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“Job Satisfaction, Productivity and achieving a Work-Life Balance. A comparative analysis on Traditional vs. Hybrid Working Environments conducted based on Civil Servants”.

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Declaration

I, Robert Malone, identified by the student number 19478156, hereby declare that this research has been composed by myself and all content presented in the thesis has been acknowledged and referenced correctly. This work has never been submitted to any institution or university for the award of master’s degree.

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CHAPTER 1: ABSTRACT

This paper titled: “Job Satisfaction, Productivity and achieving a Work-Life Balance. A comparative analysis on Traditional vs. Hybrid Working Environments conducted based on Civil Servants”, aims to provide insight and enhance employee well-being and organizational effectiveness in the ever-evolving landscape of work. Through a mixed-methods approach, incorporating quantitative surveys and qualitative insights, the study delves into the factors shaping job satisfaction among civil servants. Quantitative research analysis reveals high levels of job satisfaction among civil servants working in a hybrid environment. Qualitative insights further elaborate on the role of factors such as work-life balance, professional development opportunities, and supportive leadership in shaping job satisfaction. The findings underscore the importance of organizational factors in fostering satisfaction within the civil service sector. Overall, this research contributes to the advancement of knowledge in organizational behaviour and human resource management, offering valuable insights for policymakers and organizational leaders. By understanding the determinants of job satisfaction, organizations can develop evidence-based strategies to enhance employee well-being and organizational effectiveness in the ever-evolving landscape of work.

CHAPTER 2: INTRODUCTION

Background and Context

In today's fast-paced and demanding work culture, striking a healthy work-life balance has become an essential objective for people in a range of businesses and sectors. The ability to successfully balance work requirements with personal obligations and family commitments is not only necessary for one's own enjoyment and productivity, but it also contributes to the overall success and longevity of an organization. The conventional 9–5 office-based model is under threat from alternative work arrangements like hybrid work environments, which blend remote and in-person work, as work dynamics evolve. The unexpected rise in the COVID-19 epidemic has led to heightened debate about the effectiveness of a mixed work environment. The 2021 survey results from a survey conducted by Inside Public Accounting of 540 workers in the US showed that 48% want a fully remote work model and 44% want hybrid work. However, 51% of employers support a hybrid work model, and only 5% offer a fully remote work model (Purba, 2024)

This study aims to investigate the concept of work-life balance in the public service context by contrasting traditional and hybrid work environments. To comprehend the complexities of work-life balance, it is imperative to first establish the concept. The concept of "work-life balance" describes the harmony that individuals attempt to create between their responsibilities at work and their personal commitments, including their families, hobbies, health, and career advancement. (Arenofsky, 2017) In order to prevent one from taking precedence over the other, it's important to manage your time, energy, and attention well. According to a number of recent studies, work-from-home arrangements offer greater control over the work environment, increased job satisfaction, increased privacy, and the capacity for focused work that boosts productivity. (Mishra & Bharti, 2023) Work-life balance is not a universal goal; instead, it depends on a person's preferences, the demands of their profession, society norms, and organizational support. Aside from their critical role in supplying citizens with essential services, civil servants in the public sector deal with a range of unique issues and responsibilities. It is possible to comprehend the efficacy and possible benefits of hybrid work arrangements in this sector by considering the ways in which various work settings impact the capacity of civil servants to balance their personal and professional life.

In the past, civil servants reported to a specified place and worked during predetermined office hours. But new advances in technology and evolving views on the nature of work have paved the way for hybrid work settings. Employees can choose to divide their working hours between in-person office work and remote work, usually from home or other locations outside of the traditional office setting, thanks to a flexible work arrangement known as "hybrid work". Adopting working from home has a lot of opportunities. It promotes a healthier work-life balance by giving people greater control over their work schedules. Higher job satisfaction and enhanced general wellbeing result from this. In addition to saving money on commutes for employees, hybrid working is advantageous for employers since it frees up funds that can be allocated to strategic projects that boost the company's competitiveness and growth, such as professional development opportunities for staff members or investments in technology infrastructure. (Anvar, 2023) By allowing for greater autonomy, reduced travel costs and time, and more flexible work schedules, this arrangement may enhance work-life balance. Some regions have experimented with hybrid work settings, with documented outcomes. (Sudarmaji, 2023) Policymakers, corporate leaders, and employees must all comprehend the ramifications of these changing work arrangements. According to

Hoffman-Miller of the Salem Press Encyclopaedia (2022), Job satisfaction is defined as the degree to which an employee is satisfied with his or her job. Management theorists and human resource professionals traditionally view job satisfaction as indicative of an employee's willingness to perform at an optimum level of performance. In the end this is what all businesses strive to achieve. A complex concept that includes elements like fulfilment, autonomy, and acknowledgment, job satisfaction is essential in determining the attitudes and actions of employees. Superior job satisfaction has been associated with increased output, decreased employee attrition, and improved overall performance of the firm. Furthermore, in the context of remote and hybrid work environments, the idea of productivity has attracted a lot of attention. Following the pandemic, new workplaces and flexible work schedules are becoming more and more popular since they significantly improve employee job satisfaction and performance, especially in IT/ITES companies that support the knowledge economy. (Mishra & Bharti, 2023) Advocates of flexible work arrangements contend that by reducing commute times and creating a more favourable work atmosphere, they can increase productivity; nevertheless, detractors point out possible distractions and the possible breakdown of team unity.

Navigating the constant struggle for work-life balance is a challenge across industries, with hybrid working arrangements offering potential solutions by providing greater flexibility to manage time and obligations effectively. Employees will find it much more convenient to prepare work in a hybrid work environment by using an online reporting system and scheduling required meetings with clients, coworkers, and superiors to address issues. It is thought that having this kind of autonomy at work improves job satisfaction, particularly when it comes to managing time to finish duties. (Purba, 2024) However, there are inherent trade-offs, such as blurring boundaries between work and home life, which if not well managed, may exacerbate stress and burnout. It has been observed that hybrid teams—those that collaborate both in person and virtually—spend most of their working hours utilizing collaborative technology. The ability to use, comprehend, and engage with one's surroundings through collaborative technologies becomes an essential talent in a hybrid work setting. Depending on the responsibilities, setting, and timing of their own work as well as that of their peers, hybrid workers are expected to use technology strategically. The expectation that employees can quickly and efficiently integrate these new technological systems into their daily routine can also contribute negatively to the individuals job satisfaction if not monitored properly. (Deschenes, 2024) Comparing traditional and hybrid work settings among civil servants offers insights into the benefits, limitations, and subtle differences of each approach. By analysing variables like job satisfaction, productivity, and work-life balance within the unique context of civil service positions, researchers can inform the creation of policies, organizational procedures, and personal choices. In conclusion, as changing social norms and technological innovations reshape modern work environments, it is crucial for civil servants to understand the implications of traditional versus hybrid working arrangements to maximize employee well-being, organizational effectiveness, and the delivery of public services. Through informed strategies derived from such studies, stakeholders can navigate this shift and promote sustainable and inclusive workplaces.

Research Problem

Examining how traditional vs hybrid work arrangements affect civil servants' work-life balance, productivity, and job satisfaction is the focus of the research problem. Across industries, striking a balance between work and life is an ongoing challenge that needs to be navigated. In response to changing societal standards and technological breakthroughs, civil service organizations are increasingly exploring hybrid work models that combine office-based and remote work, as work dynamics continue to change. Although hybrid workplaces are flexible, there are worries regarding how they impact organizational productivity and employee well-being, especially when compared to typical office-based environments. Therefore, the study challenge aims to explore the particular benefits, negatives, and consequences of traditional and hybrid work settings for civil servants, emphasizing the ways in which various configurations affect work-life balance, productivity, and job satisfaction. The study intends to solve this research challenge in order to offer empirical data and insights that, in the context of public service employment, inform organizational policies, practices, and individual decision-making processes. Well-informed tactics that come from these types of academic investigations help stakeholders manage this revolutionary change and create inclusive, long-lasting work environments.

Research Objectives

The study intends to address important issues concerning productivity, work-life balance, and job satisfaction among government officials in traditional and hybrid work environments. Through a comprehensive study, the following objectives are pursued:

Research Questions:

1. How does job satisfaction differ between civil servants working in traditional office-based environments and those in hybrid work settings?
2. How do employees react to not being in the office on a regular basis, does this lead to a greater work life balance or does it decrease well-being?
3. What are the factors influencing job satisfaction, productivity, and work-life balance among civil servants in both traditional and hybrid work settings?
4. What are the challenges and benefits experienced by civil servants when transitioning from a traditional office-based model to a hybrid work arrangement?
5. Does a hybrid-working office display a greater level of productivity and efficiency, can we achieve this work environment on a larger scale?

Research Aims:

1. To determine and contrast the degree of job satisfaction between civil servants who work in hybrid work arrangements and those who work in traditional office settings.
2. To determine the advantages and disadvantages of Civil Servants switching from traditional office-based employment to hybrid arrangements in order to support organizational strategies and policy development in the future.
3. To examine the perceived work-life balance of civil servants in traditional versus hybrid work environments and identify any significant differences.
4. To explore the factors influencing job satisfaction, productivity, and work-life balance among civil servants, considering the unique dynamics of traditional and hybrid work settings.
5. Recognize the possibility and opportunity for the government, and subsequently, enterprises, to adopt a hybrid work environment.

Significance of Research

This study holds significant implications for organizational policies, practices, and individual decision-making within civil service employment. The research intends to shed light on important issues including work-life balance, productivity, and job satisfaction among public officials by contrasting traditional office-based work environments with newly emerging hybrid work arrangements. Organizations in the public sector that aim to maximize employee well-being and organizational effectiveness must comprehend the consequences of these various work environments. Furthermore, if technology and societal standards change, the results can be used to inform more comprehensive conversations on the nature of labour in the future. The examination of civil servants' experiences can yield valuable insights that can guide the development of inclusive and sustainable work environments in various industries that share comparable difficulties. Furthermore, this study could provide beneficial guidance to organizational executives who are in charge of managing change and putting in place efficient remote work policies by examining the advantages and disadvantages of the shift to hybrid work arrangements. The ultimate goal of the research is to produce empirically supported information that facilitates the development of work environments that promote productivity, employee well-being, and the provision of high-quality public services.

Limitations of Research

This study's emphasis on civil servants in the context of traditional vs hybrid work arrangements—especially in light of the COVID-19 pandemic—is one of its limitations. The findings may not apply to other sectors or industries due to the recent growth of hybrid work models in reaction to the pandemic's disruption of established work habits. The findings of the study may not be applicable due to the distinctive tasks and organizational structures of civil service positions. Furthermore, differences in the size, scope, and location of civil service organizations may also offer problems with sample representativeness and size, which could have an impact on the sample's diversity and breadth. Moreover, the utilization of self-reported data from civil servants may lead to the introduction of self-report bias, which can be impacted by views of organizational expectations or social desirability. The study may not fully capture all the elements influencing public servants' work-life balance, productivity, and job satisfaction, despite efforts to reduce this bias. Therefore, although the study provides insightful information about the differences between traditional and hybrid work arrangements and their effects on civil servants, these limitations highlight the need for care in interpreting the results, and future research should take these issues into account to improve the study's validity and applicability.

CHAPTER 3: LITERATURE REVIEW

Introduction

While it has always been sought after but in today's modern work landscape, a harmonious split between professional and personal responsibilities, has become a pivotal objective throughout all industries for both employers and employees. The capacity to maintain this delicate balance is critical to the overall performance and stability of organizations, as well as to the productivity and well-being of individuals. Hybrid work environments and other alternative arrangements are posing a growing threat to traditional office-based work models in the context of changing work dynamics and technological breakthroughs.

The COVID-19 epidemic caused a significant re-evaluation of traditional work methods and led to an increase in remote and hybrid work arrangements. The debate over traditional office-based employment versus hybrid arrangements gained traction as businesses and workers struggled to maintain operations in the face of extraordinary disruptions thanks to the pandemic. While many organizations first thought that the shift to hybrid working would only be transitory in the wake of the COVID-19 pandemic, according to Mathies et al. (2023), they quickly discovered that this shift was permanent as employees started to build more effective work habits and find a healthy work-life balance. Many studies conducted before the Covid-19 outbreak investigated employees' desire to transition to a hybrid work environment; in many cases, this was not something that they were seeking prior to the pandemic, with cases indicating that 74% of respondents would prefer a traditional working environment. However, when this survey was conducted again with the same group after Covid had passed, the results indicated that 85% of them supported a hybrid work environment (Edmondson, 2022).

