



Positive Impacts of Hybrid Work on Employee Well-Being and Job Satisfaction

Bachelor's thesis
Bachelor of Business Administration
Spring 2024
Emmi Pajasmaa

International Business-koulutus

Tekijä Emmi Pajasmaa

Työn nimi Positive impacts of hybrid work on employee well-being and job satisfaction

Ohjaaja Anu-Maria Laitinen

Tiivistelmä

Vuosi 2024

Opinnäytetyön tarkoituksena oli tutkia hybridityön positiivisia vaikutuksia työhyvinvointiin sekä työtyytyväisyyteen. Työssä tutkittiin myös esimiestyön merkitystä hybridityössä. Opinnäytetyön tarkoituksena oli ymmärtää hybridityön positiivisia vaikutuksia ja miten se vaikuttaa kokonaisvaltaisesti työntekijöihin. Teoria osuus sisältää hybridityön hyötyjen ja haittojen esittelyn, opinnäytetyössä käytettyjen termien selittämisen sekä esimiestyön haasteet hybridityössä. Opinnäytetyön teoriassa tarkasteltiin eri tutkimuksia sekä artikkeleita hybridi työhön liittyen.

Teoria osuus keskittyy hybridityön eri positiivisiin vaikutuksiin. Tutkimusmetodina opinnäytetyö käyttää monimenetelmällistä tutkimusta. Empiirinen tutkimus toteutetaan kyselynä toimeksianto yrityksen työntekijöille, joilla on kokemusta hybridityöstä. Kyselyn vastaukset ja teoria tutkitaan lopuksi yhdessä.

Opinnäytetyön tavoitteena oli löytää vastaus kysymykseen: mitkä ovat hybridityön positiiviset vaikutukset työhyvinvoinnissa ja työtyytyväisyydessä. Kyselystä saadut vastaukset toivat yhtenäisen kokonaisuuden työhön ja siihen, että hybridityöllä on monia positiivisia vaikutuksia yksilöiden työhyvinvointiin ja työtyytyväisyyteen.

Opinnäytetyön kysymykseen saatiin vastaus, joka tuki opinnäytetyössä tutkittua kysymystä, siitä, että hybridityöllä on positiivisia vaikutuksia työhyvinvointiin sekä työtyytyväisyyteen.

Avainsanat hybridityö, työhyvinvointi, työtyytyväisyys, esimiestyö.

Sivut 33sivua ja liitteitä 2 sivua

Bachelor of Business Administrator

Author Emmi Pajasmaa

Subject Positive impacts of hybrid work on employee well-being and job satisfaction

Supervisors Name Anu-Maria Laitinen

Abstract

Year 2024

The purpose of this thesis was to find out what are the positive impacts of hybrid work on employee well-being and job satisfaction. The thesis aimed to completely understand the positive impacts that hybrid work has on employee well-being and job satisfaction. The thesis researched the meaning of managers in hybrid work. The theoretical framework consists of explaining the benefits and challenges of hybrid work, explaining the terms used in the thesis and the challenges that managers are facing at hybrid work. In addition, the thesis investigated other studies and articles of hybrid work.

The theoretical framework of the study focuses on the different impacts of hybrid work. This thesis uses mixed method research and therefore the empirical research is conducted via questionnaire that is sent to the participants. The questionnaire was studied thoroughly while connecting the answers to the theory.

As the goal of the thesis was to find out the positive impacts of hybrid work on employee well-being and job satisfaction, it was interesting to discover that the results were positive. While conducting the answers gotten from the questionnaire it was noticed that all answers had similarity with each other and with the existing studies.

Overall, the study found out that there are positive impacts that hybrid work has on employee well-being and job satisfaction. This finding varies between individuals since individuals are all different and things work better depending on the individual.

Keywords hybrid work, well-being at work, job satisfaction, management

Pages 33 pages and appendices 2 pages

Content

1	Introduction	1
2	Theoretical Framework	2
2.1	Hybrid Work	2
2.1.1	Benefits of Hybrid Work	5
2.1.2	Challenges of Hybrid Work	5
2.2	Hybrid work, Well-Being at Work	6
2.2.1	Sleep	7
2.2.2	Occupational Health	8
2.2.3	Commuting	9
2.2.4	Stress	10
2.3	Job Satisfaction	11
2.4	Management and Hybrid Work	12
3	Methodology	14
3.1	Research Method	15
3.2	Ethics	16
3.3	Questionnaire	16
3.4	Data Collection	16
3.5	Analysing the Data	18
4	Results	18
4.1	Questionnaire	19
4.1.1	Occupational Health	22
4.1.2	Qualitative Questions	28
4.2	Summary of the Results	29
5	Recommendations	30
6	Conclusion	31
	References	34

Figures, tables and equations

Figure 1. Four Principles of Hybrid work	3
Figure 2. Progress of the thesis	14

Figure 3. Working according to the hybrid work model.....	19
Figure 4. How many years have you done hybrid work.....	20
Figure 5. Working somewhere else than at the office.....	21
Figure 6. Working from the office.....	21
Figure 7. I sleep better because of hybrid work.....	22
Figure 8. I exercise more, because of hybrid work.....	23
Figure 9. I feel less stressed, because of hybrid work.....	24
Figure 10. Because of hybrid work, I have more free time.....	25
Figure 11. Time saved from commuting has increased my free time.....	26
Figure 12. Because of hybrid work, I am more satisfied with my work.....	26
Figure 13. I am satisfied with the support that I get from my managers.....	27

Appendices

Appendix 1. Questionnaire questions

Appendix 2. Thesis data management plan

1 Introduction

New models of working have been the latest trend in the work market. With the effects of the Covid-19 pandemic, new forms of working started to become more and more popular in different fields of expertise. In today's world of work companies struggle to get their employees to come to the office, and many employees struggle with their well-being at work and job satisfaction. A new model of working called hybrid work has risen its head in the forms of working and it is becoming more and more popular in today's work life.

The aim of this thesis is to investigate the positive outcomes of hybrid work on employee's job-satisfaction and well-being at work. Along with the existing data of well-being and job satisfaction, a questionnaire composed for the employees of the commission company to find out their positive outcomes of hybrid work on their job satisfaction and well-being at work. The subject of the thesis is very current, with the new forms of working after the pandemic. Hybrid work has become more and more popular in organizations, and some organizations struggle to get their employees back to the office. Well-being at work as a subject is very current as well because every year the employee's well-being becomes more and more important to companies. The author predicts that there will be more studies done related to the subject, because employees want more freedom in their work that will increase their well-being and job satisfaction.

The commission company of this thesis took wanted to remain anonymous and therefore the company will be referred as company X. The commissioning company operates in three different field of expertise, building design, infrastructure design and digital solutions. The commissioning company employs over a thousand employees both in Finland and Sweden. This thesis research is done based on the employees in Finland. The company X does quarterly questionnaires related to their employee's well-being, but there has not been a questionnaire done related to this specific subject. Because the commission company X has various experts in different fields of expertise, there is a lot of hybrid work done, which makes this thesis very current research. The commission company has made specific agreements to their workers who are following the hybrid work model, in order to keep track on their employees' productivity, job satisfaction and well-being. The agreement also states the channels that employees use for communication at work.

Because hybrid work is a new model of working, the author of this thesis decided that the research question of the thesis is: what are the positive impacts of hybrid work on job

satisfaction and well-being at work? Is it expected that with a hybrid work model there are positive impacts on employee's health, job satisfaction and well-being at work.

The author decided this question based on the latest studies made by the impacts of hybrid work and whether there are positive impacts on well-being at work and job satisfaction, when following the hybrid work model. Do employees find hybrid work beneficial for their health and do they want hybrid work model to stay forever. The goal of the thesis is to get a broad concept of the positive impacts that hybrid work has on employee well-being and job satisfaction for employees working at the commission company X.

2 Theoretical Framework

In this chapter the author will study the positive impacts of hybrid work on well-being and job satisfaction in the lights of theories. The author will explain the terms used in this thesis and how they are defined. The theoretical framework is based on theories related to the positive impacts of hybrid work and how it affects employees job satisfaction and well-being at work. The author explains the different aspects of well-being at work and what factors improve well-being at work. The author goes thru the impacts of hybrid work in the aspects of health, time management and well-being at work in the hybrid work perspective. The author understands that the hybrid work model is relatively new model of working and it is now used in every corporation, but it is a model that will benefit both the employee and the employer in the long run. Companies should consider this new model of working especially with the positive impacts that it has on job satisfaction and well-being at work.

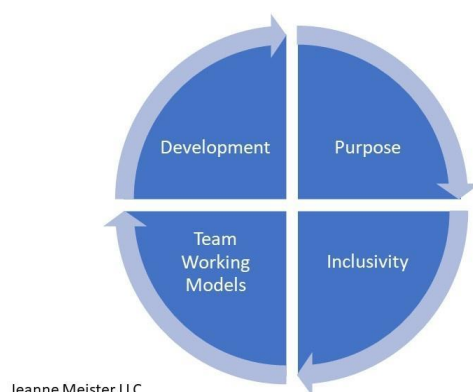
2.1 Hybrid Work

Hybrid work is a new form of working that differs from the traditional working model. With the help of digitalization working has changed its norms and it is not pendant on place or time. As a definition hybrid work means a form of working where you combine working from home and at the office. As a definition hybrid work is yet undefined. Hybrid work is commonly used in knowledge and expertise field of work. The usage of hybrid work got more and more common after the Covid-19 pandemic. Hybrid work model arrangements balance between the benefits of being in the office face to face with colleagues, offering better change to collaborate, innovate and build work culture – with the ability to work more focused and the time saved from commuting that comes from working from home. (Kirkham, 2022).

Before the Covid-19 pandemic hybrid work was already a form of working, but it was not as recognized than today. However, in Finland companies have done a lot more remote work compared to other companies in Europe. Before the pandemic on average, around 12 percent of workers in Europe worked at least partly remote. This number has increased to 22 percent in 2021. In year 2018, 28 percent of Finnish workers did their work according to the hybrid work model. According to statistics in 2022, 45% of Finnish employees were doing their work using the hybrid work model. In comparison to that, in the Unites States only 28% are using the hybrid work model in the day to day working. In Europe the number varies between countries. According to study made by Matti Vartiainen half of worlds jobs could be hybridised. This includes especially senior management and specialists. (Vartiainen, 2023.) In the study made by Vartiainen is stated that there are lot of advantages that come up with the hybrid work model. One of them is that it gives the individuals an increased sense of autonomy and genuine influence over their work. Especially when the individual can decide when and where to work. This advantage also has its downside, because when individuals can decide when and where to work, it can lead to work spilling over their own time. This in a long run can lead to burnout. (Vartiainen, 2023).

