The Influence of Effective Management on Hybrid Work Styles and Employee Wellness in Healthcare Organizations

Dr. Hai Tran[1*], Dinh Ngoc[2]

[1*]*Business Administration, Vietnam National University HCM, Vietnam.*

[2]*Business Administration, Vietnam National University HCM, Vietnam.*

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Abstract

The growing adoption of hybrid work styles in healthcare organizations presents new challenges for management, as leaders must balance employee wellness with organizational goals. Effective management strategies are essential to foster a supportive work environment while maintaining productivity in hybrid settings. This research investigates the personal experiences of hybrid workers, exploring their perspectives on health and wellbeing in such arrangements, and examines how organizations can proactively support their health, mitigating potential risks. Existing management methods often fail to address the complexities of hybrid work, leading to employee burnout, disengagement, and communication difficulties. Current approaches are typically one-size-fits-all and lack customization for the healthcare sector, where operational demands and employee wellbeing are critical. The proposed method introduces a Mixed-Methods Approach (MMA), integrating qualitative and quantitative data to capture a comprehensive view of the management challenges in hybrid healthcare settings. This framework combines surveys, interviews, and performance metrics to assess employee wellbeing, job satisfaction, and overall organizational effectiveness in hybrid work environments. Findings indicate that hybrid work arrangements can act as both a job resource and job demand, with employees experiencing positive and negative effects on their wellbeing. The study offers tailored recommendations to enhance hybrid work, contributing to improved employee health and organizational performance.

Keywords: Mixed-Methods Approach; Employee Health; Wellness.

I. INTRODUCTION

The healthcare industry has seen shifts in work styles, starting with the hybrid models as the new trend that seeks to combine remote and on-site work. This shift creates both opportunities and challenges to healthcare organizations, especially where employee wellness is concerned to ensure operational efficiency. A hybrid work style requires managerial techniques that allow for the flexibility of such a model balanced with the needs of a business. Because healthcare providers are generally under stress due to high standards in taking care of patients, a customized approach to leadership may be necessary in these developing models of work to ensure workers' wellbeing and involvement.

Management practices currently being used in the deployment process hardly fulfill the requirements of a hybrid work environment that has all the complexity. With emotional labour, long working hours, and stressful working conditions, many of these standard tactics that are in practice in the healthcare industry fall short in meeting the particular demands that are placed upon them. Healthcare firms also have challenges in implementing effective solutions due to the absence of a defined methodology for evaluating employee wellbeing in hybrid environments (Coronado-Maldonado & Benítez-Márquez, 2023).

Within the healthcare business, this paper aims to assess how good management affects hybrid work styles and welfare within an organizational environment. The MMA is considered appropriate in the current paper, where the existing management practice may present a gap to be covered. The paper offers personal solutions towards enhancing employee wellbeing and productivity within the organizational environment of hybrid workspaces (Hesketh & Cooper, 2023).

Contribution of this paper,

- This paper provides in-depth insights into the personal experiences of hybrid workers, highlighting the impact of hybrid work on employee health and wellbeing.
- It applies a Mixed-Methods Approach (MMA) to collect and analyze qualitative and quantitative data, offering a holistic view of hybrid work's influence on employee wellness.
- The study identifies actionable strategies to support employee health in hybrid work arrangements, providing organizations with insights on mitigating potential health risks and enhancing wellbeing.

II. LITERATURE REVIEW

Few studies have sought to catalogue the various hybrid work models currently in development or to determine what kinds of supports are necessary to promote long-term success, despite these arrangements quickly becoming the norm for many knowledge workers workspaces (Hopkins & Bardoel, 2023). This research uses the COR theory to discover several hybrid work design options based on primary data collected from semi-structured interviews with top HR managers in Australia (Verma et al., 2023).

Employees' preferences for hybrid work models are investigated in this research along with the factors that encourage or discourage their adoption. Research in this area is based on dual factor theory and stimulus-organism-response (SOR) theories. It takes a look at how health awareness (the stimulus), various organizational factors (the organism), and potential roadblocks (the reaction) to workers' desire for a hybrid work arrangement are all interrelated. Organizational culture is also examined to see if it acts as a moderator (Sampat et al., 2022). The results show that health awareness is critical to improving facilitators and encouraging workers to choose a mixed work paradigm. Additionally, the study's results show that work-life balance, team development, and flexibility in the workplace all have a favourable impact. According to

the research, the pandemic and travel stress inhibit employees' inclination for working in a hybrid paradigm.

