that 43.45 per cent of the respondents used "Metro" as a mode of conveyance under public transport.

The findings also revealed that more than one-half (59.02%) of the respondents faced challenges while keeping a positive work attitude while working "to moderate extent". The average weighted mean of the professional challenges experienced while working from office of the respondents was 1.61.A less than two-third (63.94%) of the respondents faced challenges while working with motivation "to moderate extent". The average weighted mean of the professional challenges experienced while working from home of the respondents was 2.06. It was found that one-half (54.92%) of the respondents faced challenges while sparing quality time for family members "to moderate extent". The average weighted mean of the family challenges experienced while working from home of the respondents was 1.89. It was found that less than two-third (61.47%) of the respondents faced challenges towards work schedule while working from office "to moderate extent". The average weighted mean of the personal challenges experienced while working from office of the respondents was 1.8. It was found that less than two-third (63.93%) of the respondents faced communicational difficulties with co-workers while working online "to moderate extent". The average weighted mean score was highest of the personal challenges experienced while working from home of the respondents was 2.07.

The findings also revealed that one-half (54.10%) of the respondents "always" set appropriate boundaries among their colleagues to cope with the challenges faced by the respondents while working in hybrid work mode. A one-half (52.46%) of the respondents "always" avoided unnecessary conflicts wherever

possible while working in hybrid work mode. It was also revealed that 50.82 per cent of the respondents "always" consumed tea/ coffee for refreshment to cope with the challenges faced by the respondents while working in hybrid work mode. The weighted mean score regarding the extent of coping strategies adopted by the respondents while working in hybrid work mode revealed the highest for "Taking rest" and "Avoiding unnecessary conflicts wherever possible"(2.48).

Implications of the study

The findings of the present study had the following implications:

For the Field of Family and Community Resource Management

The Department of Family and Community Resource Management offers courses such as "Human Resource Management in Hospitality Industry", "Entrepreneurship Management at the Undergraduate level and "Professional Management Practices in Hospitality Industry" at the Postgraduate level. Hence, the information gathered through the present research would widen the database and enrich the curriculum by adding more coping strategies and new management styles. The students can understand aspects of the course curriculum like planning, decision-making, and stress management, before stepping ahead in their career paths. This research will provide an insight to the students on understanding the challenges faced due to technological advancements in the corporate and educational sectors. The coping strategies suggested in the study will be helpful for the students and teachers to use the hybrid mode for educational and professional purposes.

For Government

The findings of the study can aid the authorities in utilizing the information for restricting and developing policies which are beneficial for the employee wellbeing, employee management, proper utilization of the human resource.

For Information Technology Sector Companies

The findings of the present study would act as feedback to the Information technology sector companies to identify the challenges faced by the employees working in Hybrid work mode. The findings can aid the stakeholders in identifying the expectations of the employees and thus try to bring changes in the policies accordingly to increase the output as well as help the professionals to overcome challenges during working in hybrid mode.

For Information Technology Sector Employees

The challenges faced by the employees can be difficult to overcome if proper coping strategies are not implemented. An educational aid was developed to create awareness among the employees about adopting and implementing the various coping strategies for the challenges faced while working in hybrid mode. This will help them to effectively manage the difficulties experienced while working in hybrid work mode.

Recommendations for the Future Studies

1. An investigation in other metropolitan and cosmopolitan cities to find out the extent of challenges faced by the Information technology employees working in hybrid work mode can be studied.
2. A larger sample size can be considered for this similar type of study.
3. A study can be conducted to test the effectiveness of the coping strategies which were suggested and implemented.
4. A similar study can be conducted for the extent of challenges faced by students pursuing their education in hybrid mode.
5. A gender comparative study can be conducted to find out the differences in the challenges faced by each respective gender.

