

To cite this article: Nhung Thi Kim TRAN, Hoang Huy PHAM, Ha Phuong NGUYEN, Vi Le Ha DUONG and Trang Thuy NGUYEN (2023). Hybrid Work – a growing trend in developing countries. Is it able to replace Remote Work post COVID-19? A qualitative research in Vietnam. International Journal of Education, Business and Economics Research (IJEBER) 3 (2): 83-100

HYBRID WORK – A GROWING TREND IN DEVELOPING COUNTRIES. IS IT ABLE TO REPLACE REMOTE WORK POST COVID-19? A QUALITATIVE RESEARCH IN VIETNAM

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ABSTRACT

Purpose: During the COVID-19 pandemic, working from home was the only option for workers. Taking over the concept of remote work, after COVID-19 pandemic, a new working paradigm has become prominent: the hybrid work model. This study not only scrutinizes factors affecting hybrid work outcomes, but also draws a comparison between experience of both remote and hybrid workers.

Methodology: This paper adopted an in-depth interview with people who have experienced both remote work and hybrid work in Vietnam. Responses from 12 employees and 3 managers were gathered for data analysis by using qualitative research methodology.

Findings: The study identified key factors having an advantageous and adverse impact on workers' outcomes, relationships with their co-workers and families, and managerial practices. In addition, we also investigated how people find hybrid work is different from telework and how it plays a key role in a different way compared to remote work.

Implications for theory and practice: Feasible solutions and implications are proposed to arrange hybrid working models in the future such as providing intense training about doing hybrid work, applying technological application or tool to supervise the employees.

Originality and value: We found that practicing hybrid work models can resolve a host of problems related to remote work. One of the most popular problems is communication and relationships with co-workers, which can be enhanced when doing hybrid work. Moreover, we conducted an in-depth interview with several employees and managers coming from different sectors of work, therefore, we can test the suitability of each job to practice a hybrid working model. Our study would be beneficial to the firms that are tending to implement hybrid work as a main working paradigm.

KEYWORDS: hybrid work, remote work, performance, well-being, management, Vietnam.

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Published Online: Mar 2023

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INTRODUCTION

As information and communication technologies have been getting unprecedentedly advanced recently, people now may have a lot of choices when it comes to the working paradigm. Besides the traditional form of work which are office workers showing up at the office and doing nine-to-five jobs, several other forms of work that are on the rise in our society.

When COVID-19 took place in 2019, many employees had been forced to work from home in Vietnam and around the world. A host of them had to change their work environment from physical offices to their own houses because of the social distancing policy. However, many of them and their organizations were not well-prepared for this sudden switch because of little remote working experience before the pandemic took place in their countries. The study conducted by Kossek & Lautschin 2018 has shown that before the COVID-19 outbreak, remote working was not a popular form of work, even though it was originally coined in the early 1970s in the term “telecommuting” (Nilles, 1975). The phrase then has developed into several terminologies, for example, remote working (Hardill & Green, 2003). Nevertheless, during the pandemic, the term “work from home” is official and widely used by people all over the world. Undoubtedly, the COVID-19 pandemic has taken a toll on our physical health and the world’s economy, it enhanced the ability to work independently, and posed “an undeniably important aspect of the changing nature of work in the twenty-first century” (Ferreira et al., 2021). The study also suggested that working from home is quite advantageous for knowledge workers.

However, after experiencing a new form of work during the pandemic, the majority of workers came to the realization that working from home has several benefits. Working from home can reduce the carbon emissions from driving private transport to the office. Besides, workers are inclined to get rid of the time-consuming commute and not to deal with several stressful factors when commuting such as rude passengers, vehicle breakdowns, and traffic congestion (Elshaiekh et al., 2018). Plenty of remote workers also indicate that they get greater flexibility in their schedules when they get to work in the comfort of their own houses (Eddleston and Mulki, 2015). On the other hand, remote work probably poses some particular problems related to employees’ experience and performance. And the flexibility of remote work possibly has an adverse impact bearing on the workers’ well-being (Galanti et al., 2021).