To enhance performance, conciliation, and wellbeing in the unique professional settings of research institutions and universities, this paper focuses on new concerns that have emerged in this hybrid work period. Presented below are the findings from a survey of scientists that did not aim to represent the field as a whole. The poll has discovered and observed aspects such as job management and leadership, the desire to do something unique in one's work, and the promotion of wellbeing in one's work environment and among one's coworkers (Lorca & Belli, 2023). A leader becomes approachable, works well with others, and supports the growth of their coworkers. This paper proposes that the solution to the problem of scientists' safety may lie with a leader who can walk the tightrope, balancing individual demands with group goals.

According to the results, telework is not the only kind of flexible work that improves productivity on the job. In addition, it becomes clear that flexible work schedules have a favourable effect on employee engagement, which mediates the connection between flexible work schedules and productivity on the job (Naqshbandi et al., 2024). There is no evidence to back up the hypothesis that telework improves job performance or that work engagement is a mediator between telework and performance on the job. This paper extends the JD-R model to a hybrid workplace situation. It offers new insights by connecting the pieces of this model to job performance and employee engagement on the job. By considering the hybrid workplace model when crafting policies and procedures to boost job performance, practitioners may profit from this study's results.

III. PROPOSED METHODOLOGY

Hybrid work arrangements in healthcare organizations are examined through the MMA approach, which gathers qualitative and quantitative data. More sophisticated insights into the intricate dynamics involved in hybrid work environments can be achieved through this method by allowing the investigation of individual experiences and organizational performance.

Collecting Data: The three primary methods for collecting data include organizational performance indicators, surveys, and semi-structured interviews. Healthcare employees are requested to complete surveys that measure their job happiness, overall health, and experiences with hybrid work. Some of the topics covered in these studies include workload, work-life balance, stress, and the effect of remote work on performance. The semi-structured interviews with the health service practitioners provide qualitative understanding by revealing deeper insights of each participant's experience, issue and attitude towards the hybrid model. Thematic coding identifies a range of recurring patterns and attitudes emerging in these conversations. Staff retention, productivity and absenteeism rates, organization-wide performance measures for hybrid employment arrangements' general overall operational efficiency impact, are gathered as well.

Analyzing the Data: Data analysis includes qualitative and quantitative data. The interviews about hybrid workers' experience undergo thematic analysis, pulling up central themes and information gathered. Moreover, a sentiment analysis can also be made to evaluate the interviews' emotional tone. This paper finds out how characteristics of hybrid work influence

employee outcomes such as happiness and productivity by using statistical tools, such as regression models and correlation analysis, based on quantitative survey data. We also assess performance measurements to see if there have been significant shifts in the organization's performance, including a rise or fall in productivity.

Impact and Recommendations: The results inform specific suggestions for improving hybrid work methods that address the needs of both employees and the company. A mixed-methods approach is necessary to understand the problems and potential benefits of hybrid healthcare workplaces in depth to create effective management practices. A Multi-Faceted Approach to hybrid work shown in Figure 1.