Considering this, the idea of work-life balance becomes crucial to comprehending the effects of hybrid work arrangements on Civil Servants. An employee may have greater levels of happiness across multiple domains of life if they successfully blend their professional and personal lives. A happy worker is more productive, relishes his personal and professional life, is resilient to stress, takes fewer sick days, and has ideal circumstances for taking care of his family and enhancing his quality of life. (Marzec & Szczudlinska-Kanos, 2023) The concept of work-life balance refers to the delicate balance that people attempt to achieve between their personal and professional lives. This balance includes aspects like family obligations, social engagement, welfare, and professional ambitions (Arenofsky, 2017) Achieving a work-life balance becomes even more crucial in the complicated world of Civil Servant positions, where each role is distinct and has demands. Because hybrid work models give civil servants more flexibility and autonomy in deciding on their work schedules and locations, they offer alluring prospects to enhance work-life balance.

Evolution of Work Environments: The Journey to Hybrid Work

Working Environments throughout a fascinating period of history have continuously evolved to where we currently find ourselves now on the verge of further evolution to Hybrid Working Environments. This evolution highlights dynamic interplay of technological innovation, social transformation, and economic development. The fabric of human society has changed significantly as a result of the way we work, from the agrarian communities of ancient times to the digital landscapes of the 21st century. This section explores the development of work settings over time, highlighting significant turning points and shifts that have influenced the modern workplace.

A.) Ancient Formation of Working Environment and Industrial Evolution: Work settings have their roots in the oldest human civilizations, when farming for sustenance established the foundation for trade and commerce. Work in the early phases of human civilization was limited to menial duties including the provision of food, childcare, and shelter—the necessities for survival. Little surplus could be exchanged due to the unpredictable food supply, and there were little interactions with other communities that might have been experts at procuring other crops (Kranzberg, 2024). Labor was deeply ingrained in the social structures of ancient civilizations, where people worked on everything from building immense architecture to cultivating crops. In these prehistoric cultures, most work was done by the community, either through family networks or under the supervision of the governing class. The emergence of the division of labour during the course of evolving and increasingly complex civilizations led to the specialization of roles as well as the growth of trade, crafts, and administrative duties. The foundation for the creation of unique work environments that are suited to the needs of particular tasks and industries was created by this slow transition towards specialized labour.

The 18th and 19th century Industrial Revolution brought about a profound change in the character of workplaces, transforming the social and economic fabric of the world. Mass production and urbanization rose throughout this revolutionary era, propelled by steam engines, automated manufacturing, and transportation advances. Societies transitioned from an agrarian to a manufactured economy during this period, with machines replacing hand labour as the primary means of production. This resulted in more commodities being produced, better efficiency in manufacturing, cheaper costs, higher earnings, and a shift in population from rural to urban areas. (Chen, 2024) As the main engines of economic expansion, factory-based industries attracted people from rural areas to growing cities in search of work. Work in these automated factories became more and more standardized and structured, with employees expected to do monotonous duties on assembly lines while being closely supervised by supervisors and foremen. The factory system created new societal structures and class relations while also revolutionizing the nature of work itself. Efficiency was raised by specialization and the division of labour brought about by technological advancements like the use of iron and steel, new energy sources like coal and steam, and the factory system. (Chen, 2024) The Industrial Revolution, in the midst of these profound shifts, established the foundation for contemporary workplaces that still influence our lives today. It also offered important perspectives on the opportunities and difficulties that come with the changing nature of work arrangements which are still present today both inside and outside the Civil Service.

B.) Rise of The Office Setting: The 20th century marked a transformative period in the evolution of work environments, characterized by the emergence of the office as the preeminent setting for white-collar labour. The factory or production line, with its rows of desks packed closely together, served as an inspiration for office design. The goal of the Taylorist office was to increase productivity significantly. Private offices with windows continued to be advantageous for managers and executives, who could easily monitor employees and make sure everyone was working diligently. (Codeco, 2022) A number of variables came together to drive this model change, the most important of which were the quick developments in communication technology and the growth of service-based companies. The typewriter, telephone, and eventually the computer was among the major technological ad-

vances that altered administrative work practices by simplifying activities like data processing, record-keeping, and correspondence. These improvements were also widely adopted. These innovations not only made work go more quickly, but they also made information management more accurate and efficient, setting the foundation for the contemporary office as we know it today.

The office's rise was largely attributed to its function as the hub of organizational activity in hierarchical structures. Here, the workplace functioned as a tangible representation of corporate culture and bureaucratic structures, with staff members occupying assigned areas including boardrooms, desks, and cubicles. Open-plan offices, however, gained popularity at the turn of the 20th century as companies expanded and hired more workers during the 19th century. They were made up of lines of individuals seated at desks, and supervisors were always watching what the others were doing. (Corey, 2022) Work processes were governed by established procedures and bureaucratic structures, which shaped the company culture and dynamics. Standardized protocols and operational procedures guaranteed consistency and uniformity in task execution, while hierarchical organizational charts showed reporting links and clear lines of authority. According to this framework, the workplace environment was essential in helping staff members coordinate, collaborate, and make decisions as well as creating a feeling of community and shared identity within the company. The development of service-based economies and urbanization are two other major socioeconomic trends that were intimately linked to the advent of the office. The concentration of economic activity in urban regions resulted from rural populations migrating to rapidly developing urban centres in pursuit of work opportunities as industrialization spread across nations. Due to this urban-centric development, office space and corporate offices in urban areas expanded as a result of the increased need for office-based jobs in industries like administration, insurance, and finance. In 1976, 35 per cent of males with higher education qualifications were employed in the Office sector, and by 1996 this had risen to 54 per cent. So over half of all university educated males are now working in the Office (Doyle, 2000). As a result, the office came to represent the values of efficiency and modernism, serving as both a place of professional activity and a symbol of economic advancement and urban refinement. The office setting allowed management to fix any problems that arise assuring machinery or communication breakdown is dealt with quickly in order to avoid greater disruptions. (Garzia et al., 2023)

In summary, the development of the office during the 20th century signified a radical change in the character of workplaces, supported by developments in communication technology, the expansion of service-oriented sectors, and more general socioeconomic patterns. The office, as the hub of white-collar work, was essential in establishing corporate culture, encouraging teamwork, and promoting economic expansion. We can predict future trends in work organization and design and obtain important insights into the dynamics of modern work settings by comprehending the past roots of the modern office.

C.) The Digital Revolution: Driven by developments in digital communication platforms, internet use, and computing technology, the late 20th century saw the emergence of the digital age, which brought about a radical change in work environments. This revolution marked a dramatic shift from conventional ways of labour and drastically altered how people connect with one another and engage in work-related activities. There's no longer any justification for making workers work 9 to 5. Workers may now access people and information on

any device, at any time, and from any location. (Morgan, 2015) The increasing use of personal computers and the rise of email as a common means of communication were key factors in this design shift. With the help of these technical advancements, communication and teamwork were transformed and real-time interaction between people was made possible regardless of where they were physically located. Workers' lives were completely transformed by computers. Email allowed employees to share data and messages in a way they hadn't previously, giving businesses instantaneous contact. It also changed the way staff members engaged with clients and coworkers. For example, paper office memos began to become obsolete. (Hansen, 2023) Email's widespread use made it possible for people to communicate easily across organizational boundaries and quickly share information both inside and between teams. Furthermore, the development of the internet and digital communication technology made it easier for telecommuting and remote work to grow, bringing in a period of previously unheard-of flexibility and autonomy in work arrangements. You can establish a connection to databases virtually anywhere in the globe via the telecommunications network. However, the risk of true information monopolies among individuals who assemble and oversee such databases is also brought about by this development. (Hylland, 2022) Employees could carry out their work from almost anywhere with an internet connection thanks to high-speed internet connectivity and digital collaboration tools. This would allow companies to access a worldwide talent pool and manage work-life balance more effectively while saving money on overhead related to physical office spaces.

New jobs and economic activities were also brought about by the digital revolution, most notably the advent of e-commerce platforms. E-commerce is in essence the use of the internet to improve organisational performance. Some gains include gaining market share. Increased profitability and delivering products faster. (Mourya, 2015) Digital platforms and online markets gave people the chance to work for themselves and pursue entrepreneurial endeavours, upending conventional job paradigms and promoting an innovative and entrepreneurial culture. The gig economy sprang to prominence as people blurred the boundaries between traditional work and self-employment by trying to monetize their talents and knowledge through freelancing engagements and short-term contracts. Furthermore, the never seen before access of knowledge and skill availability allowed people to operate freely and adaptably in virtual workplaces. The internet functioned as an extensive information and resource bank, providing never before seen access to professional networks, educational resources, and teamwork tools. Several digital quantum leaps occurred in the 1990s, including in the areas of culture and cultural policy. The public was able to use the internet throughout this decade, and several new digital media forms were introduced. With the internet came a period of greater knowledge and awareness that had not been seen previously. (Hylland, 2022) The digital economy has seen a surge in innovation and creativity due to the democratization of information, which has enabled lifelong learning, skill development, and the rise of new digital collaboration and knowledge sharing platforms.

In conclusion, a new era of work environments marked by unparalleled connectivity, flexibility, and innovation was ushered in by the digital revolution of the late 20th century. The advent of online entrepreneurship, digital communication platforms, and computer technology advancements revolutionized the way people perform work-related tasks. This resulted in the rise of online entrepreneurship, remote work, and the gig economy. Businesses that comprehend how the digital revolution will affect workplaces can use technology to drive sustainable growth in the digital economy and adjust to changing worker preferences. By

doing this, they will be better positioned to succeed in a world that is becoming more digitally connected and interconnected.

D.) Covid-19 Paving the Way for Hybrid Work: A massive shift in work arrangements was brought about by the COVID-19 pandemic, which forced companies all over the world to accept remote labour as a way to maintain company continuity in the face of lockdowns and social distancing measures. Globally, the pandemic that began at the end of 2019 has significantly altered many facets of life. Using the internet and working from home with flexible hours became the primary option to stop the COVID-19 virus from spreading. (Purba 2024) The sudden shift highlighted the need for adaptability and flexibility in contemporary work settings since workers had to manage job-related duties from the comfort of their own homes. Although it was once thought of as a short-term solution to stop the virus from spreading, remote work soon established itself as a practical long-term choice for numerous companies, opening the door for the development of hybrid work models. (Purba 2024) The epidemic-caused shift to remote work acted as a trigger for a critical examination of conventional ideas about work and productivity, casting doubt on the long-held conviction that physical presence in the workplace is necessary for productive teamwork and output. A survey conducted in September 2020 among those who worked remotely during the pandemic found that 30 % of respondents would like to continue working remotely primarily out of health concerns, 35 % preferred to do so simply because they enjoyed it, and the remaining 35 % preferred to return to in-person work once restrictions on businesses and school closure were lifted. (logansen et al., 2024) Organizations realized the many advantages of a flexible work arrangement, such as shorter commute times, more autonomy, and better work-life balance, as workers were accustomed to working remotely (Purba 2024). Furthermore, worries regarding the effectiveness of remote work in promoting teamwork and creativity were dispelled by the broad adoption of digital collaboration tools and technology, which enabled smooth communication and collaboration among distant teams. With hybrid work models becoming more and more popular, the nature of work is likely to change significantly in the future, affecting both how employees and company's function. Organizations must give top priority to tactics that promote diversity, cooperation, and engagement in both in-person and remote work settings as they manage the shift to hybrid work. With hybrid work models and the utilization of technology to facilitate flexible work arrangements, firms may capitalize on fresh opportunities for creativity, efficiency, and worker well-being in the aftermath of the epidemic. (logansen et al., 2024)

Conclusion: In conclusion, the way that workplaces have changed over time is a monument to human creativity and flexibility, showing how we can take advantage of new technology developments and adjust to the rapidly shifting social and economic landscapes. The demands and goals of people and organizations have shaped work environments throughout history, from the agrarian cultures of ancient times to the digital age of the twenty-first century. Organizations need to be flexible and forward-thinking as we negotiate the complexity of the modern world. We need to embrace new methods of working and create settings that encourage cooperation, creativity, and wellbeing. The ever-evolving world of work presents opportunities and difficulties, and we may better prepare for them by knowing the historical trajectory of work settings.