Because of all those reasons mentioned above, after the pandemic’s being under control and life continued to go back to normal, many workers tend to suggest their organizations operate a new form of work instead of having them show up at the offices nine-to-five. Hybrid work is defined as combining the best of working in the office and working from home (Bloom et al., 2022). The

workers will work a certain day at home and work each week due to the organization's policy. We hypothesized that the performance of workers when they work flexibly like hybrid work would be improved. Their mental health is also enhanced. Since hybrid work has been implemented in some developing countries, we conduct a study in Vietnam to represent those countries. In addition, we predict that hybrid work will become a game changer in the way we work in Vietnam.

LITERATURE REVIEW

Hybrid work is defined by Cook et al. (2020) as a combination of physical work arrangement and remote work. Grzegorzczuk (2021) has similarly determined that in a hybrid model, workers can work remotely for part of their contract work within the confines of their work arrangement, negotiated individually or collectively. It also pointed out four main hybrid models being offered to employees, including discretionary work Ruud (2012), split week (Singleton, 2020), shift work (Van de Ven, 2017), and flexible workweeks (Lyons, 2020). This means that the hybrid working model is characterized by flexibility and options, which provide employees with the opportunity to choose a working arrangement that best suits the requirements of their private and professional lives. The research of Halford (2005) has divided a hybrid workspace into an office stream and a home stream, resulting in distinctive practices, experiences, and relationships in these spaces.

Working practices in hybrid work

Work Condition: Environmental conditions for work play a vital role in shaping the work experience. The physical layout of the workplace, including the furniture, noise, light, comfort, available quiet places, and private working areas, has been noted by Ramli (2019) as having an impact on employees' performance. Setting boundaries between work and personal life gets increasingly difficult when working and living in the same place. The research of Ahmed & Farooqi (2020) showed that some employees tend to be lazy at home, especially when working in the bedroom. Therefore, our research suggests this factor will still be a big concern for hybrid workers.

Workload: Many studies have concluded that work overload is the potential result of flexible working practices (Kelliher & Anderson, 2010) and longer working hours which are frequently unpaid (Chen & McDonald, 2015). The increase in actual work hours of remote workers can be due to their not being able to demarcate their work hours from non-work hours (Baudot & Kelly, 2020). In fact, because of the grueling working hours, many Asian countries struggle with low productivity. However, Wang et al. (2021) pointed out that employees with higher workloads will experience less procrastination during the period of remote work and, therefore, will have higher levels of performance. Accordingly, our research continues to investigate this factor in the context of hybrid work.

Job security: Job security is a notable but under-investigated factor in research on remote work. Meltz(1989) defines job security as an individual who stays with the same organization without reducing seniority, salary, or retirement rights, etc... The behavior of an employee declines as soon as job security comes into question and job insecurity can lead to a high turnover rate (Özyaman, 2007). Research by Himawan et al. (2022) showed that remote workers feel they are not fully utilizing the workplace facilities, for example, a spacious and elegant workspace, parking privileges, and other arrangements that when the work is shifted into a remote work setting, such a practice cannot be entirely accommodated. Moreover, they might also face the possibility of a loss

of promotion opportunities (Linh, 2021) and the disapproval of efforts due to the absence of physical presence. For the above reasons, we suggest that hybrid workers are likely to encounter job insecurity.

Adap to a new way of work: COVID-19 has put everyone in a position where it is imperative to get used to remote work; however, many people could not accept this work model in the early days. Studies of teleworking during this time show the difficulty of adapting for individuals who prefer to avoid uncertainty (Himawan et al., 2022). To be able to adjust to such a new working model, people need to be open-minded and adaptable enough to deal with organizational change processes (Van den Heuvel, 2010). When it comes to hybrid work, innovation and flexibility are more required, as well as the proficient use of information technology equipment for work, which can be more difficult for older workers (Awada et al., 2021).