When companies are transforming to the hybrid work model there are no guarantees of it working in every office. In some offices it works better than others because there is no right or wrong way to do the hybrid work model. Employees are humans and somewhat works for one does not always work for other. Therefore, when companies are moving towards the hybrid work model, there is a set of principles to follow, to have the model become successful. (Meister, 2023).

Figure 1: Four Principles of Hybrid Work



These four principles lead companies becoming more successful at the hybrid work model. The model includes creating a clear purpose for coming to the office, ensuring inclusivity for all employees regardless of where and when they work, developing team working models and providing easy access to development. (Meister, 2023).

While companies offer all kinds of fun activities and team bonding days at the office, it is important that workers who like to do more work at home have a purpose coming to the office and making their commute worth it. This falls to the employers' shoulders and requires them to be clear, why working from the office is will optimize their employees' performance. Rather than focusing on deciding when employees must come to the office companies should provide a clear explanation on the type of work experience that best aligns with their specific work role. (Meister, 2023).

Inclusivity is one of the most talked subjects around hybrid work. In order to the hybrid work model to be effective, it is important that all employees get the same treatment wherever and whenever they decide to work at the office or at home. Proximity bias is attached to the hybrid work model because some managers tend to value the contributions of the employees more who work at the office every day. This is something that needs to be taken seriously around the managers in order to every employee to feel part of their work community. Organizations and teams need to have clear rules and agreements when to meet at the office as a team, when following the hybrid work model. This gives the employees a chance to arrange their schedules and have the needed social interactions with colleagues. Meeting coworkers regularly adds employees job satisfaction and well-being because social interactions are important to human nature. (Meister, 2023).

Last principle of how companies can master the hybrid work model is developing their employees' skills. For many employees' jobs is not about the paycheck and they want to grow their capabilities and accelerate next career moves. Allowing employees to take part in educating themselves is important regardless of their working position. This is important for employees to feel like they are challenged by their job. Feeling challenged by the job increases the productivity and job satisfaction. (Meister, 2023).

Because the definition of hybrid work is undefined, there are many forms of it that can be determined by the employee or the employer itself. Typical models of hybrid work are being at the office couple days of the week and working from home the rest of the week, or alternate from working at the office of from home every other week. Hybrid work is a great

model for employees who do not want to work full time at the office or at home.

(Työterveyslaitos, n.d.)

2.1.1 Benefits of Hybrid Work

There is a variety of benefits and challenges associated with hybrid work. Since hybrid work is yet a newish model of working, there are aspects that need to be considered. There have been studies made related to the benefits and challenges of hybrid work. According to Finnish Institute of Occupational health, hybrid work model needs investments both from employee and employer to be safe, healthy and productive for all sides. Finnish Institute of Occupational health has stated the benefits and challenges associated with hybrid work from the studies that they have done. According to the studies there are various of different benefits of hybrid work. According to the study made by Finnish Institute of Occupational health hybrid work model benefits the employee by bringing more flexibility to their working hours and therefore benefits the balance of work and personal life. With the flexibility that comes with the hybrid work has a straight impact on employees' motivation, commitment and therefore productivity. Working from home saves time when there is no commute needed. (Työterveyslaitos, n.d -a.) Hybrid work model allows corporations to hire workforce more globally, because there is no need for employees to come to the office every day. Having the access to hire employees wider, you can hire employees with more specialized skills. (Kirkham, 2022).

2.1.2 Challenges of Hybrid Work

According to the Finnish Institute of Occupational health's study, hybrid work model has challenges that have an impact on employee's well-being and productivity. Some of the challenges related to hybrid work are comparable to the benefits of hybrid work. Hybrid work and therefore working from home increases working alone and therefore increases the risk of isolating from work community. Because of hybrid work there are not specific working hours and therefore working hours could tend to prolong itself that makes the line between work- and personal life not so clear. (Työterveyslaitos, n.d -a.) Another downside of hybrid work is that it requires a lot of oversight and maintenance to be running smoothly. Employees needs will change and therefore managers need to adapt quicker into changing situations and change for example the office days when needed. (Kirkham, 2022).

2.2 Hybrid work, Well-Being at Work

Offering a free gym membership or arranging weekly activities along employees are all ways that companies are trying to maintain their employee's well-being at work. With the new ways of working, companies need to react more quickly to obtain the well-being of their employees, wherever they work from. Employees are all individuals and therefore it is important that their needs are looked individually. With the increasing number of hybrid work, companies are realizing that the importance of employee well-being has become increasingly apparent. From small companies to big organizations, corporations are realizing that supporting their employee's well-being is crucial for maintaining productivity, reducing turnover and fostering engagement, wherever their employees are working from. Regarding to the future of work, well-being is a critical aspect. (Tsipursky, 2023).

Research shows that 48% of Americans are not satisfied with their well-being at work. (Tsipursky, 2023). In Finland employees are also not satisfied with their well-being at work. (Työterveyslaitos, n.d-b.). In today's work market, employees are leaning towards companies that prioritize their employee's well-being. There are various ways how employers can support their employee's well-being and in hybrid work model it is even more important, that employers are looking after their employees. Employees following the hybrid work model, tend to have a thinner line between work and free time. This can lead to burnout and decreased wellbeing. To support hybrid workers well-being, it is important provide resources for finding the meaning of work, having good relationships between colleagues, and maintaining good physical and mental health. The first step to support employee's well-being at the hybrid work model is to provide them with the right tools and equipment to use at home. This for example covers the right desk the employee does their work from home and deciding what applications to use to be in touch with colleagues. In the new world of work the importance of employee well-being at work cannot be overlooked. Companies that invest in the well-being of their workers reap the rewards in the form of increased productivity, reduced turnover, greater engagement. (Tsipursky, 2023).

A study made by The Global Workforce Leader shows that hybrid work is leading into a healthier, happier, and productive workforce with employees exercising more, sleeping longer, eating better, and reporting better mental health. (IWG, 2023). One of the major elements in this is the time saved on commuting. A balanced diet, exercising and good quality of sleep are the three key elements of a healthy lifestyle. Stress management and social connections are also incredibly important to mental well-being. The healthier work/life balance that hybrid work allows is helping to achieve better well-being, because it allows

employees to make time for their family, friends, and stress-free hobbies. Since employees that are working according to the hybrid work model are feeling better, companies are also benefitting from it. Like mentioned earlier employee well-being has a major impact in productivity and therefore both will win: the employee and the employer. (IWG, 2023).

2.2.1 Sleep

Sleep supports nearly everything in our bodies. When falling asleep, eyes close, breathing slows down, and muscles start to relax. When neurons in the brain switch into a sleeping state, a beginning of many biological processes that refresh the body and mind start. The rejuvenation that is provided by sleep is vital for cardiovascular and immune systems, as well as to the ability to think clearly, learn new information and manage our emotions. (Newson, Wright, 2023). According to one research, the Americans are chronically sleep deprived. An adult should sleep seven hours or more, but almost one-third of Americans get less than this. (Newson, Wright, 2023). Compared to the Americans, Finnish workers tend to get a better night sleep. Study shows that more than 70 percentage of working-age Finnish adults get a good night sleep regularly. (Yle News, 2018).

Not getting enough sleep and working while sleep deprived impacts job performance. Without getting enough sleep, processes throughout the human body happen in a suboptimal way. When people are not getting enough sleep, the neurons in the brain become overworked, which has a negative impact on thinking. Also, the physical reactions become slower, leaving the feeling of being emotionally drained. Working while sleep deprived can lead to mistakes, since the reaction time is increasing. Other impacts of working while sleep deprived are the feeling of feeling irritated, angry, and vulnerable for stress. When feeling stressed, people tend to feel similar in their free time/family life. People, making it more difficult to fall asleep at night. These are the short-term impacts of not getting enough sleep which impact the job performance. In a long-run sleep deprivation can lead to obesity, heart diseases and dementia. (Newson, Wright, 2023).

Getting a good night sleep is crucial for the individual's mental health. Like mentioned earlier, a working individual working should get at least seven hours of sleep per night. Sleep is required to have a psychical healing and consolidating all the information and thought processes that have gone through our mind through the day. A study made by The Global Workspace Leader found that hybrid workers are sleeping longer, because of time saved when not commuting, compared to the workers working full time from the office. The study

states that hybrid workers are getting 71 hours of more sleep in a year compared to the ones at the office, getting three more days of sleep in a year. (IWG, 2023).

Having a good night of sleep has an overall positive affect on your ability to work, feeling more healthy, and having more time to exercise. Because hybrid work allows employees to sleep in, without having to commute it has a straight impact to employees' productivity and job satisfaction, and overall feeling about the work. (IWG, 2023).

2.2.2 Occupational Health

Health is a state of complete physical, mental, and social well-being and not merely the absence of disease or infirmity. It is every human's right to enjoy the highest attainable standard of health, regardless of race, religion, political belief, or economic and social condition. (World Health Organization, n.d.).

A recent study shows that hybrid work has many different positive impacts on the individual's health. As mentioned in the earlier chapter, hybrid workers get in total of 3 days of sleep more in a year compared to the ones working at the office. Study made by The Global Workspace Leader also shows that hybrid workers are exercising more, eating healthier and having better mental health. The study shows a promising picture of the future of work, and it offers organizations a reason to adopt the hybrid work model. (Tsipursky, 2023). The average hybrid worker gets 4,7 hours of exercise every week, with the common forms of exercise being walking, running, and strength training. Exercising regularly has major impacts on physical health, because it reduces the risk of getting a heart disease, stroke, type 2 diabetes, and cancer. With the time saved from commuting allows hybrid workers to have more time to exercise that leads to increasing energy levels and enhanced productivity at work. (IWG, 2023).

The food that we eat has a major impact on our well-being. Having a well-balanced provides energy needed to keep up a work, and well-balanced diet supports growth, and repair that helps individuals to stay strong and healthy, and to prevent illnesses. (NHS, n.d.) According to the study made by IWG, the hybrid workers' eating habits have changed over the years. Almost 70 percent of the answers said that they have more time in the mornings to prepare a nutritious breakfast and 54 percent said that they have more time to cook nutritious meals during the week. The shift in eating habits has also led to an increase in the consumption of vegetables and fresh fruits. (IWG, 2023). These reasons are all coming to the time saved from commuting while doing hybrid work.

Workplaces being more digital than ever, employees being in touch via different kinds of applications, expected to be available straight away, but still employees struggle with loneliness and workplace mental health problems such as stress, burnout, and depression. While digital connections are essential no matter where you work, they cannot replace the needed real human connection. Following the hybrid work model has many positive impacts on employee's mental health. A survey made by The Conference Board found that more than 52 percentage of the respondents answered that hybrid work schedules would improve their mental health. (Leddy, 2023). As mentioned earlier, hybrid workers sleep better, eat healthier and exercise more, which has a positive impact on the individual's mental health.