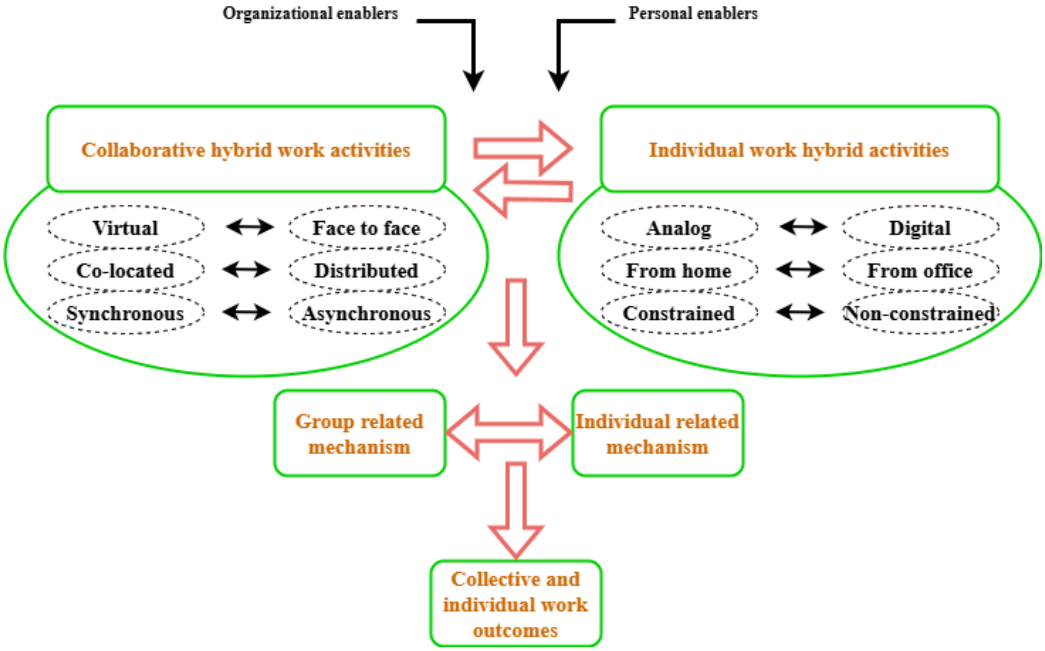

Figure 1: A Multi-Faceted Approach to Hybrid Work

Personal and organizational facilitators are crucial in hybrid work settings because they shape individual and team efforts and, by extension, the results of hybrid work models.

Organizational Enablers: These are the processes, resources, and structures companies implement to make hybrid work more efficient. Organizational enablers in collaborative hybrid work activities support virtual, in-person, co-located, and remote work modes. Among these modalities, real-time (synchronous) and delayed (asynchronous) communication and cooperation tools may be found. Organizations promote inclusiveness and flexibility by facilitating smooth transitions between different modes, which enable teams to operate efficiently regardless of time or location. This support is significant in building an environment that facilitates effective and agile collaboration and serves diverse needs.

Individual Enablers: It refers to employee's expertise, behaviors, and assets in a hybrid working environment to effectively utilize them. Analogues (or more traditional and non-digitized) and digital work styles in use by employees of their formats for their work are the results of hybrid work tasks influenced by individual enablers. Furthermore, they determine who manages with scarcity or support, not those with abundance. Productivity and participation in

hybrid environments depend on the capabilities of employees to address these issues.

Interaction: Between collaboration, shared tools, collaborative decision-making, self-management, task prioritizing, and autonomy. These features make hybrid work arrangements friendly to team objectives and individual productivity by making both types of work feasible.

Results in the Workplace: Hybrids may generate two kinds of outcomes for the workplace; these are individual and collective outcomes. The hybrid system focuses on collectively the accomplishment of a team, fresh ideas, and harmonization of varied work styles. On the other hand, individual outcome focuses on freedom, satisfaction, and results. Hybrids, both organizational and personal, would effectively apply enablers to create both results by blending both factors (Grzegorczyk et al., 2021).

IV. METHODS FOR LEADERS TO FOSTER EMOTIONAL WELLBEING IN HYBRID AND FLEXIBLE WORK ENVIRONMENTS

Managers are the backbone for their team's happiness and success. Other considerations arise when moving between settings and making arrangements for a flexible setup. Because encounters are normally random, keeping the lines open requires checking in at such regular intervals. Managers can better understand the needs of teams by scheduling frequent one-on-one check-ins and can establish relationship building, workload discussions, provision of feedback, solving of problems, or collaborating with the workers individually through such meetings.

When team members are located in various places, it is even more critical to communicate effectively on strategies, objectives, projects, priorities, deadlines, and choices. For managers, it's important to use technology and other communication channels strategically while still making the most of in-person time for tougher discussions or teamwork that work better in person. To foster a culture of responsibility, they should also strive to provide frequent feedback.