Communication and relationships in hybrid work

Communication: When employees work from home, communication issues are likely to be on the rise due to reduced communication quality, lack of visual contact, and face-to-face interaction. Especially, since the leader's image is communicated through the channels of communication, it can be challenging for leaders to develop and transmit a caring attitude with their subordinates as well as to act properly toward them. Moreover, many employees are still learning how to use collaborative communication technology, making it challenging for them to adjust to virtual work (Kock, 2004). However, with the nature of hybrid work, communication seems to be easier because people both work office-based and at home-based. Therefore, we continue to investigate this factor in the context of hybrid work.

Work-family balance: Work-family balance is described as meeting role-related expectations established and shared by a person and his or her role-related partners in the work and family domains (Grzywacz & Carlson, 2007). Nevertheless, the result of Wang et al indicates that most remote workers have to face work-to-family interference during the COVID-19 pandemic. To be more specific, female workers seem to experience greater family-to-work (Ahmad, 2008). For example, a female; who works from home, has to deal with cooking meals for the family, doing housework tasks, and helping their children to get into morning study sessions and spend quality time with them (Galanti et al., 2021); can be distracted at their work and cannot perform as well as when they work at the office under supervision.

Social isolation: During the covid 19 pandemic, social isolation is one of the main factors believed to lead to reduced remote workers' productivity (Toscano, 2020). Moreover, the uncomfortable sense of social isolation that comes along with the notion of not having as many or as good of social connections as one would like to be known as loneliness (Peplau & Perlman, 1982), which may lead to a negative impact on mental health (Van Tilburg et al., 2021). When it comes to hybrid work, our research suggests the interaction between co-workers will be different from remote work since hybrid workers have more opportunities to meet their colleagues during the days they come to work.

Managerial practices in hybrid work

Monitoring: The difficulty that managers may face up with is determining how to supervise subordinates who work in locations other than the company. Employees who are not supervised may become distracted from their tasks, resulting in a drop in performance and output quality. Nevertheless, many remote employees report significant levels of stress and anxiety (Indiparambil, 2019), as well as negative attitudes and emotions (Shaffer& Darnold, 2020), as a result of the widespread use of work reminders provided by most electronic monitoring technologies (Allyn, 2020). The implementation of continuous and frequent monitoring has also intensified remote employees' concerns about breaches of privacy while working from home (Hern, 2020; Vatcha, 2020).

Mutual Trust: Trust is an important element in supervisor–subordinate relationships (Brower et al., 2009) Trust is believed to foster enthusiasm, ensuring the best performance from everyone (Lewis, 2007). However, while teleworking, employees may feel distrusted by their bosses if supervision is overly rigorous (Cristina Costa & Bijlsma-Frankema, 2007). For employee monitoring to lead to the appropriate outcomes, employers need to balance their own needs of wanting to control and record work activities and productivity, with employees' desire to be valued and trusted by their employers (Bernstrøm& Svare, 2017).

Job Autonomy: Dysvik(2013) stated that employees with job autonomy desire to have self-control and do not want to be supervised when working because it makes them feel limited and uncomfortable. This makes a supervisor's job easier and will be highly valued. Past research has shown that leaders' value subordinates who engage in behaviors that extend beyond their normal role (Morgeson et al., 2005). Notwithstanding, employees are expected to show a great degree of independence in making decisions and initiative when resolving issues, while managers expect them to adhere scrupulously to schedules and communication standards(Mihhailova et al., 2011).