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APPENDIX-I

QUESTIONNAIRE

Section 1: Background Information

(A) Personal Data

1. Name _____

2. Address _____

3. Email- Address _____

4. Phone Number _____

5. Age (in Years) _____

6. Gender

   o Male

   o Female

   o Other

7. Educational Qualification

   o Graduate

   o Diploma

   o Post Graduate

   o Any other professional degree or diploma, kindly specify

      _____

8. Type of family

   o Nuclear family

   o Joint Family

9. Marital status

   o Single

   o Married

- o Widowed

- o Divorced

10. Do you have children?

- o Yes

- o No

11. How many children do you have _____

12. Type of Residence-

    i. Rented Flat

    ii. Rented Bungalow

    iii. Own Flat

    iv. Own Bungalow

    v. Paying Guest- Separate Room

    vi. Paying Guest-Sharing Room

    _____

13. Do you use the service of a house helper?

    - o Yes

    - o No

14. If yes, is the house help service full-time/part-time?

    - o Full-Time

    - o Part-Time

15. Department where you work at present –

16. Your income per month in ₹ _____

17. Family Income per month in ₹ _____

18. Name of the organization _____

19. Total work experience till date _____

20. Total working experience in the present organization till date _____

21. Time taken to reach workplace to residence _____

22. What conveyance do you use to travel to and fro from home to office and office to home?

   i. Personal Vehicle

   o   Two-Wheeler

   o   Four-Wheeler

   ii. Public Transport

   o   Metro

   o   Cab

   o   Auto Rickshaw

   o   Car Pool

   o   City Bus

   iii. Company Vehicle

   o   Company Bus

   o   Company cab

   iv. Any other, kindly mention

   _____

Section 2: Challenges faced by the Information Technology sector employees working in Hybrid work mode.

Given below are the Challenges faced by the Information Technology sector employees working in Hybrid work mode. Read each statement listed here and tick mark (ü) on the appropriate option.

Sr. No	Challenges faced by employees.	To High Extent	To Somewhat Extent	To Low Extent
	Professional Challenges experienced by employees while working from office.			
1	Keeping a positive work attitude while on the job.			
2	Fulfilling work related responsibilities.			
3	Attending meetings offline.			
4	Meeting the deadlines.			
5	Conforming with the technological advancements required.			
	Professional Challenges experienced by employees while working from home.			
6	Communicating efficiently with team members.			
7	Working with motivation.			
8	Working more than office hours.			
9	Working in different time schedule.			
10	Fulfilling the assigned responsibilities by office.			
11	Communicating with clients and customers.			
12	Contributing creatively while working on new ideas to the team online.			
13	Coping within the domestic environmental distractions.			
14	Getting required breaks between			

	work.			
15	Availability of proper resources needed for working online.			
16	Coordinating with the colleagues while working online.			
17	Completing the work to deadlines			
18	Conforming with the technological advancements required.			
	Family Challenges experienced by employees while working from home.			
19	Sparing quality time for family members.			
20	Avoiding family for work.			
21	Family acting as a cause of distraction during work.			
22	Taking care of the family members			
23	Facing difficulty in meeting the expectations of the family.			
24	Being excluded because of work at family gatherings.			
25	Facing lack of motivation in work due to a lack of support by family members.			
26	Isolating self due to work when surrounded by family members.			
27	Facing constant criticism by the family members for not being involved enough.			
	Personal Challenges experienced by employees while working from office.			
28	Hesitating while doing interpersonal communication.			

29	Conformity with the work schedule.			
30	Facing trust issues among the fellow employees.			
31	Conformity with the sleep schedule			
32	Not being able to keep up with technological advancements.			
	Personal Challenges experienced by employees while working from home.			
34	Finding communicational difficulties with the co-workers while working online.			
35	Constrained as a result of excessive working screen time, while working online.			
36	Tiredness due to heavy workloads.			
37	Disappointment at not being able to keep up with technological advancements.			
38	Facing trust issues among the fellow employees.			
39	Facing difficulties while prioritizing between work and home.			

Section 3: The Coping Strategies adopted by the Information Technology sector employees working in Hybrid work mode.

Given below are the Coping Strategies adopted by the Information Technology sector employees working in Hybrid work mode. Read each statement listed here and tick mark (ü) on the appropriate option.

Sr. No	Coping strategies Adopted	Always	Sometimes	Never
1	Withdraw oneself from any stressful situation.			
2	Taking up a hobby for leisure.			
3	Avoid unnecessary conflicts wherever possible.			
4	Listening to music.			
5	Taking time to recover from any unpleasant occurrence in the workplace.			
6	Seek social support if needed.			
7	Accept the workload and rationalize one's reaction.			
8	Do some exercise to feel fresh and energetic.			
9	Meditate for mindfulness.			
10	Learn to block negative emotions.			
11	Accept the stress positively.			
12	Encouraging open communications with the ones in dispute.			
13	Being understanding towards the ones who caused the dispute.			
14	Taking rest.			
15	Setting appropriate boundaries among the colleagues.			
16	Formulating a reasonable work-break balance.			
17	Shifting among different workloads.			
18	Formulate a proper time management schedule.			
19	Using breathing techniques to relieve stress.			