Instead of depending on being able to observe what their team members are focused on continually, managers in a hybrid-remote setting need to concentrate and manage towards results. Building trust and cooperation in a hybrid-remote setting is possible by concentrating on results rather than seat time. Employees report lower stress and higher levels of job satisfaction when they have more control over their work schedules and work arrangements. Employees feel more invested and less pressure to be accessible when managers believe they can manage their time well.

V. HYBRID WORKPLACES MAY BENEFIT FROM CULTURE-DRIVEN WELLNESS INITIATIVES THAT HR DIRECTORS CAN IMPLEMENT

A strong, good business culture results in engaged, productive, and mentally healthy employees. New hires commonly pick up on an organization's culture's values, conventions, and behaviours by seeing how their bosses and coworkers behave. Firms must be more purposeful to define, transmit, and sustain a healthy culture in a hybrid-remote workplace. Thirdly, here are some methods that businesses may tackle this. While company culture is more of an action word than a noun, it may be helpful to articulate the goals of the culture by spelling out the core principles and how they are put into practice. Celebrations, prizes, regular rituals, and

communications supporting and expanding that culture are common ways values are shown. Feedback and performance evaluations are two examples of accountability systems that could benefit from studying the company's principles and describing its culture and activities.

Remote workers should be able to have a say in the company's future and how successful it is, and inclusive decision-making mechanisms should be put in place to make that happen. Promoting inclusion and ownership may be achieved via surveys, feedback requests, and the involvement of remote workers in decision-making processes. To maintain a healthy work environment, it is important to acknowledge and celebrate professional and personal achievements. Acknowledging milestones, whether they be work anniversaries, project triumphs, or personal accomplishments, promotes a feeling of connection and gratitude.

VI. DISCUSSION

Researchers found that hybrid work arrangements have a multi-faceted effect on workers' health and happiness, with workers experiencing positive and negative effects on their wellbeing. Therefore, depending on the specifics, hybrid work arrangements and their components might serve as either a supply of available jobs or a demand for workers. Wellbeing difficulties, including the inability to turn off, could function as work demands, while identified advantages are possible resources. These factors will affect people's happiness and dedication at work. Reducing expectations may increase work engagement, and resources can act as a buffer against workplace demands. To mitigate the detrimental effects on health and wellbeing caused by hybrid employment demands, organizations can assist hybrid workers in making the most of their resources.

Previous studies on remote work have shown that hybrid work arrangements may have beneficial and bad effects on workers' wellbeing. Some parts of hybrid work might be stressful, while others can be motivating. This lends credence to other studies showing that working remotely may have positive effects on mental and physical health, as well as on work-life balance. In agreement with the current research on flexible work arrangements, hybrid work arrangements can lead to an increase in workload, feelings of alienation and loneliness, problems with managing boundaries and turning off, and even physical health problems, which are often linked to the sedentary nature of the job and inadequate home workstations.

VII. CONCLUSION

Hybrid work arrangements are growing in healthcare companies and require a complex approach to employee welfare and corporate effectiveness. This research reveals that hybrid employment can help and harm workers' health. In this study, the Mixed-Methods Approach (MMA) was utilized to assess hybrid workers' health and job satisfaction. While hybrid employment provides flexibility and autonomy, it causes fatigue, disengagement, and communication problems. The findings suggest the need for health-specific management practices. Traditional management fails in mixed work settings. Healthcare companies must design strategies to fit employee emotional and physical needs in reducing risks and improving wellbeing. Management can enhance the workers' health by offering flexibility, open communication, and a healthy culture. Future research should investigate the long-term effects

of hybrid work on employees' wellbeing, particularly in healthcare, where operational demands and employee health need to be balanced. Longitudinal studies could uncover whether hybrid work influences employee performance, burnout, or mental health. Management guidelines for hybrid healthcare systems should also be created to support staff.

Future research should study how remote communication, telemedicine, and digital wellbeing initiatives facilitate hybrid working. Long-term success with hybrid teams requires educating health executives on managing them and promoting employee wellness. Advanced data analytics in management may also help organizations identify wellness issues and support hybrid workers at maximum capacity. This research increases awareness of the hybrid work environment in healthcare and establishes the groundwork for future attempts to improve employee wellness and organizational success.

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