METHODOLOGY/RESEARCH METHODS

The authors opt to utilize a qualitative method that involves in-depth interviews to assess if the factors and control variables are adequate. The authors used factors and findings from earlier research, mostly from studies done at foreign institutions and a small number of domestic investigations. Therefore, the author's team thinks that it is essential to conduct in-depth interviews with employees and managers at businesses in Vietnam. Employees that perform hybrid work in Vietnam have first-hand knowledge of both the workplace and personal and social lives, enabling them to make valid judgments on the suitability of various variables. The team will derive variables that are appropriate for the circumstances in Vietnam from the data gathered. The authors conducted in-depth interviews with 12 employees and 3 managers who have been doing hybrid work. We evaluated the age, sex, marital status, professional information and the division for office-based work and home-based work of the participants, which is shown in Table 1. We also questioned routine job descriptions, and factors affecting hybrid work, then asked the participants to make a comparison with those that apply to remote work.

Table 1: Profile of Respondents

Label	Gender	Age	Status	Position	Office Based – Home Based
S1	Female	20	Single	Intern	50 - 50
S2	Female	38	Married (1 child)	Marketing representative	50 - 50
S3	Female	40	Married	Finance - Banking	20 - 80
S4	Female	33	Married	Operations Executive	50 - 50
S5	Female	29	Married	Counselor at UNICEF	20 - 80
S6	Female	40	Married (3 children)	Lecturer	40 - 60
S7	Female	21	Single	Intern	70 - 30
S8	Female	22	Single	Talent acquisition	70 - 30
S9	Male	19	Single	Software engineer	30 - 70
S10	Male	79	Married	Professor	10 - 90
S11	Female	30	Single	Recruitment	50 - 50
S12	Female	29	Married (2 children)	Seniors position Recruitment	30 - 70
S13	Female	22	Single	Training specialist	10 - 90
S14	Female	20	Single	Intern	30 - 70
S15	Male	32	Married (2 children)	Senior manager	50 - 50

RESULTS

Table 2: Themes Identified and Evidences

Themes	Subthemes	Evidences
Working Practices	Work Condition	<p>“When I work from home, sometimes my network is not very stable. The equipment I use is not adequate, I only have exactly 1 personal laptop with a phone, and there is nothing else like a printer. If I was at the company I could immediately print documents when I need them, but at home, if I want to print some documents, I have to go to the photocopy place, which is quite far from my place. So it is a bit inconvenient to prepare documents and use the necessary equipment.” (S8)</p> <p>"At home, I can design my workspace to make it more comfortable for me. I don't have to stick to the design of the company. Besides, remote work allows me feel free to create new ideas without being afraid of others seeing or judging." (S7)</p>
	Job Security	<p>"Obviously, the more I show my abilities and experience, the more likely I am to apply for a higher position. However, in Vietnam, getting promoted sometimes depends on your relationships. When working hybrid, my networking in the organization will seem a bit disadvantaged. Of course, it is not completely impossible but it will be slower and harder to find opportunities." (S5)</p>
	Work load	<p>"During the period when I work remotely, I was overloaded because there was a lot of work. But my senior managers thought maybe that workload was not enough, so they tended to give me more. Moreover, the boundary between working time and rest time was not so clear that there were times when I was having break time but still had to get back to work." (S2)</p>
	Adapt to a new way of work	<p>“I think there’s no difficulty because my job is all about coming up with new ideas and my colleagues are the ones who implement these ideas. So, all I need to do my job is a laptop with an internet connection.” (S14)</p> <p>“When I work at the office, if I see it getting dark outside, I'll start getting ready to go home. Therefore I'll try to complete my mission as quickly as possible in order to go home soon. But when I work from home, I'm usually on a working circuit so I just keep working and working without noticing the time.” (S5)</p> <p>“It’s true that remotework makes me lose my awareness of time, I often forget break time and the time to eat and drink.” (S8)</p>

