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# A STUDY ON IMPACT OF EMPLOYEE'S MENTAL HEALTH ON JOB PERFORMANCE IN HYBRID WORK MODE

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## **ABSTRACT**

*Mental health of the employees has been a key factor for the job performance. Post COVID pandemic, the IT sector moved to work from home mode, which is also considered as a factor affecting the mental health of the workforce. Managing personal and professional work in a single time has been a reason for the impact. The present study explores the mental health of the employees on their work performance in hybrid work mode. Besides this, key factors such as employee motivation, work culture, appraisal system in the organization, management support has been investigated during the study. The study suggests that continued interventions should be made by the employer to evaluate the mental health of the employees and come up with proper measures to cope up with them so that the employee's job performance meets the entity's standards and objectives.*

*Keywords: Mental health, Hybrid work mode, Productivity, Job performance etc.*

## **1. INTRODUCTION**

The outbreak of COVID-19 pandemic has significantly impacted the corporate world in global context. This has resulted in substantial changes in the daily operations of the businesses. In the early 2020, these corporate entities faced unprecedented challenges regarding disruptions in supply chain, change in consumer behaviour and mandatory remote work. The workforce of the corporate world also got hit by this impact. At the initial period during the lockdown, the concept of work from home was widely adopted by the businesses especially the IT companies to not to disrupt the business operations during the pandemic. As the world was heading towards a new normal, the companies made changes in their work mode by introducing a new concept of hybrid



work mode. “Hybrid work mode” refers to a flexible working arrangement where employees divide their time between working remotely and working on-site at the office. This model aims to combine the benefits of both remote work and in-person collaboration, offering greater flexibility and adaptability to various work preferences and needs. The changes dynamics in this context has made a significant impact on the mental health of the workforce. The hybrid work mode significantly affects employees in various ways such as flexibility and work-life balance, productivity, collaboration and communication, isolation, engagement, job satisfaction as well as career development. The increase in workload, managing family responsibilities, changes in shift of the work has increased the anxiety and stress level among the employees. A very few companies provided permanent work from home facility to their employees. But majority of the corporate entities have adopted the hybrid work mode. The present study aims to find out the impact made by this hybrid work mode on the mental health of the workforce which resulted in their job performance by considering the influencing factors associated with the above concept.

## **2. REVIEW OF LITERATURE**

**Subramaniam and Joyce (2024)**, the study explores the factors influencing the employee productivity in their job roles with hybrid work mode as a major contributing factor. The blend of remote and in-office work environment has gained significance in recent years post pandemic. The study suggests that though the hybrid work mode offers numerous advantages to both employer and employees, factors such as distractions, communication difficulties, feel of isolation shall be considered to evaluate the employee job performance.

**Shilpa and Bhavisha (2024)**, the study examined the relationship between health, productivity and wellbeing of hybrid work mode in India. An attempt was made to compare between hybrid work and in-office work environments. The job performance is affected by lack of social interaction, increased work standards, work-life balance and long working hours. This hybrid work mode provides many benefits for employees as well as employers.

**Nimit and Jainisha (2023)**, the study described the rise of hybrid work culture in India, its benefits and challenges on the workforce and the organization. The employees who work from home are generative than those who work in the office. This hybrid work model resulted in



remarkable cost savings for businesses. It concluded that this model offers several benefits to both employees and organizations.

**Vanitha and Shailashri (2023)**, the study describes the impact of hybrid work culture on work performance among the IT professionals in Karnataka. A systematic review of literature is made to describe the same. The study aims to measure whether the combination of remote and in-office work increases the productivity among the workforce. The study concludes that organization culture, management and leadership and the nature of work matters for a wellbeing and employee engagement in the organization.

**Saritha et al. (2023)**, the study explores the impact of hybrid work model on both the employee job engagement as well as the organization development. The outbreak of covid-19 pandemic which expanded the hybrid work model all over the world was emphasized in the study. The stressful job role, limited interpersonal relationship, poor communication was considered as the challenges of hybrid work model. The companies should develop a more interpersonal relations with the employees to enhance their work performance.

**Jwahir et al. (2023)**, the study suggests that to improve the physical and mental effects in a hybrid work mode on their job performance. The hybrid work environment resulted both positive and negative impact on the workforce. The study made major recommendations such as creating a dedicated work place in home, allow workers to take periodic break, provide counselling services or wellness initiatives and conduct frequent evaluation of employee productivity.