20	Dedicating a separate workspace at home to avoid distractions.			
21	Watching web series or television, programs.			
22	Going out for watching movies.			
23	Reading books to divert attention from stress.			
24	Paying attention at work to avoid reoccurrence of mistakes.			
25	Taking part in bridge courses/ skill enhancing courses for any technological gaps.			
26	Participating in recreational activities with family members.			
27	Consuming a balanced diet to avoid nutritional deficiencies.			
28	Consuming Tea/ Coffee for refreshment.			
29	Sitting at a comfortable place to relax.			

Appendix-II

Department of Family and Community Resource Management
Faculty of Family and Community Sciences
The Maharaja Sayajirao University of Baroda, Vadodara,Gujarat

Informed Consent Form

The Department of Family and Community Resource Management, Faculty of Family and Community Sciences, The Maharaja Sayajirao University of Baroda, Vadodara, supports the practice of protection of human participants in research.

The study is being carried out by a researcher on "Extent of challenges faced and coping strategies adopted by the IT Sector employees of Delhi-NCR working in Hybrid work mode" as partial fulfilment of M.Sc. Dissertation.

The questionnaire will provide you with information about the research that will help you decide whether or not you wish to allow your employees to participate.

In this study, your employees will be asked about their background information (Name, Age, Gender, Occupation etc.), challenges faced and coping strategies adopted by them while working in Hybrid work mode. The participation of your employees is strictly voluntary and requires approximately 15-20 minutes.

If you have any further questions concerning this research, please feel free to contact us through phone or e-mail

(Ms. Priyanka Nigam, + 91-9958832812, priyukanigam@gmail.com).

Please indicate with your signature on the space below to allow your employees to participate. If you agree, please be aware that you and your employees are free to leave the study at any point throughout the duration of the research without any penalty. All information will be kept confidential and your or your employee's name will not be associated with any research findings.
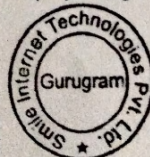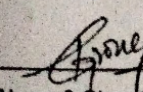
Mehul Mittal - Sr. Manager
_____

Name & Signature of Company Manager

Date: 25-Oct-2022

Seal:

Ms. Priyanka Nigam
Researcher
M.Sc. (F.C.Sc.)
Department of FCRM
FFCSc, MSU

Supervisors:
Prof. Neerja Jaiswal
Dr. Vashima VeerKumar
+91 9558809389
Department of FCRM, FFCSc, MSU

Appendix-III

Department of Family and Community Resource Management
Faculty of Family and Community Sciences
The Maharaja Sayajirao University of Baroda, Vadodara, Gujarat

Informed Consent Form

The Department of Family and Community Resource Management, Faculty of Family and Community Sciences, The Maharaja Sayajirao University of Baroda, Vadodara, supports the practice of protection of human participants in research.

The study is being carried out by a researcher on "<u>Extent of challenges faced and coping strategies adopted by the IT Sector employees of Delhi-NCR working in Hybrid work mode</u>" as partial fulfilment of M.Sc. Dissertation.

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If you have any further questions concerning this research, please feel free to contact us through phone or e-mail
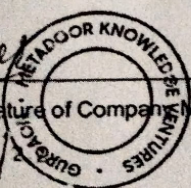
(Ms. Priyanka Nigam, + 91-9958832812, priyukanigam@gmail.com).

Please indicate with your signature on the space below to allow your employees to participate. If you agree, please be aware that you and your employees are free to leave the study at any point throughout the duration of the research without any penalty. All information will be kept confidential and your or your employee's name will not be associated with any research findings.

Name & Signature of Company Manager

Date: 27/10/2

Seal:

Ms. Priyanka Nigam
Researcher
M.Sc. (F.C.Sc.)
Department of FCRM
FFCSc, MSU

Supervisors:
Prof. Neerja Jaiswal
Dr. Vashima VeerKumar
+91 9558809389
Department of FCRM, FFCSc, MSU

Appendix-IV

Participant Consent Form

The Department of Family and Community Resource Management, Faculty of Family and Community Sciences, The Maharaja Sayajirao University of Baroda, Vadodara, supports the practice of protection of human participants in research.

The study being carried by a researcher on "Extent of challenges faced and coping strategies adopted by the IT Sector employees of Delhi-NCR working in Hybrid work mode" as a partial fulfilment of M.Sc. Dissertation.

The questionnaire will provide you information about the research that will help you decide whether or not you wish to participate.