	<p>Communication</p>	<p>“Due to the lack of face-to-face communication, the way you express your feelings, attitudes, or voice is easy to cause people to misunderstand. For example, I didn't mean to be angry but when I texted, they wondered why I was talking in such an annoyed tone. But that may be because their mood is not good, so they will be influenced when reading my text. Therefore, I think that when I do hybrid work or office-based work, my relationship with colleagues will be better because emotions and information are transmitted more accurately. Moreover, I can have someone to directly ask, share, and discuss; I can have more ideas, and solve problems faster.” (S2)</p> <p>“Sometimes seeing my colleagues everyday will cause me a feeling of boredom or not knowing what to say to each other. When doing hybrid work, I will have more things to talk about, and communication will be more effective due to the variety of forms of communication.” (S1)</p>
<p>Communication and Relationships</p>	<p>Work-family balance</p>	<p>“If I work remotely, I will not be able to clearly distinguish between work time and rest time. This leads to the fact that the time when I should have spent for my family, I had to try to finish my work. For example, I have a small child, so I usually have to go to bed very early. But due to work overload or sometimes I have been playing all day, when it's time to go to bed, I still keep working. My husband and other family members don't sympathize with me so it can easily lead to family conflicts.” (S2)</p> <p>“Well, I think that my family will support the hybrid work model because I can spend more time with my family. And if I arrange work flexibly and do my plans well, I will be able to balance my work and life. However, if I work entirely at the office, there are times when I must handle my personal matters but I can't take advantage of the company's stipulated 8-hour working time.” (S4)</p>
	<p>Social Isolation</p>	<p>“For an extrovert person like me, sitting at home for a long time and not being able to see or have any physical interaction with my colleagues, who work with me 8 hours a day, 1/3 of life, will also cause me a feeling of restraint and emptiness. However, I think this feeling lessened when I work hybrid.” (S1)</p> <p>“I like to go to the company to interact with people more than I think it is the meaning of going to work. In addition to creating value for work, I also need to interact and network with people because if I stay at home too much, I feel lonely and stuck. And I find that working alone is not very motivational.” (S8)</p>

<p>Communi- cation and Relationships</p>	<p>Social Support</p>	<p>“When working hybrid, we have more social platforms and workspaces to work with and support each other than when just working offline or online. I feel that I both diversified my work experience and did better teamwork.” (S1)</p> <p>“We even support each other a lot during the remote working time. The support here is shown through the smooth coordination between the stages of each person following a very specific and professional plan so that the work is carried out on schedule.” (S6)</p> <p>“When I first joined the organization and worked in hybrid form, I felt very finite in receiving support from my boss and experienced colleagues. I have to find opportunities and learn by myself to adapt to the working environment and get to know people enough to feel belonging to the team. This process took me twice as much as that while working only at the office.” (S3)</p> <p>“Working hybrid creates more opportunities for me to discuss further my projects and ideas. This will be more difficult when working 100% at home because people just care about their own work. Performance can be the same but work promotion is a little bit limited.” (S12)</p> <p>“I did have a conversation with a member of my team to ask whether he wants to come to the office because I think it’s not very suitable for him to work from home. The reason is because during the time he worked remotely, he mostly didn’t join any meetings. So if you are an employee and you’re having troubles with working from home or working at the office the entire time, just feel free to ask for help or re-arrangement.” (S11)</p>
	<p>Networking</p>	<p>“My social relationships remained the same, moreover, my external relationships increased. Because working online helps me to increase my social connections from other locations, and other countries. In my opinion, this is one of the hybrid work advantages.” (S1)</p> <p>“When I do hybrid work, I still have a few days showing up to the office so I can still manage to stay connected with my colleagues. When I get to work from home entirely, I also could stay in touch with them via social media channels.” (S13)</p> <p>“I think hybrid work is very good for families. My family got closer because everybody was home and we played with the children, and did a variety of things.” (S10)</p> <p>“When we work at the office, we have lunchtime to talk to each other. But when working at home, we barely talk or text. So I guess for the most part, working online makes me feel unconnected to my colleagues which could lead to a less close relationship with my colleagues and incapability of staying updated with the progress.” (S8)</p>