The Hybrid Working Model; Benefits and Challenges

As covered above, work formats have continued to evolve from traditional models to what will be examined below, Hybrid Work Models. Through reading (Ahmed et al., 2021) I have understood that it is crucial to discuss the reasons behind the necessity for a hybrid arrangement before discussing how the hybrid work system has evolved. Entrepreneurship acts as a focal point for the investigation of the development of the hybrid system at work because many enterprises are using digital marketing to spread their reach across national boundaries. Advances in technology enable collaborators to carry out their tasks in various settings, at different times, and according to varied timetables, etc., necessitating a flexible model of long-distance activity execution by workers. These advancements in technology have allowed a greater emphasis being put upon a transition from a traditional work environment to a hybrid work environment (Vasconcelos et al., 2015). Due to the Covid-19 pandemic, over recent years we have been able to glean further information and insights regarding this model. The following will examine the benefits and challenges of Hybrid working regarding; i) Job satisfaction, ii) Productivity, iii) Work Life Balance., shedding light on its impact on employees and the organisation.

i.)

Job Satisfaction

Benefits of Job Satisfaction from Hybrid Working:

Flexibility and Autonomy: Hybrid working offers employees the flexibility to choose where and when they work, empowering them to tailor their schedules to suit their individual preferences and lifestyles. Increased job satisfaction results from this autonomy since it promotes a sense of ownership and control over one's work. According to research conducted by Purba (2024) Employees that used the hybrid method reported that they were more satisfied working with a high degree of autonomy and that there were no significant implementation challenges. Positive work experiences are enhanced when employees are allowed to arrange their days in a way that optimizes productivity and accommodates personal obligations. Most importantly, because employees can create schedules that more precisely match their personal requirements and working rhythms, people feel more in control. A higher sense of involvement and fulfilment in the workplace is associated with both flexibility and autonomy. (Times 2024)

Reduced Commuting Stress: Reducing commute time and related stress is one of the biggest advantages of hybrid working. Organizations may help people avoid long commutes and heavy traffic by enabling workers to work remotely for some of the workweek. (Singh, 2013) This promotes a more laid-back and pleasurable work environment. Employees value the time and energy they save by working from home or in other locations, thus removing the stress of commuting can significantly improve job satisfaction. (Purba 2024)

Cost Savings: Employers and employees alike can save a great deal of money by using hybrid working practices. Employees can save money on daily travel expenses by working remotely, which lowers commuting costs including gas, parking fees, and public transit prices. By using hybrid working arrangements, businesses can also cut down on overhead expenses related to upkeep of real office facilities, such as rent, utilities, and office supplies. (Singh,

2013) By lowering organizational costs and giving employees more financial flexibility, these cost savings can improve overall job satisfaction.

Improved Work Relationships: Although working remotely gives you freedom, hybrid work arrangements also make it easier to collaborate and form personal bonds with coworkers. Employees can engage personally through in-person meetings, team outings, and social activities, which promotes a sense of belonging and camaraderie within the company. . (Singh, 2013) Establishing interpersonal connections fosters a friendly and inclusive work atmosphere where people feel valued and respected, which in turn contributes to job satisfaction.

Challenges of Job Satisfaction from Hybrid Working:

Technological Issues: Hybrid working greatly depends on technology to support teamwork, communication, and output. Workflow can be disrupted, and remote workers may become frustrated by technical problems including bad internet connectivity, software bugs, and cybersecurity concerns. Companies need to make investments in dependable technology infrastructure, as well as in sufficient training and support, to enable staff members to efficiently handle any obstacles.

Communication and Collaboration: Sustaining efficient communication and cooperation between team members who work remotely and in person is one of the biggest obstacles of hybrid working. Time zone and location differences can cause misunderstandings, delays in decision-making, and feelings of isolation for remote workers. A sense of unity and common purpose is facilitated by good communication, which also helps to align organizational and individual goals. Increased employee engagement, motivation, and general job satisfaction follow, all of which are essential for attaining improved organizational performance. (Colak & Saridogan, 2023) To guarantee that every employee feels connected and engaged and to reduce potential barriers to job satisfaction, organizations need to invest in effective communication methods and technologies.

Equity and Inclusivity: Access to resources, opportunities, and professional advancement may be unbalanced in hybrid work arrangements. Employees who work remotely could feel left out of crucial gatherings, social events, and professional growth opportunities that are accessible to their colleagues who work in person. Interacting with other people is something that humans naturally want to do. Workers that are isolated resent their jobs. The impact that work groups have on employee satisfaction is noteworthy and having a relationship with the other group members is crucial. (Singh, 2013) Employers need to make sure that their hybrid working practices are inclusive and equitable, giving every worker equal access to resources and career-growth opportunities otherwise employees may not feel at satisfied with their job as they could have when working in the traditional model.

Managerial Support and Supervision: Encouraging work satisfaction and supporting remote and hybrid teams require competent leadership and management. According to a study by BIELIŃSKA-DUSZA (2023) on Polish remote workers, it is understood that several factors influence job satisfaction, one prominent factor particularly when working remotely is support, feedback and recognition from superiors. In order to facilitate remote work, managers

must modify their leadership approaches so that all staff members receive clear instructions, encouragement, and feedback wherever they may be. Strong leadership is crucial in hybrid work environments because it can prevent remote workers from feeling disconnected, frustrated, and less satisfied with their jobs when managers don't provide them with the support and directions they need.

ii.)

Productivity

Benefits on productivity from Hybrid Working:

Enhanced Concentration and Focus: With hybrid working, staff members can select the workspace that best suits their requirements and preferences. Remote Work provides comforts that would not be found in the traditional office setting. By allowing employees to design their own workspace, they usually feel more at ease and productive which they would not have in the traditional setting. (Colak & Saridogan, 2023) Many people find that working in a more peaceful and unobtrusive setting, like a home office, helps improve their attention and concentration. Employees can focus on their work for longer periods of time without interruptions, which boosts output and efficiency in traditional office settings.

Flexible Work Schedule: Employees can plan their work hours to accommodate their personal obligations and periods of highest production when they embrace hybrid working. Employees may work when they are most alert and motivated thanks to this flexibility, which results in better work and increased output. A study conducted by Loignon (2022) found that almost 70% of full-time office employees worked from home during the pandemic's peak, abandoning their desks and cubicles. Even though this adjustment may have been made temporarily to protect employees and comply with legal requirements, several organizations are claiming significant performance improvements—some even average a 47% increase in productivity. Furthermore, by taking into account the varied schedules of employees, improved coverage across time zones is made possible, promoting global collaboration and 24/7 productivity.

Enhanced Autonomy and Ownership: Employees that operate in hybrid environments are better equipped to manage their tasks on their own and take responsibility for their work. According to Loignon's (2022) research, the more time a person spends working from home, the more positive the relationship is between their environment-based SES and sense of control over their work. When employees have more control over their work processes and less direct supervision, they are more inclined to show initiative and accountability. Within the company, this sense of ownership promotes a culture of accountability and self-motivation that boosts output and creativity.

Possibilities for Skill Development: Self-directed learning and skill development are frequently encouraged in remote and hybrid work situations. Employees may have more time and flexibility to seek professional development opportunities, such as online courses, workshops, or certifications, if they have more control over their work schedules and responsibilities. The natural inclination toward the growth of personal talent, professional competencies, and self-efficacy is known as the urge for competence. Because of this demand for

competency, civil servants strive to be extremely competent workers and anticipate assistance from their bosses in order to perform better, particularly in high-stress situations. (Sun et al., 2021) Furthermore, remote employment necessitates the development of digital literacy abilities and virtual collaboration tool competency, which may boost an individual's total skill set and adaptability in the digital era. Working in a hybrid environment promotes skill development and ongoing learning, which benefits workers' productivity.

Challenges of Productivity from Hybrid Working:

Performance Assessment and Measurement: Accurately assessing and measuring employee performance can be difficult in hybrid working environments. There may be differences in performance reviews and recognition as a result of traditional performance metrics' inability to adequately account for the contributions and achievements of remote workers. To ensure that every employee is appropriately evaluated and compensated for their contributions, organizations need to create transparent and equitable performance evaluation standards that take into consideration the special opportunities and challenges presented by hybrid work arrangements.

Workload Imbalance and Stress: Because the lines between work and personal life are blurring, there is a chance that employees in hybrid work environments will experience workload imbalance and stress. This is particularly true if they feel under continual pressure to be present and responsive. A study of Japanese workers during the Covid19 pandemic, productivity levels when working from home averaged 60% to 70% of office productivity. It appears that different demographic groups and industries have different percentages of productivity. This outlines the need to pay particular care to new and inexperienced workers who need greater support and help in order to be productive and stress free. (Sokolic, 2022) It could be difficult for remote workers to switch off from work during non-working hours, which could result in longer workdays, more stress, and eventually burnout. Furthermore, remote workers could feel pressured to put in more hours or take on more responsibilities in order to make up for their lack of in-person presence, which could exacerbate workload imbalance and burnout. Through this imbalance and added stress workers productivity will plummet as they can no longer focus and produce a high standard of output.

Technological Dependency and Issues: In hybrid work environments, technological dependency presents a number of obstacles to productivity since it provides a range of possible issues that might impede effective task completion and interrupt workflow. With the start of the COVID-19 epidemic, society's reliance on technology is increasing along with changes in the workplace and in society at large. (Norman et al., 2023) Among the most frequent technological challenges that workers may run into when working remotely are slow internet connectivity, software bugs, and compatibility problems. These problems may result in communication breakdowns, obstacles to obtaining necessary resources, and breaks in cooperative efforts, all of which can lower productivity levels. Organizations need to invest in a strong technology infrastructure, which includes dependable internet connections and current software solutions, in order to lessen the detrimental effects of technological problems on productivity.

Employee Disengagement: Employee engagement and motivation may suffer in hybrid work settings if remote workers feel cut off from the organization's culture and mission. It might be difficult for remote workers to experience a feeling of alignment with the organization's aims and values and a sense of belonging because they don't have face-to-face engagement with supervisors and coworkers. Some workers feel like just a cog in the system and have no value to the organization when remote working, which makes them consider leaving or moving on. (García-Serrano, 2011) Further adding to feelings of disengagement and demotivation are the perceptions that remote workers may have regarding a lack of visibility and acknowledgment for their efforts. Disengaged workers are less inclined to put in extra effort at work, which has a negative impact on output and performance. Organizations should place a high priority on communication, openness, and recognition initiatives to prevent employee disengagement in hybrid work settings and make sure that all workers feel appreciated, included, and a part of the company's goal and vision.

iii)

Work-Life Balance

Benefits of Work-Life Balance from Hybrid Working:

Enhanced Personal Well-Being: Increased personal well-being is one of the main advantages of hybrid working for work-life balance. Hybrid working motivates people to put their mental, physical, and emotional well-being first by facilitating a greater integration of work and personal life. Researcher conducted by Sun (2022) shows that civil servants pay more attention to intrinsic motivation than they do to extrinsic matters, such as salaries and job promotion. Workers now have more time and freedom to partake in well-being-promoting activities like working out, unwinding, and spending time with loved ones. They thus report lower stress levels, happier moods, and all-around higher life satisfaction.

Improved Family and Personal Relationships: Employees who work hybrid schedules are able to spend more time with their families and cultivate personal relationships, both of which are critical to their general happiness and well-being. Before remote and hybrid working became common, a lot of workers were leaving the workforce due to the stress of taking care of their children and elderly parents. With the concept of hybrid work, workers may take care of their home responsibilities and reduce unnecessary stress. (Harvard Review, 2021) Employees that choose hybrid working arrangements can support their loved ones, spend less time traveling, and fortify their relationships with others by having more schedule flexibility and being present for significant family occasions. A sense of contentment and fulfilment at work as well as in life outside of work is associated with stronger family and personal relationships.

Better Mental Well-Being: Preserving mental health and avoiding burnout require maintaining a good work-life balance. By allowing workers to draw distinct boundaries between their personal and professional lives, hybrid working lowers the possibility of burnout and overwork. Workers can set aside certain time for work and play, which helps to ensure that they have time to rest and recover after work. (Purba, 2024) Better mental health, resilience, and general psychological well-being are fostered by this balance, which makes workers happier and more effective.

Decreased Absenteeism and Employee Turnover: Companies that emphasize work-life balance through hybrid working methods are likely to see a decrease in absenteeism and employee turnover. Employee work-life balance is facilitated by flexible scheduling, which also increases job satisfaction and attracts new talent to the organization. (Morgan, 2015) Employees are more likely to be present and engaged at work and to stay with the company over the long run when they feel supported in juggling their personal and professional obligations. This stability and continuity benefit the organization by reducing recruitment and training costs, maintaining team cohesion, and fostering a positive workplace culture.