In this study, you will be asked about your background information (Name, Age, Gender, Occupation etc.), challenges faced or coping strategies adopted by you while working in Hybrid work mode. The participation is strictly voluntary and require approximately 15-20 minutes.

If you have any further questions concerning this research, please feel free to contact us through Phone or Email (Ms. Priyanka Nigam + 91 9958832812, priyukanigam@gmail.com).

Please indicate with your signature on the space below that you understand what participation in the study involves and agree to participate.

If you agree, please be aware that you are free to withdraw at any time throughout the duration of the research without any penalty. All information will be kept confidential and your name will not be associated with any research findings.

_____

Name & Signature of Participant

Date:

Ms. Priyanka Nigam
Researcher
M.Sc. (F.C.Sc.)
Department of FCRM
FFCSc, MSU

Supervisors:
Prof. Neerja Jaiswal
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Appendix-V

Participant Consent Form

The Department of Family and Community Resource Management, Faculty of Family and Community Sciences, The Maharaja Sayajirao University of Baroda, Vadodara, supports the practice of protection of human participants in research.

The study is being carried out by a researcher on "Extent of challenges faced and coping strategies adopted by the IT Sector employees of Delhi-NCR working in Hybrid work mode" as a partial fulfilment of M.Sc. Dissertation.

The questionnaire will provide you information about the research that will help you decide whether or not you wish to participate.
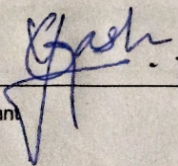
In this study, you will be asked about your background information (Name, Age, Gender, Occupation etc.), challenges faced or coping strategies adopted by you while working in Hybrid work mode. The participation is strictly voluntary and require approximately 15-20 minutes.

If you have any further questions concerning this research, please feel free to contact us through Phone or Email.

(Ms. Priyanka Nigam, + 91-9958832812, priyukanigam@gmail.com).

Please indicate with your signature on the space below that you understand what participation in the study involves and agree to participate.

If you agree, please be aware that you are free to withdraw at any time throughout the duration of the research without any penalty. All information will be kept confidential and your name will not be associated with any research findings.

Yash Goel

_____
Name & Signature of Participant
Date:

Ms. Priyanka Nigam
Researcher
M.Sc. (F.C.Sc.)
Department of FCRM
FFCSc, MSU

Supervisors:
Prof. Neerja Jaiswal
Dr. Vashima VeerKumar
+91 9558809389
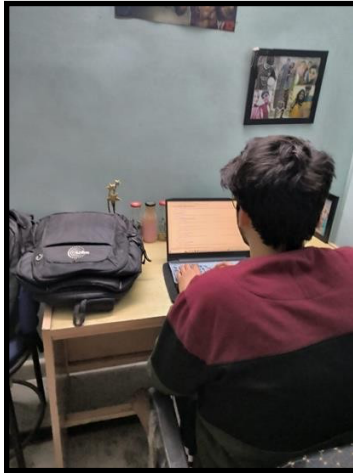Department of FCRM, FFCSc, MSU

Abstract

The Information Technology sector of India has become one of the fastest growing sectors in the world, benefiting from the Indian economy's globalization. Companies in the information technology sector create software, hardware, or semiconductor equipment, as well as provide internet or related services. The COVID-19 crisis has caused a significant shift in people working style .In this perspective, the Information Technology sector has provided the tools and resources that needed to support remote activities. The term "Hybrid" generally occurs when there is a blend or mix of two different kinds. The hybrid work mode is the combination of both work from home and work from office modes, it balances both models to avoid any conflict. various locations depending on the work they need to be done. The present study focuses to identify the extent of challenges faced and coping strategies adopted by the Information Technology sector employees while working in hybrid work mode. The research design of the present study was descriptive in nature. The data was gathered using the survey method by the researcher via physical distribution of the questionnaire in the companies of the respective employees. The data were collected from the 120 Information Technology Sector employees working in hybrid work mode as developers in Delhi- NCR region in the month of during October 2022 to December 2022. It consisted of 3 sections ; Background information , Challenges faced by the respondents working in Hybrid work mode and Coping Strategies adopted by the respondents while working in Hybrid work mode.