<p>Managerial Practices</p>	<p>Monitoring</p>	<p>“My company does the monitoring through a website and uses the company's email to log in. They will continuously update and announce information to everyone on that website, so I can always read my daily output. Then I will receive a review and support on those outputs to see whether it is ok or not.” (S14)</p> <p>“The reporting regime must be periodic, the plan must be made more clearly, then everything will be controlled.” (S2)</p> <p>“In this era of 5.0, I just care about the result. It means that when I give you an amount of work, I just need you to commit to the work and give out the best result. I don't care about how you do it.” (S15)</p> <p>“At the office, people meet and talk to each other everyday so there is already a connection. On the contrary, remote work limits the opportunity for interaction, so the role of the leader is needed in connecting employees. Everyone must do teamwork, must have a clear division of work, tasks, and make sure there is no contradiction to be able to strengthen the company's bond.” (S3)</p> <p>“As usual, if my team works from home, we will have a 30-minute morning meeting to talk about daily tasks, therefore, my boss or leader will get to know all the tasks of each person. It's more efficient to manage that way because when we work remotely, there are a lot of tasks to do and it's difficult to manage all these tasks.” (S9)</p> <p>“In my opinion, before implementing this new working paradigm, we need to be prepared because the trainers' competence will affect junior employees. Besides, there should be a training program about working independently so that employees can work remote effectively. We also require related skills to motivate ourselves, for example, coping with boredom and sleepiness.” (S11)</p>
	<p>Mutual Trust</p>	<p>“My co-workers absolutely trust me in my work and that is also my motivation. If I don't get the trust, then I will lose part of my effort.” (S6)</p> <p>“Managers still need to have forms of inspection and supervision in the process of hybrid work. In my company, employees get a lot of trusts. Having the right to choose to work hybrid is proof of the trust of managers towards employees. If firms don't trust their employees, they will absolutely be forced to work 100% at the company in order to be supervised in the best way. Efforts will be shown through work results, if the results are good, people will still recognize my efforts.” (S7)</p> <p>“Having faith in each other is crucial to work in the long term. However, only faith is not enough. We also need to draw up rules and regulations. Without checking daily reports, the employees will be easily distracted because of excessive freedom.” (S11)</p>

Managerial Practices	Job Autonomy	<p>“When I sit in the office, the boss can look at what I do, so it will not be comfortable. But when working from home, you always can freely choose how to work, you just need to ensure that you complete the tasks given.” (S9)</p>
	Procrastination	<p>“When working in the office, the working time will be throughout from morning to noon, then I take lunch on break time, and then in the afternoon everyone works again so I also start working to the same rhythm. When working hybrid, the working time will be adjusted by myself, so there are times when I am intending to work but then am distracted by some external factors. As a result, my working time will be pushed back, for example, my work should be done at 3 o'clock, but at home, it takes me until 5 o'clock to finish.” (S7)</p>
	Time Arrangement	<p>“Actually, I arrange the time to work remotely and at the office in a suitable and purposeful way. For example, when I need to print, exchange or sign documents, I will work at the office. And the time to work remotely can be spent on things that require creative thinking, or things that don't require too many tools and equipment only available at the office.” (S4)</p> <p>“I feel that hybrid work is more flexible because I can arrange which tasks to prioritize. If a task requires discussion with others, I will complete it at the office; if it requires intense concentration, I will complete it remotely. Therefore, I believe that even if I occasionally have to work overtime, hybrid work helps my outcome be better.” (S13)</p> <p>“Doing hybrid work with 2-3 days in the office is pretty more effective than working remotely 100%.” (S11)</p>
Individual/ Job Characteristics	<p>“I think the most important factor is the personal mindset. Each person should have an independent mindset with self-discipline. When they achieve that, they can do whatever so-called hybrid work, remote work, or office work.” (S12)</p> <p>“I am quite an introverted person. When working, I don't like to be disturbed by people around, but in the office, it is difficult to avoid small chats or when someone comes over to ask a question. Then I think it's more suitable for me to work from home.” (S5)</p> <p>“In terms of people working in the service industry, I think they need to come to the office. Actually, I still strongly support hybrid work when it comes to jobs that do not require a lot of teamwork, administrative jobs, or jobs that require professional knowledge and strategy such as manager or leader because they can have their own space to work and think creatively.” (S11)</p>	