Hybrid work allows workers to access mental health care when they need it, because workers have more autonomy to schedule self-care. Because the hybrid work model gives the possibility for workers to also work from the office, they get more face-to-face conversations with colleagues, managers and HR professionals to seek help to their mental health problems. This lowers the bar for employees to ask help. Having more flexible schedule allows employees to visit health care during the day for mental and physical health problems. Organizations play a major role in the employee's well-being and mental health. When employees feel supported by their employer, their work satisfaction increases, they feel mentally better and are productive. (Leddy, 2023). Stress management and social connections are very important to mental wellbeing. A healthy work life balance is essential to achieve stress management and social connections, allowing people to work closer from home and make more time for their family, friends and stress-busting hobbies. Offering employees, the hybrid work model is an easy way for organizations to put their employees well-being first. By allowing employees to decide their schedules more freely, organizations are seeing healthier and happier workforce and engaged and productive teams. This however does not mean that there are no problems in hybrid work. (Tsipursky, 2023).

2.2.3 Commuting

Time management is about working smarter rather than working harder or longer. Time management is about creating a better work-life balance. Time management is about the process of consciously planning and managing time spent on specific tasks to increase the efficiency of your work. When well-managed the time you spend at work, there are many benefits that come with it. Good time management can lead to a healthy and balanced lifestyle. (Coursera, 2023).

One of the major positive impacts of hybrid work is time management and looking closely the time saved when not commuting to the office. According to a survey made by American Community Survey, workers spent on average 54 minutes per day commuting to and from work before the Covid-19 pandemic. (Barrero, Bloom, Davis, 2021). To maximize productivity, the hybrid work model must minimize commuting for employees. When travelling to the office, there needs to be a specific purpose that outweighs the significant cost- in time, money and stress that is associated with the commute. A survey made by Hubble stated that 79% of employees prefer working from home, because the lack of commute. Making it the most popular response, when asked why employees like working from home. (Mikhail, 2023). A data made by U.S Census data (2019) shows that Americans waste a lot of time commuting. Commuting to work costs money and employees can save a lot of time when not commuting. (Mikhail, 2023). On average Finnish employees spends 45 minutes commuting to work. Companies focusing to big cities makes commuting longer for employees coming outside of cities. Commuting takes time and the cost of the time can be much higher than the actual cost of the commute. Studies according to article written by HelsinkiTimes indicates that long commutes predispose people to variety of health and social problems, such as high cholesterol levels, being lonely, or overweight or having back problems. (HelsinkiTimes, 2016).

According to Harvard Business Review, employees want to work from home 2,5 days a week on average. Desires to work from home and cut time commuting has increased after the pandemic. (Barrero, Bloom, Davis, 2021).

2.2.4 Stress

Stress is something every individual feels in some parts of their life. Stress is our body's response for pressure. Stress is not caused by only one specific part of our life and usually it is caused by various of different triggers in life. Stress is most felt in a new or unexpected situation that threatens our sense of self or when we feel like we are not in control over the situation. Individuals' ability to cope with stress varies greatly. Genetics, early life events and social and economic circumstances are all factors that affect the ability to cope with stress. When encountering stress, body produces stress hormones that trigger fight or flight response, and our immune system is activated. In some situations, stress response can be helpful, but too much stress can cause adverse effects. Stress in a long run also affects individuals mental and physical health. (Mental Health Foundation, 2021).

There are two types of causes of stress at a workplace: internal and external. Internal causes of stress involve mind set and way of thinking. External causes of stress involve many external factors within an organization that influence individuals' performance at work. For example, job security, working hours, control at work, managerial style and workload are all external causes of the individual's stress. (Panigrahi, 2016.) Feeling stressed at work has a straight impact on productivity and sick days, because as mentioned in the earlier chapter, when feeling stressed our immune system is activated.

People who deal with a lot of stress are experiencing lower motivation, focus and productivity. Dealing with a lot of stress influences employee's mental health, because they can feel irritated due to stress. A study made by IWG shows that employees who have changed into the hybrid work model have decreased their stress levels and increased time for relaxing and time spend with their family. Hybrid workers are experiencing less stress due to time saved from commuting, having more power over their time and having more time to exercise and eat healthier. (IWG, 2023.)

2.3 Job Satisfaction

Satisfaction is defined as a feeling of person's pleasure, completion of purpose about programmed goals, requirements or wants. The term job satisfaction denotes the negotiations on organization of individual capital. Job satisfaction refers to a feeling of happiness on the job that excites individuals towards their occupation. It is a feeling that individuals feel when their job fulfils them. (Ahmed, Ullah, 2018). Job satisfaction is defined as a mixture of emotional, psychological, and ecological conditions, which cause job satisfaction and individual can honestly say that they are pleased with their job. There are different aspects that shape job satisfaction. These aspects are environment of labour, reasonable endorsement arrangement, independency at work, management performance and public dealings. Job satisfaction has many facets like the workplace itself, pay, appreciation, understanding with management and colleagues and positivity for growth and development. It refers to individuals' thoughts towards their job and their performance. Job satisfaction has a straight impact on individuals' productivity and job performance. For individual to feel satisfied with their job, the job needs to be simple, important, and demanding enough. Deficiency in job satisfaction can lead to fatigue. (Ahmed, Ullah, 2018).

Studies show that there are certain factors that are proven to improve individuals job satisfaction. First of the factors is communication. Communication is very important to retaining the levels of satisfaction on both personal and professional level. Communication

allows individuals to be open and trustworthy at work. Especially when employees work from home, communication between colleagues becomes important part. The second factor is culture. How culture affects job satisfaction is that it provides values and guidance about topics ranging from organizational goals to appropriate levels of interaction between colleagues. Feeling of security is major factor that supports employees feeling of job satisfaction. Security may arise from knowing that employees work for viable company with long-term goals, insinuating feelings of belonging to the company that individuals work for. As mentioned earlier, communication is in major part of individuals feeling satisfaction within their job. Good communication is followed by a great leadership that supports employees, motivates them, and influences them towards achievements and goals. Leadership has a crucial influence on job satisfaction, because when employees feel guided by their leaders, their motivation and satisfaction increases. Feeling challenged by their work and having more opportunities related career development has been stated as a factor where employees gain more job satisfaction. Especially in the hybrid work model, employees need to have the feeling of being challenged and having an individual plan for growth, it encourages employees to stay happier longer. (Bourne, 2020).

Employees that have the change to work in a hybrid work model are more satisfied with their jobs than the ones working from home or at the office all the time. This leads to the feeling of freedom that hybrid workers feel, because they have the change to work whenever and wherever. Workplace flexibility is positively associated with increased productivity and job satisfaction. Employees feeling satisfied with their job, benefits the company as well. Keeping employees satisfied may lead to higher sales, lower cost, and stronger bottom line. If employees are more satisfied with their job, they are less likely leave. (BOB, n.d.).

2.4 Management and Hybrid Work

In every organization management has become more and more important in today's new models of working. Behind every well-functioning organization is a good management system that keeps the puzzle pieces together. Management is just not about having the right tools and resources, it is about managing all the moving parts and making sure everything is working together. (Siva, 2022).

As a definition, workplace management is the overall strategy that businesses use to manage various elements within the work environment such as personnel, tasks, resources, and facilities to improve efficiency, productivity and cost effectiveness of an workplace. (Siva, 2022). The objective of workplace management is to create a conducive and secure work

environment that fosters efficiency and helps individuals to achieve productivity. There are various factors that the workplace management can include depending on the type of the business, the company's culture and employee needs. When workplace management is done correctly the business and the individuals themselves benefit from it. Improved workplace experience is the first benefit. A well-managed workplace helps employees to be more productive by providing them with the right tools and work environment. Improved communication between colleagues, managers and customers helps businesses to make better decisions, resolve conflicts more effectively and foster a positive work culture. (Siva, 2022).

Right kind of workplace management has various of benefits, but what is comes to managing workers who are following the hybrid work model, managers find it more difficult to manage. While employees need to ensure that they are visible to their managers and that they have the right resources necessary to do for their work, managers similar need to make sure that they are not in the dark regarding of what their employees are doing and therefore they can facilitate their access to those resources better. Managers working in the office with their employees tend to have more information related to their employees' workload and how they are feeling. When most of employees work hybrid, managers may feel like they are working in the dark, and employees may feel like they are not as supported as they would wish. Mortensen and Haas have listed different ways how managers can actively manage the structurally inevitable differences in power that arise in a hybrid environment and their effects. Communicating, designing, educating, and monitoring are the ways managers can manage hybrid work better. (Mortensen, Haas, 2021).

Pandemic fastened the hybrid work model and therefore employees were given more freedom related to their working hours. Now hybrid workers are still expecting the same flexibility from their managers, which means that managers need to adapt to it, to keep their employees motivated and satisfied. Managers also need to adapt to their employees' immediate demands, without sacrificing culture-building and innovation. Because hybrid work means working both from the office and from home, managers need to make clear statements regarding the time employees must be present at the office and when they are allowed to work from home. When employees meet at the office with their colleagues and managers, they maintain important relationships and feel more satisfied with their job. (Trevor, Holweg, 2022).

Managers themselves have a dual role when leading hybrid work, and at the same time doing hybrid work themselves. This requires a new set of skills that managers need to adapt.

Because hybrid work can reduce and challenge the social aspect of the job, the managers should pay attention to maintaining the sense of community and making sure teammates stay in touch and maintain their relationships. Also, one of the major part of managing hybrid work is to make sure employees have the right equipment and tools to do their work. This includes necessary technology functions, good work ergonomics and proper work conditions. The managers support, advice and availability are major parts of managing the hybrid work model. Managers should be able to answer questions quickly when working remotely. (Vartiainen, 2023).

Because pandemic fast-forwarded the new models of working, managers were also facing new challenges. Managers were not trained for managing people working according to the hybrid work model and companies were looking at a new challenge. According to an article written by Brecheisen almost 95 percent of leaders of companies have provide some sort of formal or informal training to their managers related to leading hybrid work. However, 57 percent of managers told they have received any formal or informal training regarding to how to manage hybrid workers. (Brecheisen, 2023).

3 Methodology

This chapter outlines the methodology used to conduct the research for the thesis. This part of the thesis covers the research method, ethical considerations, data collection process, and the questionnaire. The responses collected from the questionnaire will be compared in chapter four to the theoretical framework presented in chapter two. This comparison will be guided by the research question and will bring out the necessary results to explain the findings. The results will provide recommendations for the commissioning company and to help determine whether hybrid work has positive effects on employee well-being and job satisfaction.