Challenges of Work-Life Balance from Hybrid Working:

Social Isolation and Loneliness: Working remotely, particularly for prolonged periods of time, can cause workers to feel lonely and socially isolated. Remote workers may have a sense of disconnection from their coworkers and the business overall in the absence of the regular encounters and social relationships afforded by an office setting. If workers spend a lot of time operating from home, their wellbeing may be impacted by an over-reliance on technology in essential areas like work and communication. Therefore, it should come as no surprise that the great majority of workers do not wish to give up their jobs permanently. (Times, 2024)

This feeling of loneliness can negatively affect mental health and general wellbeing, which lowers happiness and job satisfaction. Organizations should place a high priority on team-building exercises, virtual socialization opportunities, and frequent check-ins to keep links between in-person and remote workers alive in order to solve this problem.

Effect on Mental Health: The stresses of overworking, loneliness, or trouble regulating workload can lead to elevated levels of stress, anxiety, and depression. These difficulties' overall impact on wellbeing and work-life balance may have a major effect on mental health. Prioritizing employee well-being and offering tools and assistance to successfully treat mental health issues are critical for organizations if they want to guarantee that people can flourish in flexible work environments.

Difficulty in Setting Boundaries with Colleagues: In hybrid work contexts, setting boundaries with colleagues about availability and communication can be difficult. Workers who work remotely or in a hybrid environment could experience pressure to reply to messages or be available at all times, which could interfere with their personal time and make it difficult to strike a work-life balance. This may exacerbate feelings of tension and exhaustion.

iv)

Conclusion:

As work arrangements change, the hybrid working model becomes a crucial framework with a range of advantages and disadvantages for businesses and employees. Because of the flexibility it provides, working in a hybrid environment promotes greater job satisfaction by allowing for greater autonomy in scheduling work and a more harmonious work-life balance, which is sparked by a reduction in the stress associated with commuting and the development of stronger interpersonal ties. Simultaneously, its effectiveness in increasing productivity is highlighted by its ability to improve focus, encourage skill acquisition, and facilitate flexible work arrangements, even while it is limited by issues like reliance on technology and

impediments to efficient communication. The attainment of these advantages is contingent upon tackling obstacles such as social distancing, psychological distress, task delegation, and boundary establishment in a Hybrid organizational setting. Therefore, creating an atmosphere that values workers well-being, encourages social cohesiveness, and offers strong support systems becomes essential in navigating the complex world of hybrid working, guaranteeing not only individual fulfilment and satisfaction but also the long-term success and adaptability of companies in the digital age.

Theoretical Framework

For this study to provide a thorough knowledge of the variables influencing work-life balance, productivity, and job satisfaction in traditional and hybrid work settings within the Civil Service, it is imperative that the theoretical framework supporting this thesis be established. In order to shed light on the intricate relationships that exist between social dynamics, organizational structures, and personal experiences, this framework incorporates a number of important theoretical perspectives, such as role theory, psychological contract theory, and social exchange theory. The goal of this section is to reveal the intricate processes that influence civil servants' beliefs, behaviours, and outputs in an evolving work environment as each of these theoretical frameworks are explored in greater detail. I explore the implications for work-life balance and job satisfaction by examining how people manage their personal and professional duties in hybrid work environments through the application of role theory. Through the identification of the variables influencing civil servants' commitment, engagement, and performance, Social Exchange Theory provides insights into the mutually beneficial interactions between Civil Servants and their employers. Through the integration of these theoretical frameworks, I establish a foundation for an all-encompassing examination of traditional and hybrid work settings, providing significant understanding of the obstacles, prospects, and consequences for civil service organizations and their employees.

Role Theory: The majority of interpersonal interaction, according to the social psychology and sociology perspective known as "role theory," is the performance of roles that have been accepted and created by society. (Miller, 2023) Role Theory supply's a valuable framework in understanding how individuals deal with their professional roles and as part of an organisation, particularly in the continually changing work environments that they find themselves within. The central concept of Role Theory is that individuals play a specific role in society, each of these "roles" are associated with distinct norms, behaviours and expectations. A broad definition of a role is a set of behavioural expectations that are imposed on people according to where they are in a social system. Typically, a role is a term that designates a position, together with behavioural requirements that define the traits of the job. The role's behavioural expectations are inadvertently applied to that role and function as societal norms or standards to assess the acceptability of behaviour, frequently leading to the conditioning of that behaviour in the future. (Anglin et al., 2022) These roles may take the shape of official positions established by tiers within the organization or unofficial roles arising from social interactions and group dynamics. Employees in the public service frequently balance a variety of responsibilities, such as their social, personal, and professional obligations. According to Role Theory, people work to fulfil these roles in order to feel like they have a purpose, a sense of identity, and a sense of belonging. The dynamic nature of today's Hybrid work environments, shaped by several variables like technology progress and organizational restructuring, presents obstacles to the execution and integration of roles.

Civil servants typically adhere to well defined tasks and responsibilities that are set by bureaucratic procedures and hierarchical structures in traditional work environments. Formal job descriptions, standardized operations, and distinct lines of authority define these roles. Worker performance is intended to contribute to the aims and objectives of the business while adhering to established rules and procedures. Following these responsibilities can help to create a stable, predictable, and orderly work environment, which can improve productivity and effectiveness. On the other hand, role-playing and developing one's identity get more difficult as Hybrid work situations become more frequent. Role conflict and role exit are two related notions that have emerged from role theory. When there are disagreements over expectations for a particular role, whether internal or external, or when a person plays multiple roles at once and their demands clash with each other, role conflict arises. (Miller, 2023) Because of the disruption of traditional role boundaries and expectations caused by the combination of remote and in-person work approaches, employees must now deal with new issues and uncertainties regarding what had previously been defined and expected. Individuals may experience tension and ambiguity regarding roles when adjusting to the demands of both traditional and remote workspaces thanks to the Hybrid Model. Managing work-life boundaries and maintaining productivity can be challenging for civil servants who work remotely, as they may find it difficult to distinguish between their personal and professional identities. Furthermore, in hybrid work environments, it is crucial for employees to distinguish and combine roles, in order to achieve balance and harmony in their personal and professional lives, they must understand their roles and identities in order to ensure a smooth integration. To increase employee engagement, satisfaction, and productivity in this new Hybrid work environment and help employees navigate the challenges of changing work arrangements organisations may focus on developing role clarity, communication, and increased collaboration through a comprehensive understanding of role theory.

Social Exchange Theory: A strong framework for analysing the dynamics of interpersonal relationships and interactions inside organizations is provided by social exchange theory, which also offers insightful information on the motives and behaviours of people working in traditional and hybrid civil service work environments. Early in the 1960s, social exchange theory was developed as a method of applying economic ideas to interpersonal interactions. (Parsons, 2022) Fundamentally, the idea behind social exchange theory is that human relationships are focused on the reciprocity and pursuit of self-interest, which lead to the exchange of resources, costs, and benefits. Workers interact socially with coworkers, managers, and the company as a whole in the workplace, aiming to maximize benefits while reducing work and sacrifices. Social exchange theory clarifies the dynamics of reciprocity and mutual responsibility that support the relationships between employees and employers in typical work situations. Civil servants devote their time, energy, and knowledge to carrying out their responsibilities with the expectation of obtaining both material and immaterial benefits, such as competitive pay, job stability, and career growth prospects. Employers, on the other hand, give workers the tools and assistance they need to get the job done, building a mutually beneficial and fair exchange relationship.

Social exchange theory provides insights into how employee-organization relationships are changing in the digital age, particularly in hybrid work environments. As employees negotiate virtual interactions and digital platforms to meet their professional commitments, the merging of remote and in-person work approaches presents new opportunities as well as

problems for social exchange. The Social Exchange Theory posits that people evaluate the advantages of teamwork and cooperation against the disadvantages of remote communication and coordination when determining whether to participate in social exchanges. Civil Servants for instance may, when negotiating with employers, want less social support and personal interactions in order to attain greater autonomy and a greater work-life balance. Furthermore, social exchange theory emphasizes how important organizational leadership and support are in creating positive social exchanges that improve worker performance and well-being. This theory also prioritises employee recognition, communication, and feedback allowing organizations to establish a trusting atmosphere that promoting reciprocity and positive social exchanges, as well as a sense of commitment and belonging among civil servants. Regardless of the advantage, how each person views it as a reward varies greatly. To be more precise, what inspires one person as a reward could not be viewed as a benefit at all by another. (Parsons, 2022)

Conclusion: To summarise, this study's theoretical investigation sheds light on the complex relationships between productivity, job satisfaction, and work-life balance in the Civil Service, especially when considering traditional and hybrid work settings. This study offers important insights into the intricacies of organizational dynamics, social interactions, and technical breakthroughs influencing modern workplaces by integrating Role Theory and Social Exchange Theory. Role theory highlights the significance of role clarity and integration for employee well-being by elucidating the opportunities and challenges related to role enactment and identity creation in dynamic work situations. Social Exchange Theory highlights the value of constructive social interactions and organizational support by providing a sophisticated view of the reciprocity and shared responsibility that drive employee-organization partnerships. Civil service organizations may effectively manage hybrid work environments and promote employee engagement, creativity, and organizational effectiveness by utilizing these theoretical views. Ultimately, by providing insightful information to policy-makers, practitioners, and researchers aiming to improve the standard of work life in the Civil Service, this study advances our understanding of the opportunities and problems present in modern work arrangements.

CHAPTER 4: METHODOLOGY

Overview

This section issues a detailed description of what methods, techniques and tools that are used throughout this study in order to form answers to the research objectives and questions that have been previously set out. Throughout this section I will follow the Research Onion Guide. (Saunders et al., 2012). According to Mardiana, S. (2020) the Research Onion is used to guide researchers on constructing their research design. The Research Design is the overarching plan on how He/she will answer their research questions. The adaption of this method is of upmost benefit to researchers as it provides unparalleled guidance in choosing the correct methods, techniques and tools, which in turn provides more consistent and understandable results. This model is seen below where it is split into further sections or 'layers'.

Research Philosophy

A research philosophy is a belief about the way in which data about a phenomenon should be gathered, analysed, and used. (Saunders et al., 2012) The philosophical formation of the research conducted lies in pragmatism, a subset of epistemology. This approach recognizes the dynamism of social phenomena and that there is a need to adopt a flexibility that allows multiple perspectives. Through the use of pragmatism, we glean further understanding into the complexities inherent in human life, with focus placed upon areas like job satisfaction, productivity and work-life balance. This perspective places emphasis on understanding both the practical implications of varying work environments and the evident need for organisations to adapt to the diverse needs of employees.

With this said, while pragmatism is the predominant philosophical framework used, positivism and interpretivism also provide positive insights that will only add to the study. Positivism's focus on the objective measurement and quantifying of conditions serves to add further valuable insights into the relationships between variables through the identification of empirical patterns and trends. On the other hand, interpretivism emphasises the importance of understanding context and different viewpoints while gleaning insights about the meaning behind. The goal is to develop a thorough understanding of the relationship between organisational dynamics and employee well-being through the use of these additional perspectives.

The research conducted throughout this study is quantitative. The main characteristic of quantitative method is the numerical data being handled during the research. Deductive approach is commonly associated with quantitative method. (Mardiana, S., 2020) The deductive approach is where hypothesis is formed using existing literature and then tested through the use of quantitative data. Deductive reasoning allows us to investigate the connections between variables, providing data that allows us to agree or disagree with previous theoretical ideas. Through the use of deductive reasoning this paper aims to advance knowledge into fields such as behaviour and human resource management.

Any results and quantitative data gained can be enhanced by Pragmatic Triangulation. In order to strengthen the study's credibility and dependability, this entails employing a variety of data sources and methodologies to validate and corroborate research findings. In order

to have a thorough grasp of the factors influencing civil servants' work-life balance, productivity, and job happiness, the study will combine quantitative survey data with qualitative insights.

Overall, this study aims to provide knowledge that is theoretically sound and practical when being applied to organisations. Understanding the factors that contribute to job satisfaction, productivity, and work-life balance enables organizations to develop evidence-based strategies and interventions that create supportive work environments, enhancing employee well-being and performance. Pragmatism emphasizes how crucial it is to close the gap between theory and practice in order to ensure that evidence is easily transferable to any real-world scenarios.

Research Approach

This study a quantitative approach, focusing on analysing the overall collection of numerical data to understand and explore the complex relationships between factors regarding job satisfaction, productivity, and work-life balance among civil servants. By using quantitative research, we gain a structured framework to examine these conditions allowing a statistical analysis to identify any patterns, trends and similarities among many factors. Using this method I aim to advance our knowledge on the dynamics at play within the civil service regarding hybrid working.

As stated previously, throughout this research I will utilize a deductive approach, forming hypothesis based on previous literature and testing using quantitative data that I have earned. Through the use of this approach, I can investigate the varied relationships between variables, allowing me to evaluate and conclude with the generation of empirical data that will support or challenge these previous theories and lines of knowledge. By applying deductive reasoning, the study aims to contribute to the fields of organizational behaviour and human resource management by offering empirical insights into the factors affecting civil servants' work-life balance, productivity, and job satisfaction.