Hybrid working outcomes

Due to a lesson acquired from the COVID-19 epidemic, many people believe that hybrid work is more likely to enhance employees' mental health than remote work. Five out of fifteen respondents come to the conclusion that working from home constantly causes back pain, eye problems, and mental health issues due to extended periods of isolation from other people. They also showed their preference for hybrid work because it satisfied their demands for direct communication, direct interaction, and sharing: "people's basic need is to share" (S12)

The majority of interviewees conclude that their performance when doing hybrid work is better than remote work: "When doing remote work entirely, I have to work alone a lot. Whereas working hybrid makes me feel like I will have a certain freedom while performing better and working spirit up." (S7). To be more specific, one of the most driving factors that directly affect employees' performance is autonomy: "I feel more comfortable arranging my work, which leads to better results and higher performance." (S9). One interviewee reported that the diversity in terms of where she works also helps stimulate work performance: "When I go to the office every day, I always sit in a fixed position, and interact with the same people. For me, that environment is a bit restrictive. But when doing hybrid work, some days I sit at home and other days I go to the office. This will help stimulate my thinking and improve my performance." (S1).

On the contrary, some reckon that working hybrid is not a good fit for those who can't control their distractions since this is the most significant factor that directly decreases remote workers' performance: "At home, I can grab up my phone and scroll over and over again because nobody watches me or prompts me." (S14). Additionally, it is suggested that hybrid work is only suitable for experienced employees or senior managers because they can manage their emotions efficiently and are not distracted by outside factors: "For those who lack work experience, I recommend them to come to the office to perform better." (S11).

When asked about preference for hybrid work, 14 out of 15 people expressed interest in this new working model, as well as a desire to continue doing hybrid work in the future: "I feel like this is an appropriate model for a student like me, to be able to work at my best and secure multiple jobs at the same time." (S1); "I like doing hybrid work. This working model would probably be on trend in the future and it seems to happen now. A lot of people are seeking hybrid work after COVID-19 pandemic." (S8); "This working paradigm is an ideal way of working for everyone. It creates an active working environment that is more autonomous compared to office work. Businesses should focus on the quality of output rather than just the presence of their employees." (S13)

DISCUSSION AND IMPLICATIONS

According to the result collected, almost all interviewees reported that they perform better when working hybrid than working from home. The reason is that a number of factors have had a positive change compared to the results recorded in terms of factors that affect performance during the time doing remote work entirely during the COVID-19 pandemic. In terms of working environment, some think that because they can go to the company for a few days during the hybrid work period, they will take advantage of that time to carry out the work that cannot be done at home such as important meetings, technological equipment, teamwork projects... We also verified the fact that

having a separate room for work is inclined to increase the performance of the employees (Awada et al., 2021). Other outstanding factors having a positive impact on performance in our research are communication and social support. Contrary to the unfavorable views expressed when discussing these two factors in remote work (Galati et al., 2021; Wang et al., 2021; Toscano & Zappalà, 2020), people appear to have encountered some interesting situations when working hybrid. Due to the time they spent apart, they found that the quality of their conversations with colleagues improved because they would have more topics to share without getting bored. Additionally, with the characteristic of hybrid work, they can do many jobs at the same time and thus can also expand their social network.

When adapting to this working paradigm, several workers lost track of time or skipped meals in comparison with the time they work in the office. We saw this as an intriguing factor that has not been pointed out in previous research. It can be understood as the state of staying focused because when people are on a working circuit, they lose their awareness of time on a regular basis. As a result, it would bring benefits to the firms in order that they could greatly encourage their employees to resume working on this hybrid model. Although this situation is beneficial to the firms, it can take a toll on the employees' health. In the long term, it will wreck the companies' resources.