**Natasha and Rajender (2022)**, the study explores the impact of mental health and productivity of the employees on their job performance. The psychological health of workers was examined with a comparison of private and public sector. High performance standards and increased workload leading to increase in work pressure for private employees whereas the internal climate of the organization affects for the public employees.

**Sneha et al. (2022)**, the study emphasizes the effect of mental health and well-being of private sector employees on their productivity. The lack of awareness on employee's mental health and wellbeing is considered as the reason for decrease in productivity. Employee happiness is significantly influenced by their mental well-being. The study concludes that, there should be positive interpersonal relationships between the employer and employee.



**Chellam and Divya (2022)**, the study analysed the impact of hybrid model on employee work performance. The outbreak of covid 19 pandemic resulted in transition of work culture from conservative to technological mode. The attributes such as working style, communication patterns, working hours, job engagement and employee – employer relationships had been considered for the study. The study suggests that organizations need to change their policies to facilitate employee needs and provide flexibility in their job environment.

### **3. OBJECTIVES OF THE STUDY**

1. To identify the working style of the employees in hybrid work mode
2. To analyse the job performance of the employees in hybrid work mode
3. To analyse the mental health of the employees
4. To study the perception of the employees on the hybrid work mode

#### **3.1. HYPOTHESIS**

*H<sub>1</sub>: There is no significant association between Hybrid work mode and mental health of the employees*

*H<sub>2</sub>: There is no significant association between Hybrid work mode and job performance of the employees*

#### **3.2. SCOPE OF THE STUDY**

The present study investigates the impact of employees' mental health on their job performance in hybrid work arrangements. The hybrid work mode in this context signifies a mix of remote and in-office work. The geographical area for the study is limited to Bengaluru city. The samples collected from the employees of corporate sector from different job roles.

### **4. METHODOLOGY**

The present research work is a descriptive study. The study depends on both primary and secondary data but it relies more on primary data.

#### 4.1. PRIMARY DATA

The primary data has been collected through structured questionnaire. The first part contains the demographical attributes of the respondents and the second part contains the questions relating to identify the impact of mental health of the employees on their job performance.

#### 4.2. SECONDARY DATA

The secondary data collected through various sources like magazines, websites and reputed journals.

#### 4.3. SAMPLING AND DATA COLLECTION

The required data was collected via the use of predetermined survey questions. The sample size of the study is 50. Sample has been collected by using convenience sampling technique. For analyses propose descriptive statistics have been used. SPSS software has been used to test the hypotheses.

### 5. DATA ANALYSIS AND INTERPRETATION

*Table no 01: Demographic profile of the respondents*

<b><i>Factors</i></b>	<b><i>Attributes</i></b>	<b><i>Frequency</i></b>	<b><i>%</i></b>
<i>Gender</i>	<i>Male</i>	30	60%
	<i>Female</i>	20	40%
<i>Age</i>	<i>20-25</i>	32	64%
	<i>25-30</i>	05	10%
	<i>30-35</i>	04	08%
	<i>35-40</i>	04	08%
	<i>40-45</i>	05	10%
<i>Marital Status</i>	<i>Married</i>	20	40%
	<i>Unmarried</i>	30	60%
<i>Annual Income</i>	<i>&lt; 200000</i>	06	12%
	<i>200000 – 400000</i>	24	48%
	<i>400000 – 600000</i>	08	16%
	<i>&gt;600000</i>	12	24%
<i>Educational Qualification</i>	<i>Bachelor's</i>	05	10%
	<i>Master's</i>	35	70%
	<i>Professional's</i>	10	20%
	<i>Other</i>	00	00%



<i>Job Role</i>	<i>Analyst</i>	<i>17</i>	<i>34%</i>
	<i>Team Lead</i>	<i>05</i>	<i>10%</i>
	<i>Associate Manager</i>	<i>15</i>	<i>30%</i>
	<i>Manager</i>	<i>03</i>	<i>06%</i>

*Source: Field survey*

The above table depicts the demographic profile of the respondents. Out of 50 respondents, 60% are Male and remaining are female. In terms of age of the respondents, 64% are under the age of 20 -25, 10% are in between the age of 26 -30, 8% of the respondents are under the age of 31 -35, 8% of the respondents are under the age of 36-40 and remaining respondents are of the age between 41-45.