Additionally, pragmatic triangulation is used in the study to strengthen the validity and reliability of the results. The study aims to confirm and corroborate its research findings by combining numerous data sources and approaches, including both quantitative survey data and qualitative insights. With the goal of providing theoretically sound and practically useful knowledge, this all-encompassing approach strives to facilitate the creation of evidence-based policies and interventions that are specifically designed to support employee well-being and improve performance inside civil service organizations.

Research Strategy

This section focuses on how researchers will collect data and generate the necessary knowledge to achieve their research objectives. The research strategy that has been implemented in this paper is particularly designed to understand and explore the varied dynamics of job satisfaction, productivity, and work-life balance among civil servants. This strategy uses a selection of well thought out and particular methodological approaches who's aim it is to cultivate a thorough understanding of these phenomena while also ensuring that the integrity of research findings does not slip.

In order to guarantee the diversity and representativeness of the study participants, a well thought out and executed sampling technique is needed. With a well-developed sampling technique, it is more likely the required civil servants who store the necessary knowledge for the study are chosen. By ensuring that the study sample is diverse in terms of organizational functions, levels, and demographics, this approach allows for a more in-depth investigation of the variables affecting work-life balance, productivity, and job satisfaction in the civil service.

Data collection procedures have been well-thought out to collect all necessary data predominantly quantitative but also qualitative insights too. To collect quantitative data, civil servants are typically given organized surveys or questionnaires that use validated scales and measurements to evaluate important factors such as work-life balance, productivity, and job satisfaction and this is the case in this study. Qualitative data, while not always collected the same way, has been in this paper where valuable qualitative insights have been taken thanks to the use of a varied questionnaire. The study attempts to triangulate results from several sources, enhancing the scope and breadth of understanding of the research phenomenon by using a mixed-methods approach.

Combining both quantitative and qualitative data analysis techniques to investigate the dynamics of job satisfaction, productivity, and work-life balance among civil servants provides us with a greater understanding and ensures a more comprehensive analysis. To find patterns and trends in the data, quantitative data are subjected to rigorous statistical analysis using both descriptive statistics and inferential methods like regression analysis and correlation. Although pragmatic triangulation is used to integrate qualitative data, quantitative analysis is still the major focus.

Methodological choice

Throughout this study I will use a mixed-methods approach where I will focus on the Quantitative side while also adding in insights from qualitative data in order to comprehensively investigate and understand job satisfaction, productivity, and work-life balance among civil servants. Given the survey-based nature of my data collection, I will have a greater focus on quantitative. Surveys prove to be a valuable means to gathering information from a large sample size, furthermore they provide the opportunity to conduct a systemic study on variables relating to job satisfaction, productivity, and work-life balance. One key benefit of primarily using quantitative analysis lies in its ability to statistical insights that can be measured which in turn can be turned or used to prove evidence of patterns and similarities between variables.

Qualitative insights however while not as prominent in this study were garnered through further questions during the surveys. These insights help to provide further analysis and depth to answers provided by participants during the survey and further compliment the information and insights gained from the quantitative analysis. With this being said the data collection conducted during this study encompass both quantitative and qualitative analysis. Through the integration of both approaches, this studies aim is to provide an educated and nuanced understanding of the dynamics of job satisfaction, productivity, and work-life balance among civil servants, informing evidence-based strategies for organizational improvement.

Time Horizon

For this study, the time horizon adopts a cross-sectional approach. This approach focuses on collecting data in the form of a survey at one specific moment in time in order to adequately capture a current idea of job satisfaction, productivity and work-life balance within a sample of civil servants. Cross sectional approach provides a current outline of a population or sample at one moment in time offering valuable insights and information at that point in time. Through the use of this approach, an efficient collection of data can take place in little to no time. Although something that must be remembered when using the cross-sectional approach is that information gathered is only regarding the current situation and cannot be used to examine changes over time or simple casual links between variables. With this in mind, it is important to acknowledge that the findings are only regarding a specific moment in time and that there are limitations relating to causality and temporal changes.

Data Collection

This section examines the processes, methods, and tools that the researcher uses in order to gather the relative information for a study. It examines the processes the researcher uses in order to gain access to the sources of data and how they extract this data from them allowing them to expand the field of knowledge regarding their study. This happens because the researcher identifies the right tools and techniques needed to garner this information. Below under several headings I will examine these tools, processes, and techniques.

1.) Type of Data collected.

For the data collection process to be a success, it is essential that the type of data needed for collection is identified. In this case the study identified the necessity to conduct primary research in the form of a survey. Quantitative data is primarily captured through a detailed and structured survey that is administered to participants from the civil service. This survey has been carefully and purposely designed to gain information regarding job satisfaction, productivity and work-life balance providing valuable numerical data for later analysis. The structured nature of surveys ensures consistency in data collection and facilitates statistical analysis to identify patterns and associations between variables of interest.

The procedures and processes for collecting data for this study ensure full adherence to all ethical guidelines, prioritising participants and their confidentiality, informed consent and data security. All participants in the survey are provided with all relevant knowledge regarding the study allowing them to make an informed decision on whether to take part or not. Participation is entirely voluntary, and this point is stressed to potential participants. The data collection methods are set to be respectful and non-intrusive; this ensures participants that they have the ability at any time to withdraw from the study at any stage with no questions asked. With the application of this structured approach, the study's aim is to provide a well founded understanding of the complexities surrounding well-being and performance within the civil servant organisations.

2.) Sampling

In order for the data collected from surveys to be usable and worthwhile, it is first important to identify the participants and how to contact them. The strategy employed in this study is

purposive sampling. This study aims to select a group who represent the civil service and ensure the findings are general enough to reach the further population. Purposive sampling is used to ensure the deliberate selection of participants who maintain the necessary knowledge, experience and insights in relation to job satisfaction, productivity and work-life balance. This method of sampling ensures that the intended participants are selected based on predetermined criteria ensuring perspectives are diverse and representative.

The targeted population of this study is civil servants from various departments throughout the civil service sector. Particular efforts were made to ensure a diverse set of results by including participants from different levels who carry out different roles and responsibilities. Throughout the sampling process ethical guidelines were adhered to ensuring complete transparency and respect for participants boundaries and queries. Continued measures are taken to ensure complete safety for participants confidentiality and data security. Overall, by guaranteeing diversity and representativeness within the sample, the purposive sampling technique makes it possible to deliberately choose participants who can provide insightful information on the research issue, improving the validity and generalizability of the study findings.

3.) Eligibility Criteria

It is essential that a criteria is established to maintain a diverse and usable collection of data, with this said a criteria has been established to ensure that eligible participants are reached. This criteria is designed to navigate the public and focus the study on select individuals who possess the necessary knowledge, qualifications and experience to ensure meaningful and relevant insights into the research topic are reached. The criteria below has been identified:

- Any participants must currently be employed by agencies of the Irish civil service.
- Participants must have been employed in their current role within the civil service for at minimum 6 months. This ensures participants have the necessary knowledge and experience.
- Participants in the study must be willing to give their informed consent and be involved voluntarily.
- Although age and demographics are not excluding factors, particular effort will be placed on involving participants from a variety of backgrounds in order to get a wide spectrum of viewpoints.
- To avoid any undue bias, individuals who possess particular power in the decision making process relating to organisational policies and practices will be excluded.

These eligibility criteria aim to identify and select participants who have the greatest chance of offering valuable insights into the factors related to job satisfaction, productivity and work-life balance. By making sure that participants fit these requirements, the study expects to collect relevant and reliable information in order to successfully address the study's research goals.

4.) Data Collection Tool

The tool that this study has utilized is a structured survey, the benefit of this survey is that is comprised of both open-ended and closed-ended questions, with the use of both types of questions the survey gains both qualitative and quantitative data. This survey, therefore, acts as the primary instrument for collecting data on job satisfaction, productivity and work-life balance among civil servants. The design of the survey has been informed and developed using existing literature with plans to greater solidify the reliability and validity of the study. The survey is broken up into 4 specific sections 1. Background, 2. Job Satisfaction, 3. Productivity and 4. Work-life balance.

Throughout the survey, closed-ended questions are utilized to access quantitative data relating to civil servant's attitudes, perspectives, insights and experiences. To access this quantitative data the survey uses a multiple choice and scale format. Questions like these allow for standardized responses that can be compared and analysed across all participants. Along with closed-ended questions, this survey includes further questions that elicit qualitative insights from participants. With the use of these open-ended questions, participants are able to convey their ideas, emotions, and experiences in their own words, adding rich contextual information to further the quantitative data.

The survey itself is dispensed to participants using the electronic median. The survey is sent to participants where they simply have to follow a link and fill out the questions. These questions take between 25 and 30 minutes to complete. Clear instructions are administered to participants to ensure ease of completion. The data collected through the questionnaire serve as the foundation for analysing the relationships between variables related to job satisfaction, productivity, and work-life balance among civil servants. Overall, the structured questionnaire serves as a comprehensive research tool for gathering quantitative and qualitative data on key aspects of employee well-being within the civil service sector.

Data Analysis

Data analysis refers to the evaluation of data recovered through the study's tools and sources to interpret and develop relevant ideas and meanings leading to the accomplishment of this study's objectives. The method to analysing data for this study that best suits is a multifaceted approach that integrates both quantitative and qualitative techniques to comprehensively examine between variables related to job satisfaction, productivity, and work-life balance among civil servants.

- 1.) **Qualitative Data Analysis:** The survey conducted was conducted with the aim of collecting quantitative data that can analysed using specific software such as SPSS, R. Descriptive statistics, etc. This software was used to summarise key variables pertaining to job satisfaction levels, productivity scores, and work-life balance. To investigate the links and associations between variables, inferential statistics are used, such as regression analysis and correlation analysis. With the use of statistical techniques, patterns, trends, and important predictors of public servants' work-life balance, productivity, and job satisfaction can be found.
- 2.) **Qualitative Data Analysis:** While the typical method of collecting Qualitative data is interviews, these were not conducted throughout this study, instead open-ended questions were utilized through a Google Forms survey. Thematic coding and content analysis are used in the qualitative study of these answers. Open-ended question text

data is methodically coded and categorized to find recurrent themes, trends, and insights. Nuanced viewpoints and contextual factors influencing work-life balance, productivity, and job satisfaction among civil officials can be clarified through qualitative analysis of open-ended survey responses, which complements the quantitative findings.

To give a thorough understanding of the elements impacting public servants' work-life balance, productivity, and job satisfaction, the quantitative and qualitative findings are combined. The validity and reliability of the research findings are increased when data is combined from several sources. While qualitative insights offer deep contextual understanding and depth of meaning, quantitative data provide statistical evidence of correlations between variables. A comprehensive interpretation of the study's conclusions is made possible by the integrated analysis, which permits the validation and enrichment of findings. The theoretical framework and study objectives serve as the overall guidelines for the methodical, rigorous, and iterative data analysis procedure. The study intends to produce robust insights into the intricacies of employee well-being within the civil service sector by integrating quantitative and qualitative methodologies. These insights will then be used to inform evidence-based plans and interventions for organizational improvement.

Ethical Considerations

All studies that are conducted must consider and abide by ethical guidelines to ensure the processes and procedures follow ethical research standards. This sentiment is particularly important with study's that include primary research participants, as the well-being and rights of said participants must be upheld throughout their participation. This being said, any research conducted throughout the research period of this study has been carried out with ethical guidelines in mind, mainly, standards of ensuring the respondents' privacy, confidentiality and anonymity were upheld.

CHAPTER 5: FINDINGS

Throughout this section a descriptive report of the findings that were collected from this study's primary data source, survey participants is presented. The survey that was conducted through Google Forms reached 93 participants in total who all pass the eligibility criteria that was set. The Findings from this study will be presented below according to topics that meet the research questions and aims that were previously set.

The findings that were obtained through the questioning of 93 Civil Service employees were broken into 3 key topics; Job satisfaction, Productivity and work-life balance. These topics align with the research objectives. These three topics prove to be fundamental aspects of what ensures employee well-being and organisational success. Throughout these sections, a structured analysis of these important factors among civil servants will be presented, examining each factor separately to ensure a comprehensive understanding of the dynamics throughout the civil service is found.

Topic 1.) Job Satisfaction

Job satisfaction has, over time, identified itself as a foundation concept in the business world that relates to organisational well-being and productivity while also serving as a gauge for the overall health and well-being of a workforce. In the civil service world, understanding the nuances of job satisfaction is particularly important. The findings of this study's research into job satisfaction will be presented below, both quantitative and qualitative.