The findings majority (63.11%) of the respondents belonged between the age of 24 to 29 years. More than one-half (57.38%) of the respondents were Male.Slightly more than one-half (50.82%) of the respondents were Graduates. one-half (50.00%) of the total respondents were unmarried and less than one-half (49.18%) of the respondents were married. The data revealed that one-half (50.00%) of the respondents were earning 34001-52000 rupees. The mean monthly personal income was 40,385 ₹. The majority (86.06%) of the respondents had work experience of less than 4 years. The data revealed that

more than one-half (58.20%) of the respondents belonged to nuclear family. The data revealed that the majority (65.57%) of the respondents did not have children and More than one-tenth (14.75%) of the respondents had one child.. The mean annual family income was 8,12,910 ₹. An in-depth analysis of the mode of conveyance used for commuting for work by the respondents revealed that 43.45 per cent of the respondents used "Metro" as a mode of conveyance under public transport. It was observed that less than two-third (63.94%) of the respondents faced challenges while working with motivation "to moderate extent". one-half (54.92%) of the respondents faced challenges sparing quality time for family members while working from home "to moderate extent". It was observed that less than two-third (61.47%) of the respondents faced challenges towards work schedule while working from office "to moderate extent". It was observed that less than two-third (63.93%) of the respondents faced communicational difficulties with co-workers while working online "to moderate extent". The average weighted mean score was highest of the personal challenges experienced while working from home of the respondents was 2.07

A GUIDE TO COPE UP WITH THE CHALLENGES FACED BY THE INFORMATION TECHNOLOGY SECTOR EMPLOYEES WORKING IN HYBRID WORK MODE

Prepared by: Priyanka Nigam

Guided by: Dr.Sarjoo Patel
Dr. Vashima Veerkumar

Department of Family and Community Resource
Management
Faculty of Family and Community Sciences
The Maharaja Sayajirao University of Baroda, Vadodara
2022-2023

Preface

The Information Technology sector of India has become one of the fastest growing sectors in the world and modernization has resulted new job connections,workplace insecurity, uncertainty about future work practices, and quick skill depreciation. The employees of the Information Technology sector are likely to experience various challenges due to consistent work-related activities. An employee aims to balance the increasing complexities of job, social and personal or family lives. The technology sector is progressively adapting to hybrid work patterns due to the which the employees has to face kind of challenges at the workplace i.e. Personal Challenges, Family Challenges and Professional Challenges.

The coping strategies can help an individual to cope with the kind of challenges faced while working in a hybrid work mode. The booklet is the outcome of the research undertaken under the title "Extent of Challenges faced and Coping Strategies adopted by the Information Technology sector employees working in Hybrid work mode of Delhi-NCR". The booklet is an attempt to help people working in hybrid mode to overcome the challenges by suggesting several coping strategies.

Dr. Sarjoo Patel.   *Priyanka Nigam*
Dr. Vashima Veerkumar

Contents

Introduction

The term "Hybrid" generally occurs when there is a blend or mix of two different kinds. The hybrid work mode is the combination of both work from home and work from office modes, it balances both models to avoid any conflict. The workplace is no longer inside the four walls of the office, it has changed its location to homes. The employees working in hybrid work mode migrate between various locations depending on the work need to be done. The work from home is not restricted to the Information Technology sector, the employees of banking, education, state, and central government staff adapting work from home. The technology sector is progressively adapting to hybrid work patterns, easing out of the complete work from home atmosphere.

PROFESSIONAL CHALLENGES IN HYBRID WORK MODE

- Keeping a positive work attitude
- Fulfilling work related responsibilities
- Meeting deadlines
- Conforming with the technological advancements.
- Communicating efficiently with team members
- Working more than office hours
- Working in different time schedules
- Fulfilling the assigned responsibilities.
- Communicating with clients and customers
- Contributing creatively while working on new ideas virtually.
- Coping within the domestic environmental distractions.
- Getting required breaks between work
- Availability of proper resources needed for online working.

FAMILY CHALLENGES IN HYBRID WORK MODE

- Sparing quality time for family members

- Avoiding family for work

- Family acting as a cause of distraction during work

- Taking care of the family members

- Facing difficulty in meeting the expectations of the family.

- Feeling excluded due to work at family gatherings

- Facing a lack of motivation at work due to a lack of support from family members.

- Isolating oneself while working when surrounded by family members.

- Facing constant criticism by the family members for not being involved enough.

Source: https://www.cliweb.org

PERSONAL CHALLENGES IN HYBRID WORK MODE

- Hesitating while doing interpersonal communication
- Coping up with the work schedule
- Conformity with the sleep schedule
- Facing trust issues among the fellowemployees
- Not being able to cope up with technological advancements.
- Finding communicational difficulties withco-workers while working online.
- Constrained as a result of excessive working screen time, while working online.
- Tiredness due to heavy workloads.
- Disappointment at not being able to copeup with technological advancements.
- Facing difficulties while prioritizingbetween work and home.