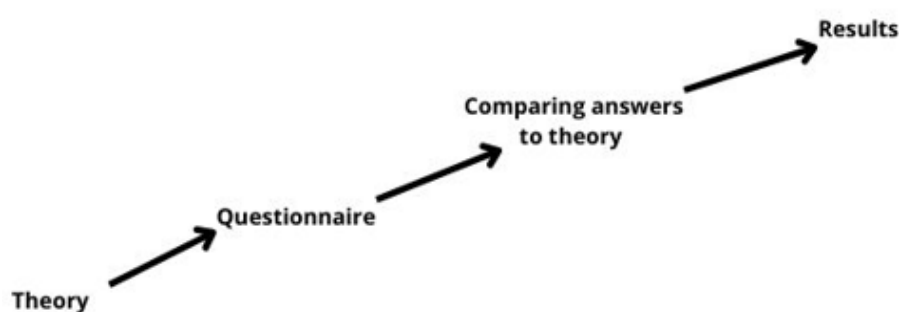


Figure 2 Progress of the thesis

First, the author wrote the theory of the thesis, researching and studying the topic and writing about the findings related to the study. Then the author searched through articles and studies written about the topic and what they have discovered to be the most common research results. This phase helped the author to make the questionnaire. In the second phase, the author conducted a questionnaire to study what people agree on and what was the most answered claim of the topic. Then the questionnaire and the answers gotten from them were compared to the theory and other studies that were written by other writers. The final results will be presented, to see, if the answers of the study did bring the outcome that that the author anticipated or were there going to be a different tone. These results were then gathered to bring out recommendations for future decisions.

3.1 Research Method

The author selected a mixed method research approach for this study, which investigates employees' thoughts and opinions on the topic. This approach is deemed the most suitable for the thesis as it integrates both qualitative and quantitative research methods into a single study. (Molina-Azorin, 2016). Given the relatively large number of participants, the mixed methods approach allows for the incorporation of numerical data analysis. Additionally, the inclusion of an open-ended questions at the end of the questionnaire provides participants with the opportunity to express their views freely, which cannot be captured through purely quantitative methods. Therefore, a mixed method research approach was used to comprehensively to address the research objectives.

Mixed methods research puts together collecting and analysing both quantitative and qualitative data. This method is used to gain an overall understanding of the effects and it effectively answers the research question. This approach utilizes the strengths of each data type, enhancing the evidence base, boosting the credibility of findings and allowing the results from one method to support the results from the other. In this thesis, mixed methods research is used to explore the positive impacts of hybrid work on job satisfaction and employee wellbeing at work. The study aims to provide an informative analysis of these topics and suggest possible improvements to hybrid work arrangements at work. A questionnaire will be utilized, using both written and numerical responses, to capture the best possible outcome of the topic. This mixed method research questionnaire ensures that both qualitative insights and quantitative data are put together into the research, being in line with the principles of mixed methods research (Molina-Azorin, 2016).

3.2 Ethics

When writing a thesis there are many ethical considerations that need to be looked at. When collecting data from participants, there are few important ethics that need to be followed. Such as protecting the rights of research participants, enhancing research validity and maintaining academic integrity. Ethical considerations are a set of principles that guide the authors designs and practises. Following ethics makes the research more credible. Because the author does a study regarding to how people feel and what they think, it is important that the answers are collected anonymously, and participants cannot be identified from it. It is important that the author tells at the beginning of the questionnaire, that it is part of a study and that answers are collected anonymously and there is no harm to participants regardless of their answers. Because the principle of the research is to see what participants think and feel about the topic, it is important that the topic is introduced at the beginning of the questionnaire and what the answers are used for. (Bhandari, 2021).

3.3 Questionnaire

The author prepared a questionnaire regarding of the topic of the thesis. The questionnaire was sent to a specific study group of 74 people. The selected people all work in the company, under the same department lead and therefore this group was selected for the questionnaire. These answers of the questionnaire were then gathered to study what was the employees´ point of view concerning the topic of positive impacts of hybrid work on well-being and job satisfaction. Answering more specifically to questions: do the employees follow the hybrid work model. How many years they have followed to model? Do employees work more days a week from home or at the office? Has hybrid work model improved employees sleeping habits? Are employees being more active and doing more sports because of hybrid work? Is there a connection between eating healthier and hybrid work? Are hybrid workers experiencing less stress? Are employees having more free time when given the opportunity to work wherever? Is the time saved from commuting increased employees´ free time? Are hybrid workers satisfied with their job, and the support given from their management? And what employees are wishing from their management to be more productive at work?

3.4 Data Collection

Like the author mentioned earlier, the questionnaire was sent via email to the participants, securing the safety of the questions and answers. The emails were marked to be encrypted

and sent privately to all participants. The participants to the questionnaire were kept anonymous and in any part of the study be described in any way. The answerers to the questionnaire did not operate at the same location or in the same city. There were no personal questions asked that could lead to participants being recognized. The data that was collected during the study will be deleted after the thesis has been published. This will prevent any leak of sensitive information regarding to the study. The author will only save data that is collected from the questionnaire to execute the study.

Primary data is information collected directly by the researcher for the specific purpose of addressing the research problem. In this thesis, primary data is gathered through a questionnaire designed to explore the topic comprehensively. Primary data collection methods include questionnaires, surveys, and interviews. Primary data refers to firsthand information obtained directly by the researcher (Benedictine University, n.d.).

Collecting primary data requires careful planning and is more time-consuming than gathering secondary data. In this thesis, the author will collect primary data via an email questionnaire. The responses will be anonymous to ensure privacy and encourage candid feedback. Prior to collecting the data, the author conducted thorough background research and carefully crafted the questionnaire to ensure that the questions are relevant and understandable to participants (Benedictine University, n.d.).

Because the author has a clear understanding of the research inquiry, the tailored questionnaire is designed to effectively gather pertinent data. This primary data collection, combined with the existing theoretical framework discussed in the thesis, will provide a robust basis for analysing the positive impacts of hybrid work on job satisfaction and wellbeing, as well as its profitability for employers (Hecker & Kalpokas, n.d.).

In this thesis the author uses secondary data to conclude the thesis and find studies and articles related to the subject that the author itself cannot do. Secondary data means using already existing data that is generated by other researchers related to the same topic. Secondary data is used in the earlier stage of the thesis, when the author has written about the other studies related to the topic. Secondary data can be online database or literature review. Compared to primary data, secondary data is easier and faster to collect. Secondary data offers more opinions related to the study, making conclusions when discussing about the study. Secondary data can be found all over the internet, newspapers, and books, which raises questions regarding to the data accuracy. Because of the internet almost anybody can write anything related to topics, it is important that when using secondary data, the accuracy

and site is being looked at in a critical angle. It is important do consider data accuracy and relevance when using secondary data, given that the researcher can only conduct limited quality control of data that is already been collected. (Hecker, Kalpokas, n.d).

Data collection and then analysing the data is one of the most important parts when conducting research. When using high quality data, it allows the author to gather the findings accurately, that will act as a foundation for further research. High quality data also gives credibility for the research. (ELSEVIER, n.d).

3.5 Analysing the Data

The data and information that is collected from the questionnaire, will be then analysed by the author, by comparing them to the other studies that are presented. This thesis analysing part will start with categorising the data that is gotten from the questionnaire to groups, in order to start processing the information. This data described will be primary data. Because there are many ways to analyse data that is gotten from the mixed method research, categorising is not the only available option. Because the author wants to look at the answers at the certain perspective, categorising them, will help the author to stay in the right perspective. When comparing the results for the existing data, it important to consider them in the context of the thesis. When analysing, it is important to remember that the answer from the study is gotten anonymously and therefore there cannot be assumptions made. (Bazeley, n.d. pp.8).

4 Results

The author sent a questionnaire to a group of people working in the commission company X. The questions asked in the questionnaire can been seen in the Appendix 1. The people that the questionnaire was sent to work in the same company, but don't work in the same position or work in the same area. There can be seen a lot of similarities within the answers, but there are also parts where people did not agree on. The questionnaire was sent via email to the participants and the questionnaire took place between 7th of March to 14th of March of 2024. There were in total of 41 answers gotten.

The questionnaire was sent to the participants, in order to get a better understanding of the positive impacts of hybrid work on employee well-being and job satisfaction. The questionnaire questions were dealing with the topics of occupational health, stress,

commuting, job satisfaction and management, which were the main topics of hybrid work. The purpose of this study was to find out what are the positive impacts of hybrid work on employee well-being and job satisfaction. Statements such as: I sleep better because of hybrid work and I am more active because of hybrid work explains whether the employees are getting more time to sleep and exercise because of the time saved from commuting when given the opportunity to work from home. Whereas questions asking what the employees are wishing from their managers when managing hybrid workers, aims to see are there room to improvement. The author wanted to see positive results that employees have on hybrid work and where there is still room for improvement and in what areas there are still work to be done.

4.1 Questionnaire

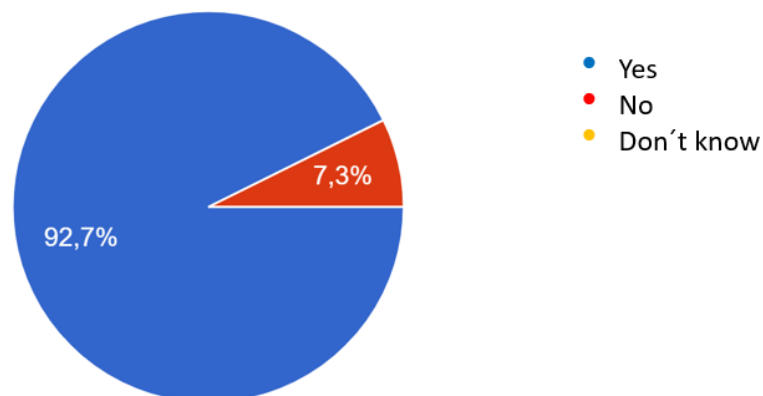


Figure 3. Working according to the hybrid work model.

In the first question of the questionnaire the author defined the term hybrid work, and asked the participants, do they work according to the hybrid work model. In this thesis the hybrid work is defined as a work that is done at the office and in other locations. 92,7% of the participants answered that they are doing their work following the hybrid work model, and therefore gives a credible foundation to find out, are the participants working at the commission company X having positive impacts to their well-being at work and job satisfaction, because of hybrid work.