Our research also identified the suitability of this working model partly depends on occupational and personal characteristics. Knowledge workers, for example, those who are professionals in information technology fields, are considered to be appropriate for hybrid work. In the creative sphere, many people found that they can have a sense of originality and work better at the comfort of their homes. However, working in a fixed position, according to one respondent, is likely to backfire on their ability to be creative. Therefore, hybrid work is a perfect working paradigm, as it allows them to be comfortable while also stimulating their creativity by switching the workplace.

Another notable finding of our research is personality. Those who are introverted and independent tend to opt for working from home because they want their own working space to focus on working, which can be missing in the office due to conversations with co-workers. On the contrary, extroverted employees claim that working from home without any physical interaction with their colleagues possibly has a negative influence on their mental health, causing loneliness and restraint. This opinion has been proved in our research. However, not all of these employees are the same, but they can improve their abilities (Petric, 2019). Therefore, the hybrid working model seems to be perfect because it can meet the demands of balancing their personalities and chances to improve their abilities.

When hybrid work is practiced, time arrangement is a tricky question since working in the office from 9 to 5 is a prolonged tradition in the workplace. There are plenty of ways to plan a weekly work schedule. Some interviewees suggested finishing the most challenging and important tasks or hosting activities that require physical interaction in the office because it is easier to connect and interact with their colleagues. Another popular idea is to spend time working in the office to print, exchange, sign documents or basically to use the office amenities which cannot be offered at home. By contrast, works and activities that need to be creative or focused can be hosted online. In

conclusion, the company can let their employees opt for the most suitable way to work for them. A study conducted by Nenonen and Sankari (2022) has suggested 2 important elements that we need to focus on our time and space. Additionally, they can be fixed or flexible between home and office based on different needs of the employees.

In conclusion, practicing hybrid models can be feasible for employees and senior managers to find out which working paradigm is optimal for them. Additionally, the diversity in experience is able to result in stimulating work performance and job satisfaction for both employees and managers. Firms should practice hybrid models with several options for time frames and space for their employees and managers. However, offering several ways of working can be challenging to managers because there are a host of obstacles to handle at the same time related to monitoring, communication, and technological devices. In fact, some managers find it more difficult to practice their work than before (Parker et al., 2020). Our suggestion is to develop flexible supporting infrastructure in the direction of technology to support building a methodical work management process, remote communication tools, on-site meeting equipment, and so on. Therefore, every member of the organization can be connected and be able to do their daily tasks with ease even without being physically in the office. Furthermore, in the context of Southeast Asian countries, especially Vietnam, firms should also invest in developing appropriate hybrid work policies.

CONCLUSION

In our qualitative research, the majority of factors affecting hybrid workers' performance were clearly verified such as work conditions, job security, workload, and adaptation to a new way of work... in the context of Vietnam. In terms of the working environment in developing countries, especially Southeast Asian cultures like Vietnam, the frequency of conversation between employees and managers is likely to affect the job promotion of the employees. This opinion has been stated by 3 out of 15 interviewees. Another finding in this study is that hybrid work is not suitable for new employees who are not used to the working method and organizational culture. We also explored a new interesting factor that positively affects the employees' performance, which was the diversity of experience for employees. Another new point we identified was the effect of personality on the preference for hybrid work. Moreover, in the context of Asian countries such as Vietnam, we suggested that not only the managers should develop the technology to support the working and management process, but they also need to formulate policies to ensure the job security of their employees. This study had a limited sample size. In the next study, the authors will aim to test the hypotheses and factors explored in this study through the quantitative method.

ACKNOWLEDGMENTS

Nhung Thi Kim Tran is the first author and corresponding author; Ha Phuong Nguyen, Hoang Huy Pham, Trang Thuy Nguyen, Vi Le Ha Duong are corresponding authors.

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