In terms of the marital status, 40% are married and remaining are unmarried.

In terms of annual income, 12% of the respondents are below 2,00,000. 48% of the respondents are under the annual income of 2,00,000 – 400,000, 16% of the respondents are under the annual income of 4,00,000-6,00,000 and remaining 24% are above the annual income of 6,00,000.

The educational qualification of the employees are followed by 10% of bachelors, 70% masters and 20% professional qualification.

In terms of Job roles, 34% are analysts,10% are team leads, 30% associate managers, and 6% are managers

*Table no 02: Daily workload of the respondents*

	<b><i>Frequency</i></b>	<b><i>%</i></b>
<i>8 Hours</i>	<i>25</i>	<i>50%</i>
<i>9 Hours</i>	<i>15</i>	<i>30%</i>
<i>10 Hours</i>	<i>05</i>	<i>10%</i>
<i>More than 10 Hours</i>	<i>05</i>	<i>10%</i>

*Source: Field survey*

The table no 02 reveals the daily workload of the respondents. 50% are having 8hours of workload, 30% are having 9 hours of workload, 10% are having 10 hours of workload, and 10% are having workload of more than 10 hours of work load.



*Table no 03: Work from home in a week*

	<b>Frequency</b>	<b>%</b>
<i>Once in a Week</i>	<i>12</i>	<i>10%</i>
<i>Twice in a Week</i>	<i>23</i>	<i>28%</i>
<i>Thrice in a Week</i>	<i>15</i>	<i>30%</i>

*Source: Field survey*

Table no 3 explains the Hybrid mode of the respondents. Once in a week 10% of the employees are working from home, 28% of them are working from home twice in a week, and 30% are working from home thrice in a week.

*Table no 04: Stress due to workload in Hybrid Work Mode*

	<b>Frequency</b>	<b>%</b>
<i>Less</i>	<i>10</i>	<i>20%</i>
<i>Flexible</i>	<i>28</i>	<i>56%</i>
<i>More</i>	<i>12</i>	<i>24%</i>

*Source: Field survey*

Table no 04 showcase the Stress due to workload in Hybrid Work Mode in which 20% are facing less stress. 56% of the respondents are under the flexible mode of stress and remaining 24% of the employees are facing more stress due to workload in hybrid mode.

*Table no 05: Preference for Hybrid Work Mode*

	<b>Frequency</b>	<b>%</b>
<i>No</i>	<i>15</i>	<i>30%</i>
<i>Yes</i>	<i>35</i>	<i>70%</i>

*Source: Field survey*

Table no 05 reveals the Preference for Hybrid Work Mode. In which 70% of the employees are preferring the Hybrid Mode and remaining Respondents are not willing to opt Hybrid work mode.

**5.1. TESTING OF HYPOTHESES:**

*H<sub>1</sub>: There is no significant Association between Hybrid work mode and mental health of the employees*

*Table 06: Stress wise classification of the respondents for the hybrid work mode*

			Stress			Total
			More	Flexible	Less	
<b>Hybrid</b>	<b>Once in a week</b>	Count	10	1	0	11
		Expected Count	2.2	6.6	2.2	11
		% within Hybrid	90.90%	9.10%	0.00%	100.00%
		% within Stress	100.00%	3.30%	0.00%	22.00%
		% of Total	20.00%	2.00%	0.00%	22.00%
	<b>Twice in a week</b>	Count	0	19	0	19
		Expected Count	3.8	11.4	3.8	19
		% within Hybrid	0.00%	100.00%	0.00%	100.00%
		% within Stress	0.00%	63.30%	0.00%	38.00%
		% of Total	0.00%	38.00%	0.00%	38.00%
	<b>Thrice in a week</b>	Count	0	10	10	20
		Expected Count	4	12	4	20
		% within Hybrid	0.00%	50.00%	50.00%	100.00%
		% within Stress	0.00%	33.30%	100.00%	40.00%
		% of Total	0.00%	20.00%	20.00%	40.00%
<b>Total</b>	Count	10	30	10	50	
	Expected Count	10	30	10	50	
	% within Hybrid	20.00%	60.00%	20.00%	100.00%	
	% within Stress	100.00%	100.00%	100.00%	100.00%	
	% of Total	20.00%	60.00%	20.00%	100.00%	

Source: Field survey

$H_1$ : There is no association between hybrid work mode and mental health of the employees

Table no: 07 Chi-Square Test for  $H_1$

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	60.606 <sup>a</sup>	4	0
Likelihood Ratio	60.599	4	0
Linear-by-Linear Association	33.356	1	0
N of Valid Cases	50		

a. 6 cells (66.7%) have expected count less than 5. The minimum expected count is 2.20.