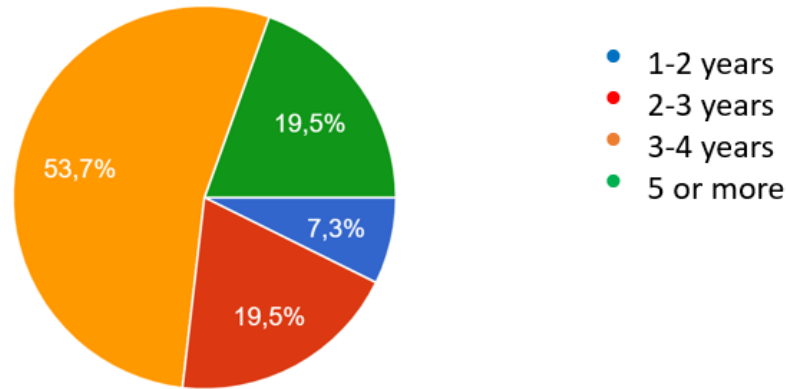


Figure 4. How many years have you done hybrid work.

Second question of the questionnaire asked the participants, how many years they have done hybrid work. According to the chapter 2.1, hybrid work model increased especially after the Covid-19 pandemic, but the model was still followed before the pandemic. Hybrid work model has been more commonly used in Finland before the pandemic than in other parts of the Europe. This question caused variation between the answers. More than half of the participants to the questionnaire answered that they have worked according to the hybrid work model three to four years. This goes in line with the theory of the increasing number of hybrid work, because of the pandemic. Because pandemic forced employees to work from home, hybrid work model has become more popular after employees started to return to offices. The second most answered were, two to three years and more than five years. These answers support our theory regarding to how many years employees have done hybrid work. In the chapter 2.1 the author has stated according to the existing information, that hybrid work is commonly used in the field of expertise, because it requires more time sitting in a meetings that could be done via internet, rather than being in contact for example with customers. (Vartiainen, 2023.) The commission company X employees various of different experts and therefore the theory and practice are in line.

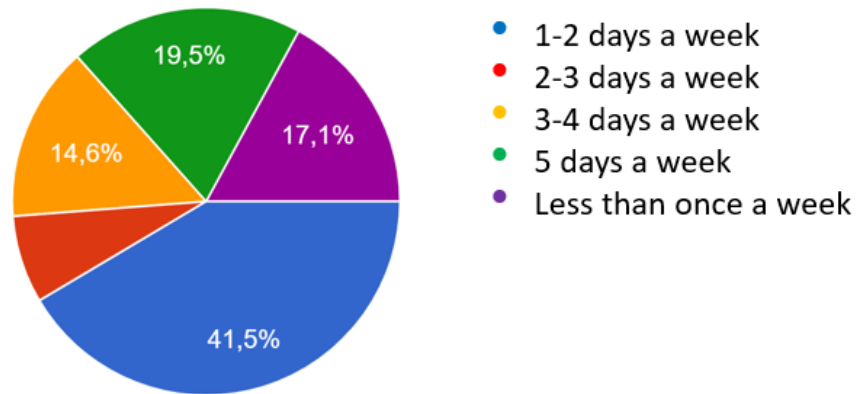


Figure 5. Working somewhere else than at the office.

The third question of the questionnaire asked the participants how many days a week they work somewhere else than at the office. This includes working from home or at a café shop for example. The commission company X has made specific agreements with their employees regarding to the number of days that they have to work from the office. There was still dispersion among the answers. According to the answers 34,1% of participants work three to four days a week somewhere else than at the office. The second answered answer was “less than once a week”, with 19,5% of participants answering it. This shows a difference between the participants.

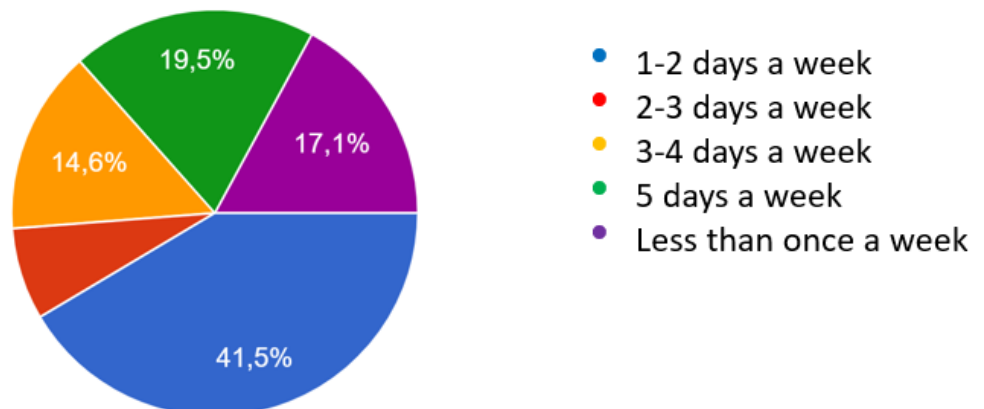


Figure 6. Working from the office.

In the fourth questions the participants were asked, how many days a week they work from the office. Like seen in the figure 6, there is a clear distribution in the answers. 41,5% of the participants answered that they work one to two days a week from the office. This has a straight connection to the previous question, where 34,1% of participants answered that they work three to four days somewhere else than at the office. 19,5% of the participants said that they work five days a week from the office, that also is line with the previous question asked, although it was surprising. Rest of the participants answered that they work two to three, three to four or less than once a week at the office. Like mentioned earlier, the participants of the questionnaire are required to work at the office a specific amount of days a week, but still there was a difference within the answers.

4.1.1 Occupational Health

The first part of the questionnaire clarified the definition of hybrid work. The first part of the questionnaire also asked some background questions related to the days the participants work from the office or somewhere else. In the second part of the questionnaire the author has stated statements according to the existing information and studies related to positive impacts that hybrid work has that are presented in the earlier chapters. The statements were made for participants to choose, whether they disagree or agree with the statements made regarding the impacts of hybrid work. The participants could choose from five different options presented in the statements, where 1 being completely disagree and 5 being completely agree.

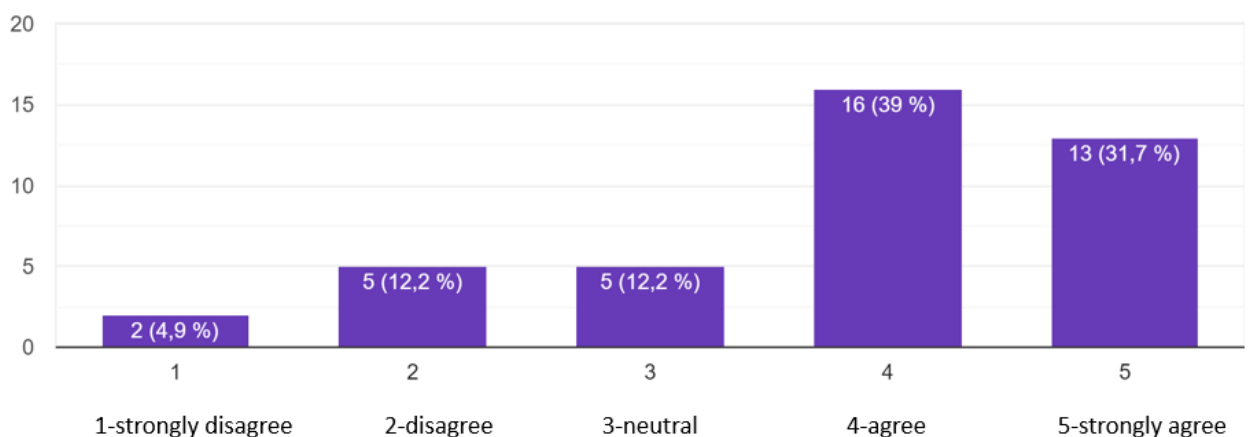


Figure 7. I sleep better because of hybrid work.

The first statement was stated to find out do hybrid workers sleep better because of the hybrid work model. Sleep is a crucial part of individuals mental and physical health and in surviving day to day tasks. According to the existing information and studies, hybrid workers get 71 hours of more sleep in a year compared to the ones working form the office every day. (IWG, 2023). This being in the straight impact with the time saved from commuting. Second reason for hybrid workers sleeping better is the possibility to choose the working hours more freely. (IWG, 2023). In the questionnaire made by the author, 39% of the participants agreed to the statement that they sleep better, because of the hybrid work model. 31,7% completely agreed to the statement and only 4,9% of participants completely disagreed. Based on the existing theory and the reassurance from the questionnaire, it can be said that hybrid workers sleep better, because of the time saved from commuting and being able to choose working hours more freely. (IWG, 2023).

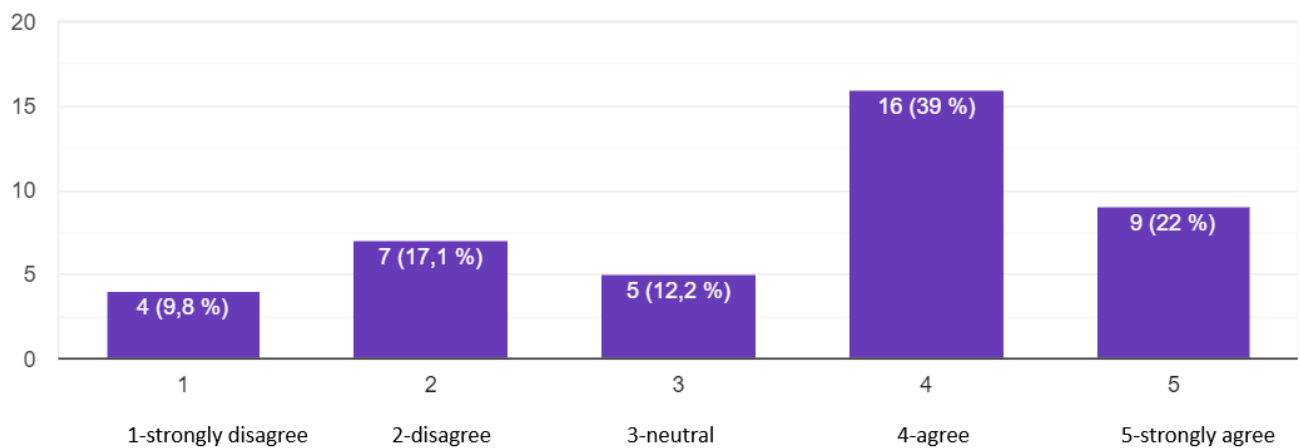


Figure 8. I exercise more, because of hybrid work.

In the second statement the participants we asked do they exercise more, because of hybrid work. In the chapter 2.1.1 the author has written about the positive impacts that hybrid work has on individuals' health. In that chapter the author has stated that according to studies an average hybrid worker gets 4,7 hours of exercise, most commonly it being running, walking or strength training. (IWG, 2023). With the time saved from commuting allows hybrid workers to have more time to exercise that leads to increasing energy levels and enhanced productivity at work. (IWG, 2023). When asked in the questionnaire 39% of the participants agree with the statement, that they exercise more because of hybrid work model. Only 9,8% of the participants did not agree with the statement. When comparing the study made by the Global Workspace Leader to the results of the questionnaire, they are in line.

