

Key Determinants of a Successful Hybrid Work Model: An Experiment on AIB e-learning HEI in Colombo, Sri Lanka

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The purpose of the study was to understand the right ingredients of a successful hybrid working model. The management of AIB (www.aibedu.org) were tasked with setting up a suitable system of hybrid working models that could keep the motivation levels, engagement, and results for the organization. Post-Covid19, post fuel crisis economy in Sri Lanka, required further hands-on participation by the board. Existing, available literature has highlighted the importance of remote working, results, better work-life balance, but has failed to identify the correct equation of determinants for successful Hybrid work model. Research methodology involves the adaptation of experiment-oriented research methods. Observation and measurement of results around one organization. The total headcount in the organization in July 2023 is at 18. A positive research philosophy is adopted. An analysis of existing theories was carried out, and the results highlighted key learnings.

The experiment was carried out over 30 days in July. It was identifiable (1) Hawthorne effect was valid, when a CCTV camera was placed productivity was higher (2) Three [3] day work weeks were more productive than five days of work (3) Attendance management systems instill punctuality (4) However, things to do and KPI oriented performance management is much more favorable than a 9-5 orientation. (5) Organizational politics is reduced and mitigated. The implications of these findings are the ability to provide new literature that can pinpoint the value of hybrid working with empirical evidence. Experiment validated information that is practically applied by the management. Management best practices could be further developed with larger sample sizes. Further, the role of leaders involved, organizational culture suitable for hybrid workplaces could be set out.

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