Source: Field survey

The above table reveals the association of hybrid work mode over the mental health of the employees. The p-value ( $0.000 < 0.05$ ), hence, there is no significant association between hybrid work and mental health of the employees is tested and rejected. Therefore, there is a significant association between hybrid work and mental health of the employees.

$H_2$ : There is no significant relationship between Hybrid work mode and job performance



Table no: 08 Performance wise classifications of the respondents for the hybrid work mode

		Job Performance			Total	
		More	Static	Less		
Hybrid	Once in a week	Count	11	0	0	11
		Expected Count	2.4	5.3	3.3	11
		% within Hybrid	100.00%	0.00%	0.00%	100.00%
		% within Job Performance	100.00%	0.00%	0.00%	22.00%
		% of Total	22.00%	0.00%	0.00%	22.00%
	Twice in a week	Count	0	19	0	19
		Expected Count	4.2	9.1	5.7	19
		% within Hybrid	0.00%	100.00%	0.00%	100.00%
		% within Job Performance	0.00%	79.20%	0.00%	38.00%
		% of Total	0.00%	38.00%	0.00%	38.00%
	thrice in a week	Count	0	5	15	20
		Expected Count	4.4	9.6	6	20
		% within Hybrid	0.00%	25.00%	75.00%	100.00%
		% within Job Performance	0.00%	20.80%	100.00%	40.00%
		% of Total	0.00%	10.00%	30.00%	40.00%
Total	Count	11	24	15	50	
	Expected Count	11	24	15	50	
	% within Hybrid	22.00%	48.00%	30.00%	100.00%	
	% within Job Performance	100.00%	100.00%	100.00%	100.00%	
	% of Total	22.00%	48.00%	30.00%	100.00%	

Source: Field survey

$H_2$ : There is no association between hybrid work mode and job performance of the employees

 Table no: 09 Chi-Square Tests for  $H_2$ 

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	79.688 <sup>a</sup>	4	0
Likelihood Ratio	82.167	4	0
Linear-by-Linear Association	41.505	1	0
N of Valid Cases	50		

a. 4 cells (44.4%) have expected count less than 5. The minimum expected count is 2.42.

Source: Field survey

The above table reveals the association of hybrid work mode over the job performance of the employees. The p-value ( $0.000 < 0.05$ ), hence, there is no significant association between hybrid



work mode and job performance of the employees is tested and rejected. Therefore, there is a significant association between hybrid work mode and job performance of the employees.

## 6. SUMMARY OF MAJOR FINDINGS

Hypotheses	Result
<i>H<sub>1</sub>: There is no significant Association between Hybrid work mode and mental health of the employees</i>	Significant (p<0.05)
<i>H<sub>2</sub>: There is no Significant association between hybrid work mode and job performance of the employees</i>	Significant (p<0.05)

Source: Field survey

## 7. CONCLUDING REMARKS

In the evolving landscape of work environments, particularly with the rise of hybrid work modes, the correlation between employee mental health and job performance has been more crucial. This study has underscored the significant influence that mental health has on productivity, engagement, and overall job satisfaction. The findings indicate that employees who experience positive mental health tend to exhibit higher levels of performance, adaptability, and innovation in a hybrid work setting. Conversely, poor mental health is linked to decreased productivity, increased absenteeism, and a general decline in work quality.

Ultimately, addressing mental health proactively not only enhances individual performance but also contributes to the long-term success of organizations. As hybrid work models continue to gain traction, the integration of mental health considerations into organizational practices will be essential for sustaining a productive and resilient workforce. This study serves as a call to action for organizations to invest in the mental well-being of their employees, ensuring that they are equipped to thrive in an increasingly hybrid and dynamic work environment.

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