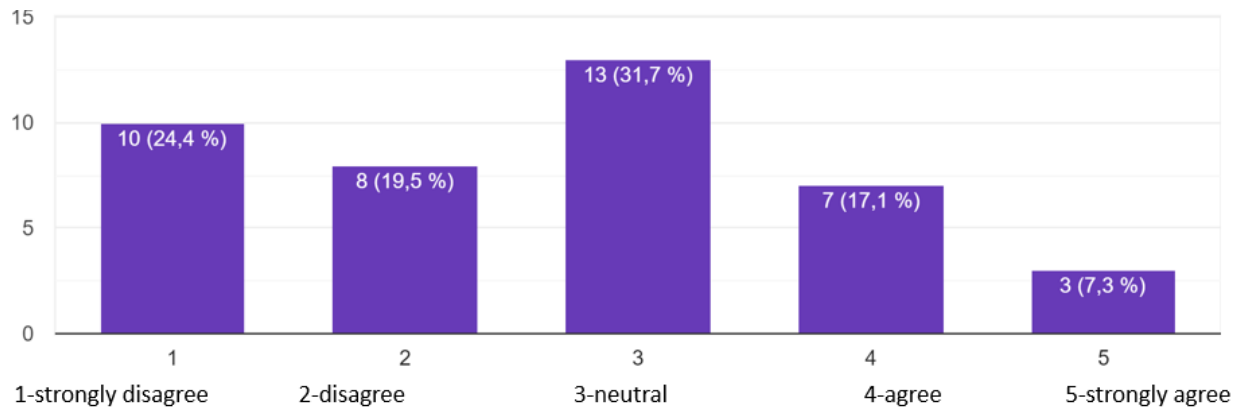


Figure 9. I eat healthier, because of hybrid work.

The third statement asked the participants, if they agree to eating healthier, because of hybrid work. According to already existing studies, a well-balanced diet provides energy needed to keep up at work. The author has mentioned in the earlier chapters that according to a study made by IWG, hybrid workers have more time to cook nutritious meals for themselves. (IWG, 2023). The participants in the authors questionnaire, did not agree to the statement that was based on the already existing studies. 31,7% of participants did not agree or disagree to the statement and 24,4% of participants disagreed to the statement. Author thinks that the reasons for the difference are that the existing studies were based on people working in the USA, where the eating habits varies compared to the participants of this questionnaire who work in Finland. Another factor for the difference is the high quality of lunch that is provided to workers in Finland. When offered a nutritious lunch at the office rather than eating leftovers between meetings, makes a difference in energy levels and productivity at work.

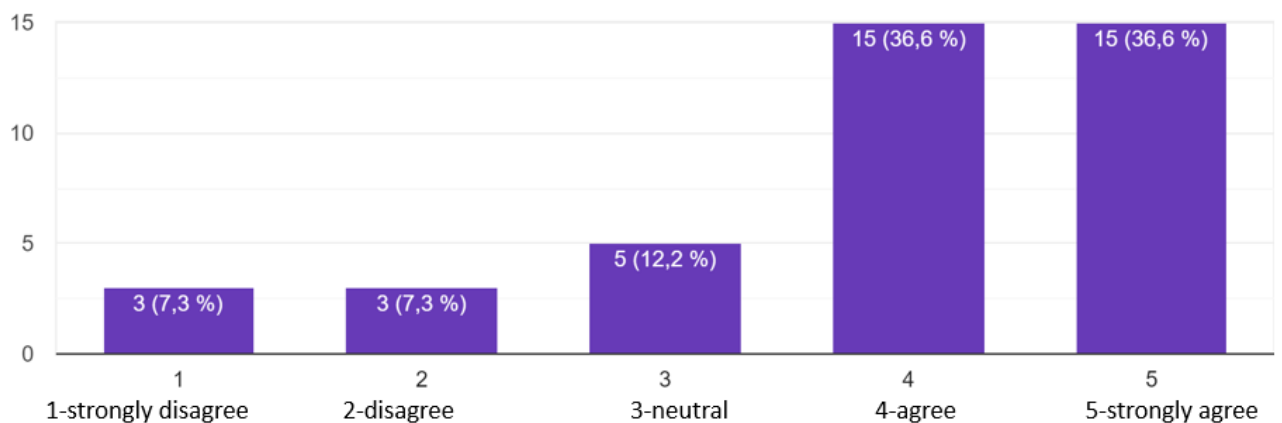


Figure 9. I feel less stressed, because of hybrid work.

Next statement of the questionnaire asked the participants, if they agree with the statement that hybrid work has lowered their experienced stress. A study made by Panigrahi about stress have shown that there are two types of causes of stress at workplace: internal and external. Like the author has provided in the earlier chapters based on the existing information, external stress is usually caused by working hours, control at work and workload. Hybrid work allows individuals to choose more freely when to work and where to work, that influences the stress that individuals feel. (Panigrahi, 2016.) When asked the participants do they agree with the statement, 36,6% strongly agreed, that hybrid work has decreased the stress that they feel. 36,6% of participants answered that they agree with the statement and only 7.3% answered that they disagree with the statement. When reflecting the statement to the study made by Panigrahi, it can be said that hybrid work has lowered the individuals feeling of stress.

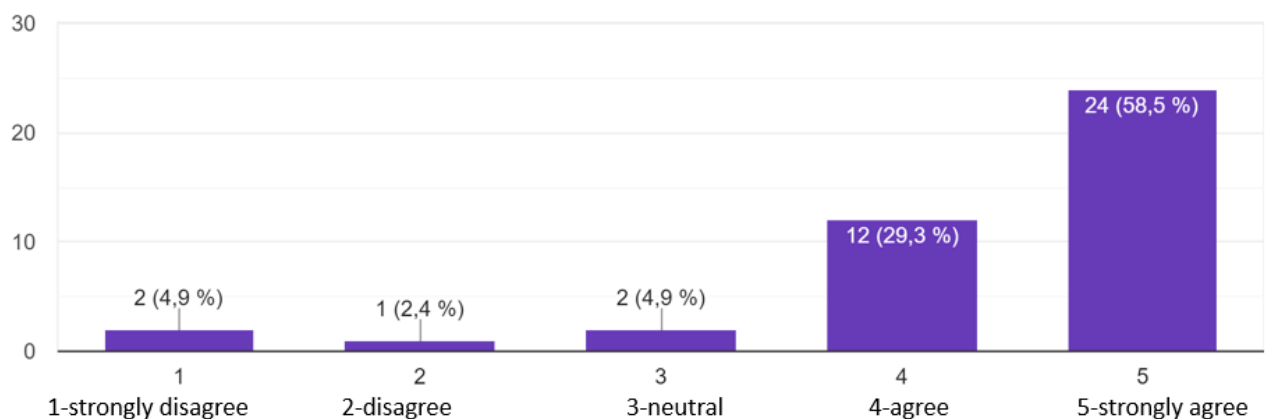


Figure 10. Because of hybrid work, I have more free time.

The fifth statement of the questionnaire was asked to find out do participants have more free time, because of hybrid work. 58,5% of participants strongly agreed with the statement, that they have more free time, because of hybrid work. Only 4,9% strongly disagreed with the statement. Hybrid work allows employees to have a say in their time management. Time management is a process of planning and controlling the time spent on specific tasks. Good time management can lead to a healthy and balanced lifestyle. (Coursera, 2023). Because hybrid work allows employees to work more freely within their assigned working hours, they get more free time from it. Working according to the 9 to 5 schedule does not work for all and

therefore having that ability to choose more freely when and where to work, gives employees more freer time.

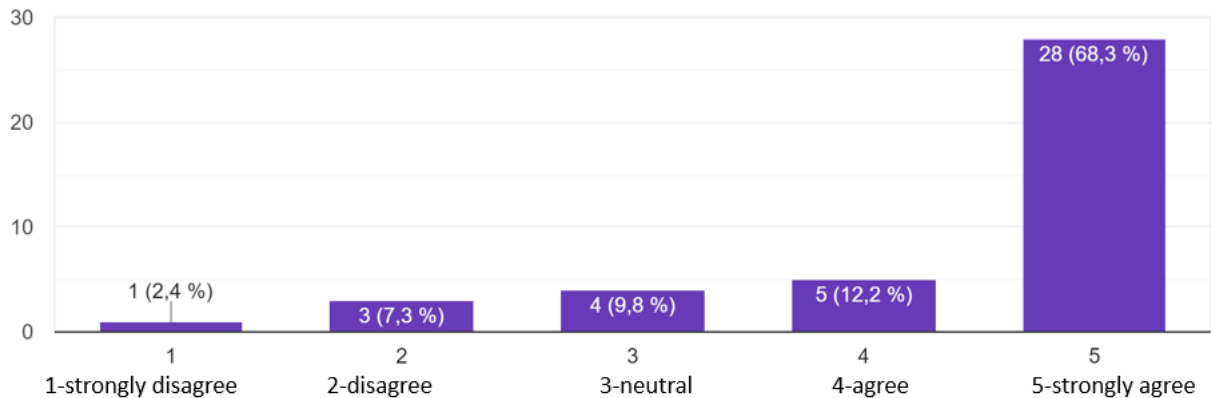


Figure 11. Time saved from commuting has increased my free time.

The next statement of the questionnaire was a continuation of the previous statement which wanted to find out if hybrid work had increased individual's free time. In this statement the author asked if the participants have more free time, because of the time saved from commuting. According to a study made by Helsinki Times states that, Finnish employees spend on average 45minutes a day commuting to work. (HelsinkiTimes, 2016). When asked the participants do they agree with the statement, 68,8% strongly agreed. An article related to the subject says that to maximize productivity, the hybrid work model must minimize commuting for employees. When travelling to the office, there needs to be a specific purpose that outweighs the significant cost- in time, money and stress that is associated with the commute. (Mikhail, 2023). When comparing the existing information to the results of the questionnaire, the hybrid workers have more free time because of the time saved from commuting.