COPING STRATEGIES FOR OVERCOMING PROFESSIONAL CHALLENGES IN HYBRID WORK MODE

- **Setting appropriate boundaries among colleagues.**
- **Taking part in bridge courses/skill-enhancing courses for any technological gaps.**
- **Shifting among different workloads.**
- **Formulate a proper time management schedule.**
- **Talk to colleagues about how they are coping.**
- **Use video conferencing software to maintain a healthy relationship with colleagues.**
- **Listening to music.**
- **Avoid unnecessary conflicts wherever possible.**
- **Organise a group of close peers to 'meet' as many times.**
- **Encouraging open communication with the ones in dispute.**
- **Using breathing techniques to relieve stress.**
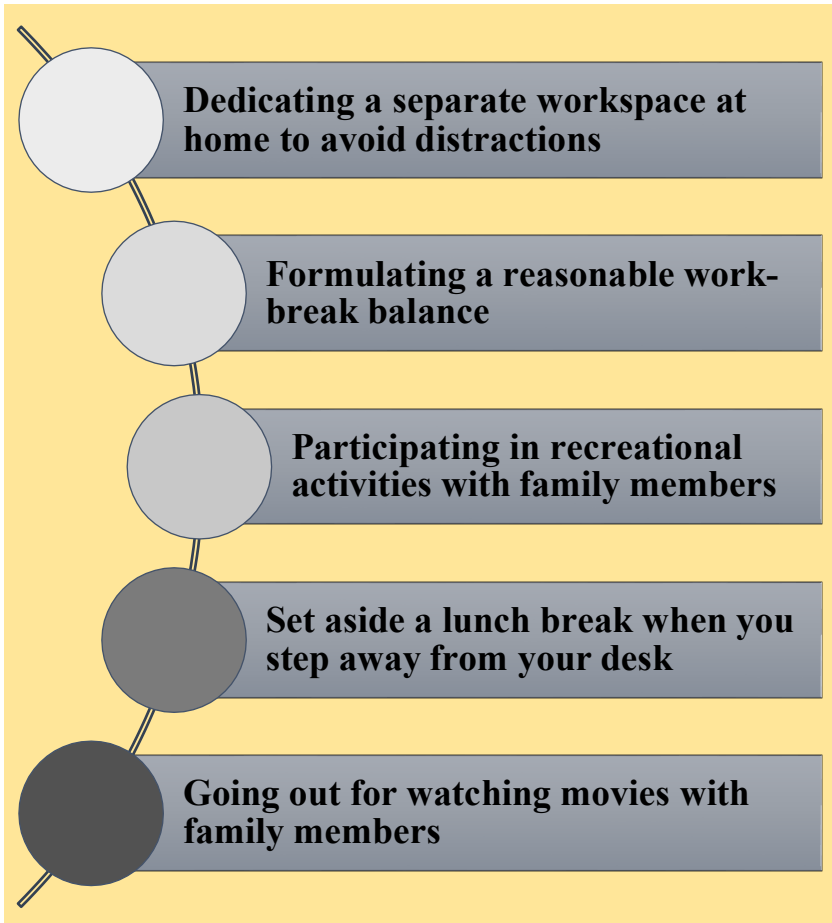- **Taking time to recover from any unpleasant occurrence in the workplace.**

Source: https://www.forbes.com

Source: https://www.uth.edu.com

COPING STRATEGIES FOR OVERCOMING FAMILY CHALLENGES IN HYBRID WORK MODE

- Dedicating a separate workspace at home to avoid distractions

- Formulating a reasonable work-break balance

- Participating in recreational activities with family members

- Set aside a lunch break when you step away from your desk

- Going out for watching movies with family members

COPING STRATEGIES FOR OVERCOMING PERSONAL CHALLENGES IN HYBRID WORK MODE

Consuming a balanced diet to avoid nutritional deficiencies

Taking up a hobby for leisure

Taking rest

Consuming Tea/ Coffee for refreshment.

Sitting at a comfortable place to relax.

Take time to turn off from work and make time to relax and take breaks

Reading books to divert attention from stress.

set an approximate time to switch off from work and go to leisure mode

Seek social support if needed.

Accept the workload and rationalize one's reaction.

Withdraw oneself from any stressful situation.

Watching web series or television, programs.

Do some basic stretching exercises

Source: https://www.labmanager.com

Source: https://www.buzzfeed.com

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