View into Job Satisfaction Levels

Throughout this section a particular emphasis is placed on numerically analysing Job Satisfaction levels throughout the civil service, providing a comprehensive view of their overall opinions in their work. Hybrid working was a relatively new concept for the organisation with the study finding that prior to the Covid-19 pandemic 91.2% of participants worked in office full time with no remote working. Qualitative analysis of data from the survey relating to job satisfaction levels among civil servants displayed an overall positive outlook among participants. As seen below on *Figure 1*, when asked on a scale of 1 (Not satisfied) to 10 (Very satisfied), the majority of participants proved to be satisfied with their current job in a hybrid working environment. Overall this graph shows that 77.4% of participants considered themselves to be satisfied with their job at present with only 22.6% of participants either moderately satisfied or below. Furthermore when asked whether their satisfaction in work would be impacted if hybrid work was abolished and traditional working environments were re-introduced, 90.3% of participants agreed that satisfaction would negatively be affected.

Q13.) On a scale of 1 to 10, how satisfied are you with your current job?

93 responses

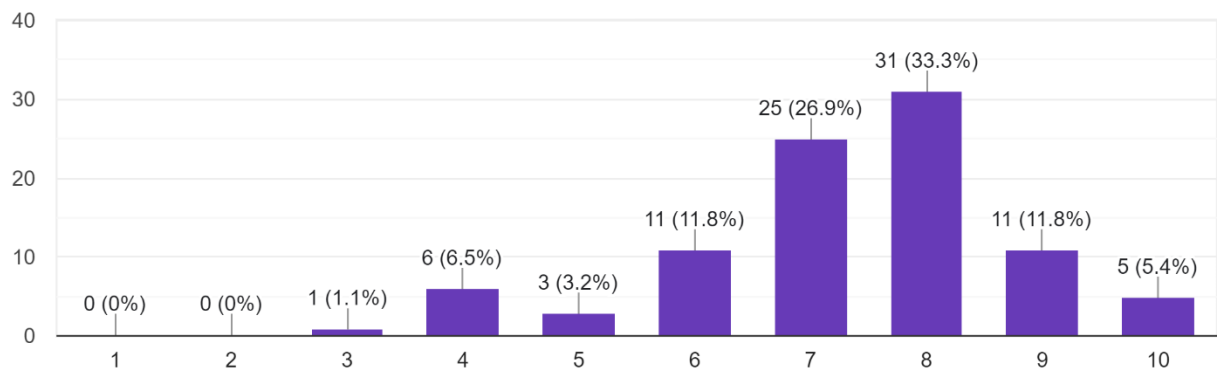


Figure 1

When asked what steps the organisations could take to improve overall job satisfaction many insights were provided by participants. One prominent response that was seen throughout the answering of this question was *'more freedom to choose what days are spent in office and at home'*, as it stands this study has identified one contributing factor to participants dissatisfaction being their inability to select what days are spent in office and at home. The civil service organisations insist that each team member must spend 1 day minimum in office and these days are chosen by management rather than the employee and this has been a source of dissatisfaction according to the survey. As is understood through current literature, employees who are satisfied in their employment are more likely to be motivated and engaged when working. With this being said data collected shows that 85% of civil servants questioned feel better engaged and motivated with their jobs thanks to hybrid working. Management has a prominent role in whether employees are satisfied within their work, when questioned on how they would rate support provided by the organisation regarding the move towards hybrid working (Figure 2) 75.2% of staff considered support provided to be adequate while 9.8% considered support to be lacking with 15.1% staying neutral.

Q27.) On a scale of 1 to 10, how would you rate the overall support provided by your organization for hybrid working?

93 responses

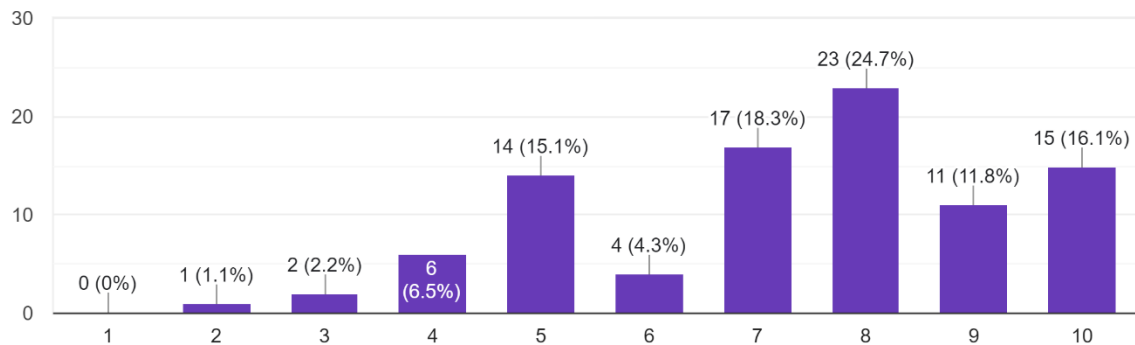


Figure 2

Factors relating to Job Satisfaction Levels

Through the survey there was several key insights and pieces of information gained regarding the factors influencing job satisfaction. A key factor that relates to job satisfaction is an employee's ability to further their position in the organisation. When asked in the survey whether they felt their opportunities were diminished due to hybrid working 73.6% of participants disagreed instead believing their opportunities remained the same, this helps to improve job satisfaction. Of those who disagreed, many believed with fewer opportunities to have face-to-face interactions with managers, their visibility is decreased and therefore they lose opportunities within the workplace. Many participants cited travel and communication as factors that both positively and negatively affect job satisfaction.

"Less travel time to and from work office, more meaningful engagement now via Microsoft Teams and other communication facilities, I can work more productively from home as there are less distractions than are in the office." "Less time travelling and less office based distraction"

Examining the effects of the autonomy and freedom afforded by hybrid work on employees is beneficial, especially in light of these significantly altered components as a result of the shift to hybrid work. 87% of employees believe that the autonomy and independence given thanks to hybrid work has impacted them positively and they are satisfied. This is due to the reduced commuting time and ability to cut out unwanted distractions and disruptions that were unavoidable in the office. Furthermore when asked whether staff morale was positive since the change from traditional to hybrid working, almost 83% of participants agreed that team morale was very positive citing daily online team videocalls and one day throughout the week meeting face-to-face in the office as some of the reasons as to why team morale and spirit is still at a positive place. Overall through the study 68.8% of participants felt a great sense of belonging and connection to their organisation due to hybrid working and considered this to be of great influence to their overall satisfaction within the organisation.

Q30.) On a scale of 1 to 10, how would you rate the overall morale and team spirit among colleagues in a hybrid working setup?

93 responses

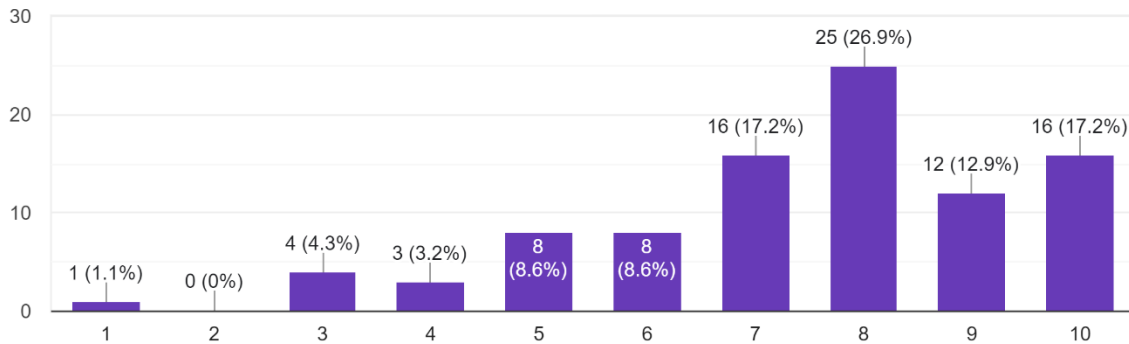


Figure 3

A final factor that proved to have a great impact on job satisfaction for hybrid workers is the increased flexibility that they now possess. Many participants agreed with this sentiment, stating that the flexibility offered due to hybrid working now increased their job satisfaction, one saying *“Allows me to in essence take charge of my own time both at home and in work and allows me to bypass distractions in office making me more satisfied with my job”*. With employees now able to avoid not only the time issue of commuting but also the benefit of reduced travel costs they agree that they were able to establish a work space at home that ensures the most limited of distractions and ensures they are satisfied within their jobs.

Topic 2.) Productivity

The productivity section places focus on the efficiency and output levels of civil servants due to hybrid working. Through the examination of quantitative data and qualitative insights, this section aims to uncover how hybrid work arrangements influence productivity and identify key factors contributing to productivity levels. The findings will shed light on the effectiveness of hybrid work models in enhancing or inhibiting productivity among civil service personnel.

View into Productivity Levels

Through analysis of the data provided from the survey, many interesting trends and patterns can be identified. Productivity has been greatly impacted by the introduction of hybrid working with 91.2% of participants claiming that their levels of productivity has increased thanks to the change, yet of those 91.2% of participants many voiced their difficulty transitioning to hybrid work. This difficulty stemmed from issues relating to technology implementation at home and the transition from face-to-face meetings to majority online video-calls. 48.8% of participants named technology implementation issues and 46.8% named communication as issues faced during their transitional period to hybrid working yet as of now they no longer cite these as issues that negatively face productivity, none the less these

issues should be focussed on when transitioning in the future. Following the transition period 70.6% of participants found support provided by the organisation to be satisfactory in helping to boost productivity. On the other hand only 47.6% of participants felt that when concerns were raised regarding hybrid working, that the organisation would listen and rectify the problems.

Q38.) How satisfied are you with the level of support provided by your organization for maintaining productivity in a hybrid working setup?

92 responses

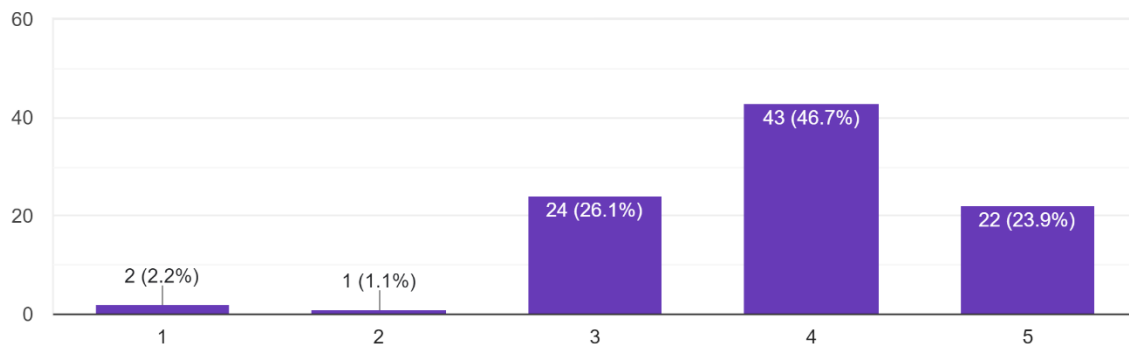


Figure 4

Of the participants only 2.2% struggled to maintain consistency when working in a hybrid environment. Remaining participants, 97.8% considered their workflow to be consistent or semi-consistent when working from home. Furthermore 93.6% of participants claimed to manage workflow better when working in a hybrid environment rather than traditional. Participants considered communication to be a central reason as to why productivity levels have increased. Many believed that the move to hybrid working has facilitated a better communication system where regular meetings and “check-ins” are held where efficient and effective communication takes place remotely through valuable technical platforms such as Microsoft Teams and Zoom, “Use online resources Teams and meet in office when necessary” on participant wrote. Furthermore, the move to hybrid working has allowed teams to have a greater idea of individual strengths and weaknesses and has helped the delegation of work within said teams. “Through effective communication we are better able to identify and divvy-out tasks based on individual strengths”

Factors relating to Productivity Levels

The survey data provided valuable insights into the factors influencing productivity levels among civil service employees in the context of hybrid working. Analysis of the responses revealed several key factors that contribute to both the enhancement and potential hindrance of productivity in this setting. Throughout the surveys one primary factor that was identified by many participants to increase productivity was the flexibility that hybrid working arrangements afforded them. Only 6.5% of participants were unsatisfied with the flexibility provided. Of the other 93.5% of participants, the ability to manage their own schedules and work from locations of their choice as a significant advantage was cited as a major contributor to productivity. This flexibility enabled employees to better balance work and

personal commitments, leading to improved efficiency and output. Additionally, the reduction in commuting time associated with remote work was highlighted as a contributing factor to enhanced productivity, allowing employees to allocate more time and energy to their tasks. Additionally, factors such as job autonomy and task clarity were found to influence productivity levels among civil service employees. Participants who had clear expectations regarding their roles and responsibilities, as well as the autonomy to make decisions about how to perform their tasks, reported higher levels of productivity.