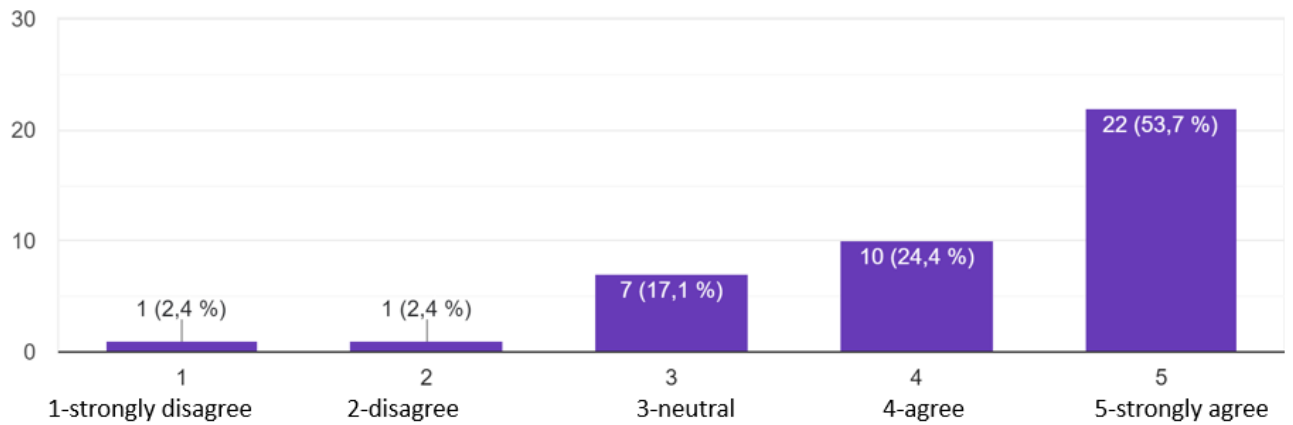


Figure 12. Because of hybrid work, I am more satisfied with my work.

The next statement that the author asked the participants, was to find out, if the participants feel more satisfied with their job, because they are following the hybrid work model. Job satisfaction refers to a feeling of happiness on the job that excites individuals towards their occupation. It is a feeling that individuals feel when their job fulfils them. (Ahmed, Ullah, 2018). 53,7% of the participants strongly agreed with the statement that hybrid work model has increased their satisfaction of their job. Only 2,4% did not agree with the statement. According to existing studies, hybrid workers are more satisfied with their job, because of the freedom and flexibility that hybrid work allows. (BOB, n.d.). When comparing the existing theory of hybrid workers being more satisfied with their work to the results gotten from the questionnaire, it can be noticed that there is a similarity within the theory and results. Therefore, it can be said that employees are satisfied with their job, because they have the opportunity to work according to the hybrid work model.

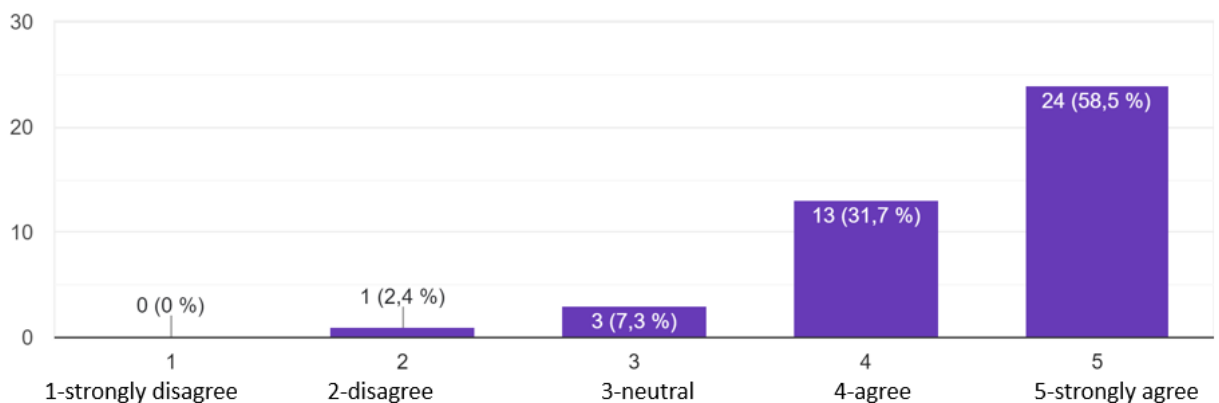


Figure 13. I am satisfied with the support that I get from my managers.

The last statement of the questionnaire wanted to find out, if the participants are satisfied with the support that they get from their managers, while following the hybrid work model. Following the Covid-19 pandemic, more and more employees wanted to keep hybrid work as a new normal in their work life, which meant that managers were in a tough spot to adapt the new ways of managing. According to an article written by Harvard Business Review almost 95 percent of leaders of companies have provide some sort of formal or informal training to their managers related to leading hybrid work. (Brecheisen, 2023). When asked the participants of the questionnaire how they feel 58,8% of participants agreed with the statement that they are satisfied, with the support that they get from their managers. Only 2,4% disagreed with the statement and 0% strongly disagreed.

4.1.2 Qualitative Questions

At the end of the questionnaire there were two qualitative questions, that in which the participants could freely share their own views and thoughts about what they hope from their managers to do better at their job, and how they overall feel about the impacts that hybrid work has on their well-being at work and job satisfaction. The qualitative questions were not mandatory to answer, and to the first question the author got 14 answers and to the second question 16 answers.

The first qualitative question asked what the participants are hoping from their managers, to perform better at their job. One participant answered that she/he is hoping for more open communication related to how they are performing at their job, more one to one conversation and more support when needed. Other participants answered that they enjoy the hybrid work model, because it allows them to decide their working hours more freely, but mentioned that meetings during the day are still affecting the working hours. One participant answered that they are hoping more arranged office days, where everyone from their team would participate. Coming to the office has no meaning if you are there alone, one participant mentioned. In a chapter 2.2.3 the author has written about a study that states that there needs to be a specific purpose for employees to come to the office, that outweighs the cost-in time. (Mikhail, 2023). The most common answer for this qualitative question was that participants were hoping more time spend together as a team. The participants said that they are hoping more meetings arranged by their manager where the whole team could have normal conversations, not all related to work and have those office conversations that do not happen when working from home.

The second qualitative question asked the participants, how they overall feel about the impacts that hybrid work has on their well-being at work and job satisfaction. Most of the participants said that hybrid work has had a positive impact on their job satisfaction and many of the participants would not want to go back to working at the office all the time. Participants said that allowing to work both from the office and at home or somewhere else, gives them the feeling of freedom and a lot of time saved mostly because of the commute. The participants pointed out that giving the freedom to work where they want, allows them to be more productive, because individuals have their own needs. Some participants felt like allowing them to work according to the hybrid work model, improves the trust between the employee and employer. Most of the answers for the question were positive, but there were still answers that pointed out the inclusivity that might come, if working outside of the office too much. Participants stated that they miss day-to day contacts with their co-workers that do not happen when not being in contact with them face to face.

4.2 Summary of the Results

The answers that the participants gave to the questionnaire do line up with what the author expected them to include. There were some parts of the questionnaire, that were not in line with the existing studies, but when looking at the answers more closely, the reasons for the difference were clear. The author was satisfied with the number of answers gotten from the questionnaire and the author believes the answers are credible.

When looking at the existing studies, it was clear that hybrid work has many different positive impacts on employee's well-being at job satisfaction. Some of what not all employees are aware of. In this study it is important to remember that employees are individuals and not all have the same positive impacts than others. Hybrid work allows more employees to have the benefits of working both from the office and outside of it, and offering it to employees attracts more individuals to apply. Giving the employees opportunity to choose what arrangements work the best for them, gives the employees the feel of trust from the employer. Feeling trust by their employer gives the employee more confident and satisfaction and therefore they are more likely to stay in the same organization.

Looking at the positive impacts that hybrid work has, it is clear to say that hybrid work is here to stay. As revealed from the questionnaire, employees emphasise the hybrid work model, when choosing their employer. Hybrid work allows employees to work at their best capability and look after their well-being better. This is something that organizations should take into consideration when trying to force their employees back to the office full-time.

When comparing the results of the questionnaire to the existing data, it was surprising that the results were in clear line with the already established studies. The author was expecting various of similarities within the results, but the similarities were still surprising.

5 Recommendations

The author studied the positive impacts of hybrid work on employee well-being and job satisfaction and send a questionnaire to employees working at the company X. The participants are all working according to the hybrid work model. The questionnaire answers had the similar ideas as the studies showed in chapter 2. For future references the answers could be used to future development of hybrid work within the company.

As the author has mentioned earlier many of the problems related to hybrid work, are related to the feeling of inclusivity and difficulty to separate free time from work, because hybrid work allows working regardless of time and location. When employees are given the freedom to work at their own pace, it could lead to some employees working too much, and at the worst-case scenario leading into a burnout. It is important that employers look after their employees, by arranging monthly meetings with them to check on how they are feeling and how they are feeling their workload. Also arranging monthly meetings where the whole team comes to the office, has lunch together and spends time with each other, is a great way to make each individual feel important and included in their team.

Common rules are important in every situation, especially in a workplace. When following the hybrid work model, it is important that employees and the employer has set up clear rules related to, when working at the office and how many days a week. It is important that each employee follows the same rules to avoid unnecessary conflicts. When employees know what the employer expects from them, it is easier for them to do well in their job.

The authors development ideas for the company X, are related to arranging more meetings for the online workers to enable them face-to-face time with their colleagues. Allowing employees to connect more with their colleagues and managers is beneficial for individuals' health and therefore feeling more satisfied in their job.

The author is basing the recommendations from the answers gotten from the questionnaire. Based on the qualitative questions of the questionnaire, employees are hoping for more day-to-day conversations within their colleagues and meeting more as team, that does not always have to be work related.

In the future employers should do monthly questionnaires regarding their employee's well-being, and how they feel about their workload. They should include questions regarding to the hybrid work arrangements and how the employees are feeling about it. Do employees wish to meet at the office more often or is there too many office days required. There should be also a question regarding to, what employees are hoping more from their managers, in order to be even better at work. Is there enough freedom given, or do employees wish more of it.

In the future, organizations and companies should take hybrid work model into use with a lower threshold. Based on the questionnaire and already existing studies, hybrid work is a way of working where both the employee and the employer benefit, when all is done correctly. It is important that organisations are looking at the model as a way to improving their employees well-being and at the same time the organisation itself benefits from it as a higher level of productivity and therefore profitability.

6 Conclusion

When thinking of the effects of the Covid-19 pandemic, most of us only see the downside of it. Many people lost their loved ones or could not visit family or friends for a long time. People had to adapt to new norms of working that challenged and stressed the individuals and organizations. Individuals had to adapt quickly to changing situations and there were no clear answers to what will happen tomorrow. When looking back at the situation, the pandemic changed the norms of working that are here to stay. Employees had to start working from home in a fast schedule that was challenging for all, but in a long run individuals started to see, that returning to the office full time might not be the best solution anymore.