The availability of equipment and supporting technology was also cited as having a significant impact on productivity levels by participants. Those who claimed being more productive frequently highlighted having access to dependable internet connections, effective communication tools, and furnished home offices. On the other hand, individuals who struggled with productivity pointed to problems like faulty technology, a sluggish internet connection, and a small workplace as obstacles to productive remote work. This emphasizes how crucial it is to give staff members the tools and assistance they need to create effective remote work environments.

Furthermore, organizational support and communication emerged as critical factors in influencing productivity levels among civil service employees. Participants who felt adequately supported by their organizations reported higher levels of productivity. This support encompassed clear communication channels, regular check-ins with supervisors, and access to training and development opportunities. Participants cited the importance of communication channels and software with 70% using email as a primary source and 60.4% claiming to use platforms like teams and zoom for communication. Conversely, participants who perceived a lack of support or ineffective communication channels experienced difficulties in maintaining productivity levels. This further shows the importance of effective leadership and organizational support in facilitating productive hybrid work arrangements.

Overall, the findings suggest that a combination of flexibility, supportive technology, organizational support, job autonomy, and task clarity are key drivers of productivity among civil service employees in hybrid work environments. By addressing challenges related to technology, communication, role clarity, and organizational support, organizations can optimize productivity and empower employees to thrive in hybrid work settings.

Topic 3) Work-Life Balance

Over time new concepts more to the forefront of employee consciences and one great example of this is work-life balance. Work-life balance has become increasingly pertinent in the modern workplace, particularly with the adoption of hybrid work arrangements. This section delves into the survey data to uncover insights into how civil service employees perceive and manage their work-life balance within the context of hybrid working.

View into Work-Life Balance

Hybrid working placed further emphasis on work-life balance. The survey found that participants overwhelmingly expressed appreciation for the flexibility afforded by hybrid work arrangements, with 88.5% reporting satisfaction with their ability to balance work and personal life. This flexibility allowed employees to better align their work schedules with per-

sonal commitments, resulting in reduced stress and improved overall well-being. Furthermore 68.8% of participants felt a greater sense of belonging and connection to the organisation. From the survey 97.8% of participants agreed that their work-life balance had been dramatically improved thanks to hybrid working. The stress of the office has been greatly reduced since the move to the hybrid arrangement due to a wide array of reasons learned through the survey including less stress commuting to work, less in-office stress and flexibility. With 97.8% of workers claiming to have a better work-life balance - they work harder, more efficiently and have a greater sense of self outside of work and within.

Despite the benefits of flexibility, some participants highlighted challenges in maintaining work-life boundaries and avoiding burnout in a hybrid work setting. Issues such as difficulty disconnecting from work, feelings of isolation, and blurred boundaries between professional and personal life were cited as common struggles. Additionally, participants expressed concerns about the potential for overwork and the pressure to always be accessible due to the remote nature of work. These challenges underscore the importance of establishing clear boundaries and fostering a supportive work culture that prioritizes employee well-being.

Factors relating to Work-Life Balance

Work-life balance is a concept that is influenced by many different factors, some pertaining to the individuals and some to the organisation itself. In the context of civil service employees, insights from the survey highlight the diverse needs and challenges faced by individuals in balancing their professional responsibilities with personal commitments. Factors such as age, gender, marital status, and parental responsibilities shape employees' priorities and time allocation, underscoring the importance of understanding individual circumstances in promoting work-life balance. With this in mind, 70% of participants were female, these participants placed particular focus on the stress of raising a family and the time commitment that this entails. According to these participants hybrid working has allowed a greater emphasis on achieving a work-life balance and has made family factors less challenging.

Work-life balance among civil service employees is greatly aided by organizational initiatives including flexible work schedules and positive work environments. Employees favour initiatives like telecommuting and flexible work hours because they allow them to better organize their schedules in accordance with personal commitments, according to survey data. Furthermore, a key factor in fostering a healthy work-life balance and improving employees' well-being is having access to tools like wellness programs and childcare assistance that have been offered by the organisations they work in.

Furthermore, the nature of professional responsibilities and expectations for effort have a big impact on the results of work-life balance. High job demands and long working hours are cited by survey participants as potential roadblocks to finding balance, which can result in increased stress and burnout. On the other hand, positions with greater autonomy, transparent expectations, and controllable workloads are linked to more effective blending of professional and personal responsibilities, and with employees feeling a greater sense of belonging in their organisations due to hybrid working these factors are further dealt with. Civil service organizations can foster settings that encourage work-life balance by attending to individual needs and putting in place rules that enable flexibility and well-being. Building a culture where staff members feel appreciated and supported in striking a balance requires

strong leadership, open communication, and proactive approaches to managing workload demands. In the end, putting a high priority on work-life balance benefits business efficiency and production in addition to improving employee happiness and wellbeing.

Conclusion

The findings of the research provide insightful information about the dynamics of work-life balance, productivity, and job satisfaction among civil service workers in the context of hybrid working. A thorough examination of the survey data revealed a number of important themes and trends that provide insight into the factors affecting both organizational success and employee well-being. The shift to hybrid working has a major influence on job satisfaction. Participants experienced stress with communication and managerial assistance, but they are also satisfied with the flexibility and engagement hybrid working provides. Overall, the results highlight how critical it is to address issues with workload management, communication, and work-life balance in order to maximize the advantages of hybrid working and foster cultures that encourages employee success, which in turn promotes long-term organizational success.

Chapter 6: Discussion

This section provides an assessment of the findings and insights from the previous chapter and applicability to fulfilling this paper's aims and objectives. It comprises a thematic analysis of the results and how they relate to resolving the research questions and achieving the goals and objectives.

1.) Job Satisfaction in Traditional vs. Hybrid Work Environments

Through a comparative analysis between the levels of job satisfaction among civil servants in traditional and hybrid work environments reveals a firm shift in the dynamics of job satisfaction. Examined through history, traditional office based work was exemplified by a structured environment that was defined by consistency and face-to-face interactions. Within the office, workers followed established routines and had face-to-face interactions with one another. Though useful for some areas of the job, this old design lacked the flexibility and autonomy that many workers now expect. Findings from the survey indicate that prior to the implementation of hybrid work arrangements, the majority of participants were accustomed to working in the office full time, with limited remote working opportunities. However, the emergence of hybrid work arrangements, particularly accelerated by the COVID-19 pandemic, has revolutionized the way employees perceive job satisfaction. The quantitative analysis revealed that a significant proportion of civil servants expressed satisfaction with their current job in a hybrid working environment, with a clear majority considering themselves satisfied (77.4%) and indicating that their engagement and motivation had improved due to hybrid working. A study done by (Georgiana, 2021) about civil servants, the majority of those who participated said they were content with their workplace, their work-related activities, the working environment, their level of pay, their relationship with their co-workers and superiors in the hierarchy, and the organizational climate.

Qualitative insights from our survey shed light on the factors driving job satisfaction in hybrid work environments. Many participants highlighted the importance of flexibility in their ability to balance work and personal commitments, citing the freedom to choose their work location and schedule as key contributors to their satisfaction. Several studies revealed that employees working in organizations that had innovation-oriented cultures had higher levels of job satisfaction and commitment. (Jaskyte et al., 2020) These findings align with existing literature, which suggests that flexibility and autonomy are essential components of job satisfaction in hybrid work arrangements. Additionally, participants emphasized the role of managerial support and organizational culture in fostering a positive work environment. Clear communication channels, regular check-ins, and access to resources such as training and development opportunities were identified as critical factors influencing job satisfaction levels among civil servants.

However, the transition to hybrid work is not devoid of challenges. Survey findings indicate that many employees encountered initial hurdles during the transition phase, grappling with technology implementation issues and adapting to virtual communication platforms. Despite these challenges, the majority of participants reported managing their workflow better in a hybrid environment compared to traditional office-based work, highlighting the poten-

tial benefits of hybrid work arrangements in enhancing productivity and job satisfaction. Organizations play a pivotal role in facilitating a smooth transition to hybrid work and fostering a supportive work environment conducive to job satisfaction. Managerial support and organizational culture are paramount in shaping employees' perceptions of job satisfaction

In conclusion, the transition to hybrid work represents a conceptual shift in the way civil servants perceive job satisfaction. While traditional office-based work provided structure and routine, hybrid work arrangements offer flexibility and autonomy, empowering employees to tailor their work environment to suit their individual needs. However, this transition is not without its challenges, and organizations must invest in supportive policies and resources to facilitate a smooth transition and foster a positive work environment conducive to job satisfaction. By embracing the opportunities presented by hybrid work arrangements, organizations can enhance employee engagement, productivity, and overall organizational success. In essence Hybrid working environments prove to offer many benefits that outweigh the challenges that arise.

2.) Impact on Work-Life Balance

The transition from traditional to the hybrid environment pose many implications for civil servants work-life balance, transforming and reshaping the boundaries that have been previously established between professional and personal life. There have been studies done that examine work-life balance and how many employees throughout numerous sectors are unaware what work-life balance is and how to best achieve it. In many cases these employees have little to know understanding or training and claim that hybrid working environment would greatly benefit them to reach this work-life balance. (Adaron, 2021). The results of the survey highlight the complex effects of hybrid work on workers' well-being and work-life balance. Employees may better manage their work schedules and personal obligations due to the flexibility that comes with hybrid employment, which increases their sense of control and autonomy over how they spend their time both in work and at home. Participants overwhelmingly expressed appreciation for the ability to work from home, citing benefits such as reduced commute times, increased family time, and decreased office-based distractions as key contributors to their improved work-life balance

According to (Baker, 2021), the main benefits of remote work include raising employee productivity and job satisfaction while reducing real estate expenditures. Employees who work remotely enjoy better work-life balance and more flexible schedules. Increased productivity and job satisfaction are also noted when there are less office-related distractions, which helps workers perform better. Employees can better manage their personal and professional life with hybrid work arrangements, which eliminate the need for lengthy travel and offer a comfortable workspace at home. Research conducted by (Choudhury et al., 2022) help to back up this point with further evidence through surveys and interviews where they recorded that a large percentage of employees were willing to give up almost 5% of their overall wages to achieve these benefits. But even with flexibility's advantages, making the switch to hybrid work is not without its difficulties. Because it can be difficult to distinguish between work and personal life in a remote work environment, many employees struggle to establish work-life boundaries. Burnout and stress can be increased by feelings of loneliness and the need to constantly be available for work. The results of the study em-

phasize how crucial it is to set up limits that are clear and to cultivate a positive work environment that puts the needs of employees first. In order to support employees in navigating the obstacles of hybrid work and promoting a healthy work-life balance, organizations must provide resources and support.

Additionally, the expectations set on employees and their responsibilities to manage workloads play a critical role in shaping employees wellbeing and work-life balance when the hybrid environment has been established. Work-life balance can be undermined by high job demands and excessive workload pressure, which could invade upon personal time and lead to burnout. Employees can more effectively balance their personal and professional responsibilities when they work in positions that value autonomy, open communication, and reasonable workloads. As a result, companies should aim to design employment positions that emphasize work-life balance and give staff members the tools and assistance they need to efficiently handle their workload.

To conclude, the transition to hybrid work arrangements has significant effects on workers' work-life balance. Through the adoption of a proactive approach towards mitigating obstacles and capitalizing on the advantages of hybrid work, firms may cultivate a positive work environment that enhances employee well-being and facilitates personal and professional growth.

3.) Factors Influencing Job Satisfaction, Productivity, and Work-Life Balance

Job Satisfaction, productivity and work-life balance among civil servants hold dynamics that are affected by many different factors in both traditional and hybrid working environments. Survey findings shed light on these influential factors, highlighting the critical role they play in shaping employees' experiences and well-being in the workplace.

Flexibility and Autonomy: In hybrid work environments, employees' access to flexibility and autonomy is one of the main factors influencing their job happiness and productivity. A key factor in determining an employee's sense of control and satisfaction is their ability to manage their schedule, select their workplace, and deal with personal obligations. The majority of survey respondents indicated how much they valued the flexibility that hybrid work arrangements offered, describing it as a critical component of their general job satisfaction and well-being.

Supportive Technology: Another important factor affecting job satisfaction and productivity is the availability of supportive technology. Employee productivity is increased when they have access to dependable internet connections, efficient communication tools, and collaboration platforms. These resources facilitate seamless remote work. According to the results of the survey, workers who have access to sufficient technology resources report better levels of fulfilment and satisfaction with their working environments.

Organizational Support and Communication: It is impossible to overestimate the contribution that organizational support and communication make to work-life balance, productivity, and job satisfaction. Employees are more likely to be satisfied and engaged when they feel their businesses are providing them with enough support in the form of resources, fre-

quent check-ins, and open lines of communication. On the other hand, workers who feel unsupported or that there are inadequate avenues for communication may find it challenging to maintain work-life balance and productivity. The survey found that the participants were content with support provided yet believed the organisation was slow to remedy concerns that arise. The organisation must create an environment that provides a further sense of self among civil servants by taking feedback more serious and remedying problems quickly and effectively.

Workload Management: Preventing burnout and preserving work-life balance depends upon effective workload management. Workers are better able to handle their workload when they are given the freedom to choose how to complete their jobs and clear expectations regarding their roles and responsibilities. The results of the survey indicate that employees who feel pressured by an excessive workload to balance their personal and professional obligations may find it difficult to do so, underscoring the significance of workload management in promoting work-life balance. The organisation must further educate employees regarding the management of workload and the benefits it will present employees.

Access to Resources and Support: Lastly, a key factor in promoting employees' work-life balance is their ability to access resources and support services, such as flexible work schedules, childcare assistance, and wellness initiatives. Businesses that put employee well-being first and make the investment to offer extensive tools and support are more likely to foster a happy work environment and increase employees' general job satisfaction and productivity.

In conclusion, promoting job satisfaction, productivity, and work-life balance among civil servants in hybrid work environments requires a combination of flexibility, supportive technology, organizational support, workload management, and access to resources and support services. Organizations may foster a positive work environment that enables people to flourish on a personal and professional level by proactively addressing these elements. The appropriate acknowledgement of these factors helps to ensure the greatest chances of a successful hybrid working environment for civil servants who are satisfied at work, productive and able to achieve the ever elusive work-life balance

4.) Challenges and benefits of transitioning to Hybrid Work

For federal workers, moving from traditional office-based employment to hybrid work arrangements has benefits as well as challenges. Although hybrid work allows for more flexibility and autonomy, it also necessitates changes in workflow management, communication, and cooperation, which can be difficult at first for workers used to traditional work environments.

Challenges:

1. Technology Implementation: One of the main issues that civil servants have when adjusting to hybrid work is the implementation of technology. Workflow and productivity were first disrupted as a result of the difficulties many employees had configuring remote workstations, utilizing new communication tools, and guaranteeing dependable internet connections.

2. **Communication Barriers:** When in-person interactions are replaced by virtual meetings and digital collaboration tools, the transition to hybrid work may also result in communication barriers. Workers may find it difficult to communicate with coworkers in an effective manner, which could cause misunderstandings and delays in the completion of projects. This was cited by survey participants.

3. **Work-Life Boundaries:** In a hybrid work environment, it might be difficult to maintain work-life boundaries because personal and professional areas merge together. Increased stress and burnout may result from employees' inability to set aside time for work and maintain a good balance between their personal and professional obligations. Survey participants believed they were able to maintain boundaries but believed it takes time to do so.

Benefits:

1. **Flexibility and Autonomy:** Despite the early difficulties, hybrid work has several advantages, such as increased employee flexibility and autonomy. Employees are empowered to take charge of their work environment and achieve a better work-life balance when they have the freedom to select their work locations, manage their schedules, and adjust to personal obligations. Through studies done by (Young et al., 2022) there is evidence to support the fact that there is a greater support towards hybrid work environment by female employees rather than male employees, this shows a gender gap that must be analysed to achieve maximum gain from turning to hybrid work. Survey participants felt strongly that through this new sense of freedom that they became more productive with fewer distractions and achieved a further sense of balance within their own lives.

2. **Enhanced Productivity:** Research has indicated that hybrid work arrangements boost civil servant productivity by enabling workers to concentrate on assignments without the interruptions of an office setting. Employees may maximize their work environment and reduce disruptions when they have the option to work from home or other preferred places, which boosts productivity.

3. **Enhanced Job satisfaction:** Civil servants report better levels of job satisfaction in part because of the flexibility and autonomy that hybrid work arrangements afford. Employee happiness with work arrangements and general well-being increases when employers allow them to customize their work environment to meet their unique demands. With employees being satisfied within their work they are better motivated and work harder leading to further benefits for the organisation.

In conclusion, while there are some early difficulties for civil servants adjusting to hybrid work, in the long run, the advantages of greater flexibility, productivity, and job satisfaction outweigh these challenges. Organizations may embrace a more adaptable and efficient workforce by implementing technology with assistance, removing obstacles to communication, and cultivating a positive work environment as they smoothly shift to hybrid work.

With this achieved organisations and employees will reap the various benefits of this hybrid work environment.

5.) Potential for Adopting Hybrid Work Environments:

The findings from this study underscore the significant potential for government agencies and enterprises to adopt hybrid work environments on a larger scale. The benefits of hybrid working, including increased job satisfaction, productivity, and work-life balance, far outweigh the challenges associated with transitioning from traditional office-based models. By embracing hybrid work arrangements and implementing supportive policies and practices, organizations can create environments where employees thrive and contribute to long-term organizational success.

Advantages of Hybrid Work:

There are many advantages for civil servants working under hybrid work arrangements. Firstly, they provide workers more freedom and flexibility to customize their workspaces to meet their unique demands. Employee satisfaction rises as a result of this flexibility since they may better balance their personal and professional obligations. Second, it has been demonstrated that hybrid work increases public servant productivity. Hybrid work arrangements enable employees to focus on activities without interruption and eliminate office environment distractions, leading to improved levels of productivity and efficiency. Thirdly, by lowering stress and allowing workers to spend more time with their family, hybrid work improves work-life balance. The capacity to stay away from long commutes and working from home encourages a healthier balance between work and personal obligations, which eventually improves wellbeing.

Overcoming Obstacles:

Although implementing new technology and overcoming communication barriers could be difficult during the shift to hybrid work, these issues are surmountable with the correct help and direction from company leadership. To enable a seamless shift to hybrid work and handle any challenges that may emerge, it is imperative to invest in thorough support and training for staff members. Organizations can enable employees to successfully adjust to hybrid work arrangements and take advantage of the advantages they provide by giving them the tools and assistance they need. The success of such efforts also depends on creating a positive work environment that values employee well-being and acknowledges the special opportunities and challenges that come with hybrid work arrangements. Through effective management of workload, technology, communication, and work-life balance, businesses may maximize the advantages of hybrid working and establish productive work environments for civil servants.

Chapter 7: Conclusion

In summary, this research has yielded significant understandings of the dynamics of traditional and hybrid work environments for civil servants, revealing the factors influencing work-life balance, productivity, and job satisfaction. The comparison of hybrid work arrangements against standard office-based employment has highlighted subtle differences and shown the substantial potential for the widespread adoption of hybrid work environments.

Firstly, research comparing the job satisfaction levels of civil servants in traditional office-based contexts with those in hybrid work settings has shown that flexibility and autonomy have a positive effect on workers' general job happiness. The results show that because remote work offers flexibility and helps employees better balance work and personal obligations, employees in hybrid work arrangements report higher levels of job satisfaction. Furthermore, the research indicates that hybrid work increases civil servant efficiency by removing office-related distractions and allowing workers to concentrate on work uninterrupted. Additionally, by lowering stress and allowing workers to spend more time with their families, hybrid work arrangements promote work-life balance and eventually improve overall wellbeing. But making the switch to hybrid work is not without its difficulties. During the transition era, many employees first had trouble implementing technology, communicating with one another, and maintaining work-life balance. Prioritizing thorough assistance and training for staff members is essential for organizations to ensure a seamless shift to hybrid work and to handle any challenges that may come up. The success of such efforts also depends on cultivating a positive workplace culture that values employee well-being and acknowledges the special opportunities and challenges brought forth by hybrid work arrangements.

In the future, there is a great chance that businesses and government organizations may embrace hybrid work settings more widely. The advantages of working in a hybrid model, such as enhanced job satisfaction, productivity, and work-life balance, greatly surpass the difficulties involved in shifting from traditional office-based models. Organizations may create work cultures where employees flourish and contribute to the long-term success of the company by embracing hybrid work arrangements and putting supportive policies and practices in place. The study's conclusions highlight the significance of comprehending the distinctive dynamics of traditional and hybrid work settings in influencing workers' experiences and general well-being. Through tackling issues pertaining to communication, technology, managing workloads, and maintaining a work-life balance, companies can maximize the advantages of remote work and establish productive workplaces for public servants. In order to maintain hybrid work's efficacy in fostering employee satisfaction and organizational success, it will be crucial to do continuous research and modify policies and practices.

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Survey Questions

- Q1.) What is your gender?
- Q2.) What is your current job title or role?
- Q3.) How long have you been a part of the Civil Service?
- Q4.) Prior to the COVID-19 pandemic, did you primarily work in an office-based environment, remotely, or a combination of both?
- Q5.) What age category do you fall under?
- Q6.) Do you have any dependents (children, elderly relatives, etc.)? If yes, please specify.
- Q7.) How far are you from your current employment(office)
- Q8.) Are you currently enrolled in any educational programs or courses? If yes, please specify.
- Q9.) On a scale of 1 to 10, how satisfied are you with your current job?
- Q.10) How satisfied are you with the communication and collaboration among team members in a hybrid working environment?
- Q11.) Do you feel that hybrid working allows for a better work-life balance compared to traditional office-based work?
- Q12.) How does the flexibility of hybrid working arrangements impact your overall job satisfaction?
- Q13.) Do you believe that hybrid working positively or negatively affects your sense of belonging and connection to your organization?
- Q14.) How does the autonomy and independence afforded by hybrid working impact your job satisfaction?

Q15.) Do you believe that your job satisfaction would change if hybrid working arrangements were discontinued in favour of traditional office-based work?

Q16.) To what extent do you think hybrid working contributes to your overall job engagement and motivation?

Q17.) What specific factors contribute to your overall satisfaction with your current job in a hybrid working environment?

Q18.) Do you feel that hybrid working has improved your opportunities for career advancement within your organization?

Q19.) Have you experienced any changes in your job responsibilities or role since transitioning to hybrid working? If so, how has this impacted your job satisfaction?

Q20.) How do you maintain a sense of connection and camaraderie with your colleagues while working remotely in a hybrid model?

Q21.) What steps do you believe your organization could take to enhance job satisfaction among employees in a hybrid working environment?

Q22.) On a scale of 1 to 10, how would you rate the overall support provided by your organization for hybrid working?

Q23.) On a scale of 1 to 10, how would you rate your ability to disconnect from work-related tasks during non-working hours in a hybrid setup?

Q24.) On a scale of 1 to 10, how well do you believe your organization handles issues related to workload distribution and resource allocation in a hybrid working environment?

Q25.) On a scale of 1 to 10, how would you rate the overall morale and team spirit among colleagues in a hybrid working setup?

Q26.) How do you rate your overall productivity while working remotely compared to working in the office?

Q27.) On a scale of 1 to 10, how effectively do you manage your workload while working remotely?

Q28.) How do you balance individual tasks with collaborative projects while working in a hybrid setup?

Q29.) How do you prioritize tasks while working remotely compared to working in the office?

Q30.) Which tools or technologies do you find most helpful for maintaining productivity in a hybrid working environment? (Select all that apply)

Q31.) How do you ensure effective communication and collaboration with colleagues while working remotely?

Q32.) Have you experienced any challenges in maintaining consistent productivity levels while working in a hybrid model? If so, please select all that apply:

- Q33.) How satisfied are you with the level of support provided by your organization for maintaining productivity in a hybrid working setup?
- Q34.) Do you believe that your overall productivity would increase, decrease, or remain the same if hybrid working arrangements were to continue in the long term?
- Q35.) On a scale of 1 to 5, how well do you believe your organization addresses concerns and feedback regarding hybrid working arrangements?
- Q36.) How satisfied are you with the level of flexibility in determining your work schedule in a hybrid model?
- Q37.) On a scale of 1 to 5, how confident are you in your ability to effectively manage time and prioritize tasks while working remotely in a hybrid setup?
- Q38.) How often do you encounter obstacles that hinder your productivity while working remotely in a hybrid setup?
- Q39.) On a scale of 1 to 5, how satisfied are you with the overall job security and stability provided by your organization in the context of hybrid working?
- Q40.) How would you describe your typical workflow and productivity rhythm in a hybrid work environment?
- Q41.) What strategies or techniques do you employ to overcome productivity challenges while working remotely in a hybrid setup?