Hybrid work model was not invented as an afterthought of the pandemic, but the pandemic made the model more common. When the pandemic forced everyone to work from home, at first it was a breath of fresh air to individuals but in a long run employees started to miss their colleagues. After the regulations of working from home were released, employees started returning to the office, and realized that working full-time at the office was not what they wanted. Individuals are all different and therefore something that works for one, does not work for the other. Some like chatting with their colleagues in the mornings before starting the work day, and others want to do hyper focus work without distraction. Therefore, the hybrid work model offers employees to mix the working from office or elsewhere, and finding the best balance for all. Hybrid work reduces the feeling of exclusion, because the individuals

meet their colleagues more often than the ones working remotely full-time. Chapter 2.2 stated the positive effects that hybrid work has in for the individuals' occupational health and when reflecting that to the authors own study, it can be seen that there is a connection with hybrid workers having better occupational health. Hybrid workers are sleeping better and having more time to exercise during the day and look after their health.

The participants of the questionnaire were mainly agreeing with the statements and there was not a large amount of difference within the answers. The most difference could be seen in the qualitative part of the questionnaire, where the participants had the chance to say more freely about their thoughts related to the subject. In the qualitative part of the questionnaire, the individuals own preferences became clearer. Some of the participants hoped more open talk with their colleagues and others were satisfied with the fact that they can choose, when to come to the office. This highlights the fact that hybrid work allows individuals to feel more comfortable and satisfied with their job, because they have a say in their working hours.

Employees well-being at work has been a subject of conversation for years. When employees feel well, they manage their work better. Companies invest more amounts year after year for their employee's well-being and health and employees are highlighting these, when looking for a new job. With the new norms of working, companies are in a new spot finding better and better ways to look after their employees.

This thesis studied the positive impacts that hybrid work has, asking the research question of: What are the positive impacts of hybrid work on employee well-being and job satisfaction? Previously stated studies from chapter 2 show that hybrid workers are being more satisfied with their job and feeling better. This occurred in the questionnaire as well. Their answers stated that they are sleeping better, exercising more and having more free-time, all because they work according to the hybrid work model. Simultaneously the participants wished more time spent with their colleagues and more day to day interactions. To answer the thesis question there is a connection to hybrid workers being more satisfied with their job and their well-being being better. This topic could have been studied from various of different angles, and there are multiple variables attached to the topic, the full answer could only be discovered after different studies from both parties. It still shows that employees are being more satisfied and feeling better, when giving the opportunity to work more freely and saving time from long commutes.

As mentioned earlier, hybrid work has become more popular after the Covid-19 pandemic. It was not studied how the employees feel about the hybrid work, and the thesis only focused on the positive impacts that hybrid work has. Because the time and cost were limited for this thesis, it was not possible to study all the different aspects of hybrid work and therefore it stayed as an overall topic of the subject. The author would like to see more studies made concentrating on the hybrid work subject, since the author believes that hybrid work will become the new way of working in the future. Work is a enormous part of individuals life and therefore it is important that these subjects are continued to study, in order to it to have an even better understanding of individuals thoughts and well-being.

References

Ahmed, S. Z., & Ullah, R. (2018). The Effect of Organizational Politics on Job Stress; Mediating Role of Job Satisfaction. *Electronic Journal of Business Ethics and Organization Studies*, 23(2), 3-5. http://ejbo.jyu.fi/pdf/ejbo_vol23_no2_pages_13-23.pdf

Barrero, J., Bloom, N., Davis, S. (2021 April) Why Working From Home Will Stick. https://www.nber.org/system/files/working_papers/w28731/w28731.pdf?utm_campaign=PANTHEON_STRIPPED&utm_medium=PANTHEON_STRIPPED&utm_source=PANTHEON_STRIPPED

Barrero, J., Bloom, N., Davis, S. (2021, August 24). Don't Force People to Come Back to The Office Full Time. <https://hbr.org/2021/08/dont-force-people-to-come-back-to-the-office-full-time>

Bazeley, P. Integrating Mixed Methods Analyses. (pp.8). Retrieved February 23, from <https://www.ualberta.ca/international-institute-for-qualitative-methodology/media-library/international-institute-of-qualitative-methods/webinars/pbazeleyint-mm-analysis.pdf>

BOB. (n.d). The Advantages Of Hybrid Work Model. BOB. Retrieved February 14, from https://www.hibob.com/guides/hybrid-working-model-advantages/#benefits_of_hybrid_work_models

Bourne, J. (2020, December 3). What Is Job Satisfaction and Why Is It Important? PositivePsychology. <https://positivepsychology.com/job-satisfaction/>

Brecheisen, J. (2023, October 16). Research: Flexible Work Is Having a Mixed Impact on Employee Well-Being and Productivity. *Harvard Business Review*. <https://hbr.org/2023/10/research-flexible-work-is-having-a-mixed-impact-on-employee-well-being-and-productivity>

Coursera. (2023, November 29). What Is Time Management? 6 Strategies to Better Manage Your Time. <https://www.coursera.org/articles/time-management>

Helsinki Times. (2016, January 6). Finns Spend Up To 25 Days a Year Commuting. <https://www.helsinkitimes.fi/finland/finland-news/domestic/13685-finns-spend-up-to-25-days-a-year-commuting.html>

IWG, (2023). Hybrid And Health.

https://assets.iwgplc.com/image/upload/v1687355880/IWG/MediaCentre/IWG_White_Paper_Hybrid_and_Healthy_June_2023.pdf

Kirkham, A. (2022, November 10). What Is Hybrid Work and Why Do Employees Want It? Envoy. <https://envoy.com/blog/what-is-a-hybrid-work-model>

Leddy, C. (2023, July 7). How Hybrid Work Can Improve Workplace Mental Health.

<https://robinpowered.com/blog/how-hybrid-work-can-improve-workplace-mental-health>

Mikhail, A. (2023, March 23). Hybrid Workers Are Exercising and Sleeping More, Reporting a Better Mental Health Than Before The Pandemic. <https://fortune.com/well/2023/03/23/hybrid-workers-exercising-sleeping-more-have-better-mental-health/>

Molina-Azorin, F. (2016). Mixed methods research: An opportunity to improve our studies and our research skills. European Journal of Management and Business Economics.

<https://www.elsevier.es/en-revista-european-journal-management-business-economics-487-pdf-S244484511630012X>

Mortens, M., Haas, M. (2021, February 24). Making the Hybrid Workplace Fair. Harvard Business Review. <http://alanyc.org/wp-content/uploads/2021/02/Making-the-Hybrid-Workplace-Fair.pdf>

Newson, R., Wright H. (2023, November 3). The Link Between Sleep And Job Performance. <https://www.sleepfoundation.org/sleep-hygiene/good-sleep-and-job-performance>

Panigrahi, A. (2016). Managing Stress at Workplace.

<file:///C:/Users/Administrator/Downloads/SSRN-id2912833.pdf>

Siva, A. (2021, October 7). Workplace Management: What Is It & How Can Business Benefit From It? Facilio. <https://facilio.com/blog/workplace-management/>

Stress. (2021, September 17). Mental Health Foundation.

<https://www.mentalhealth.org.uk/explore-mental-health/a-z-topics/stress>

Trevor, J., Holweg, M. (2022, December 13). Managing the New Tensions Of Hybrid Work.

MIT Sloan Management Review. <https://sloanreview.mit.edu/article/managing-the-new-tensions-of-hybrid-work/>

Tsipursky, G. (2023, March 21). Why Wellbeing Is Critical For Hybrid And Remote Work.

Forbes. <https://www.forbes.com/sites/glebtsipursky/2023/03/21/why-wellbeing-is-critical-for-hybrid-and-remote-work/?sh=111139ac472c>

Työterveyslaitos (n.d -a.) Hybridityö. <https://www.ttl.fi/digiajan-tyo/eta-ja-hybridityo>

Työterveyslaitos (n.d.) Hybridityö.

<https://www.ttl.fi/teemat/tyoelaman-muutos/etatyo-hybridityo-ja-monipaikkainen-tyo>

Työterveyslaitos (n.d-b.). Miten Suomi Voi? Retrieved January 29, 2024, from

<https://www.ttl.fi/tutkimus/hankkeet/miten-suomi-voi>

World Health Organization. (n.d). World Health Organization.

<https://www.who.int/about/accountability/governance/constitution>

Yle News. (2018, August 18). Good Snooze. Majority Of Finns Sleep Well, Study Shows.

<https://yle.fi/a/3-10352214>

Appendix 1. Questionnaire questions

Investigating the positive impacts of hybrid work on employee well-being and job satisfaction.

Lomakkeen kuvaus

1. Hybrid work is defined as a work that is done at the office and somewhere else. Do you do hybrid work?
 - Yes
 - No
 - Don't know
2. How many years have you worked according to the hybrid work model?
 - 1-2 years
 - 2-3 years
 - 3-4 years
 - More than 5 years
3. How many days a week in general you work somewhere else than at the office?
 - 1-2
 - 2-3
 - 3-4
 - 5
 - Less than once a week
4. How many days a week in general you work from the office?
 - 1-2
 - 2-3
 - 3-4
 - 5
 - Less than once a week
5. I sleep better because of hybrid work
 - 1 strongly disagree
 - 5 strongly agree
6. I exercise more because of hybrid work
 - 1 strongly disagree
 - 5 strongly agree

7. I eat healthier because of hybrid work.
 - 1 strongly disagree
 - 5 strongly agree
8. Has hybrid work lowered your experienced stress?
 - 1 strongly disagree
 - 5 strongly agree
9. Because of hybrid work I have more free-time.
 - 1 strongly disagree
 - 5 strongly agree
10. Time saved from commuting has increased my free-time.
 - 1 strongly disagree
 - 5 strongly agree
11. Because of hybrid work, I am more satisfied with my job.
 - 1 strongly agree
 - 5 strongly disagree
12. I am satisfied with the support I get from my managers at hybrid work.
 - 1 strongly disagree
 - 5 strongly agree
13. What are you hoping from your managers in order to do better at your job?
14. How are you experiencing the effects that hybrid work has on your well-being at work and job satisfaction.

Appendix 2. Thesis data management plan

1 Management and storage of the data

The thesis will use answers collected from a questionnaire as a source for the part of the study. The questionnaire was sent to the participants via email, and participants answered anonymously. The answers to the questionnaire will be deleted after submission of the thesis and that way there are any information leaked to other parties. The author is the only person that can access any of the data from the questionnaire. The data collected from the participants does not include any personal information. The author and the commission company X had an agreement, that they would stay anonymous throughout the thesis and therefore they are collected from Commission Company X.

2 Processing of personal data and sensitive data

The questionnaire focused on the specific topic, without collecting any personal information from the participants, there is no personal data saved anywhere. The questionnaire only focused on the participants opinions about the topic.

3 Ownership of thesis data

The theory and the results are owned by the author of the thesis.

4 Further use of thesis data

Any additional information will be saved for a year after the thesis is completed and published. The data will be stored into a location only the author has access to it and the data will not be used any further studies.

