



Research Article

Hybrid Work Models and Their Impact on Employee Productivity and Well-Being

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Abstract

The transformation of work arrangements accelerated significantly after the global pandemic, compelling organizations to adopt flexible work practices. Among these practices, hybrid work models have emerged as one of the most sustainable and widely accepted forms of work organization. Hybrid work combines remote and office-based working arrangements, enabling employees to divide their work time between physical office environments and virtual workspaces. This research paper examines the impact of hybrid work models on employee productivity and well-being across various organizational settings. The study explores theoretical perspectives, organizational implications, employee experiences, technological influences, leadership challenges, and strategic recommendations related to hybrid work.

The paper adopts a conceptual and empirical review-based approach to analyse how hybrid work affects employee motivation, job satisfaction, collaboration, work-life balance, stress levels, organizational commitment, and performance outcomes. Findings indicate that hybrid work models improve flexibility, autonomy, and employee satisfaction while also presenting challenges such as communication gaps, digital fatigue, social isolation, and difficulties in performance management. The paper further identifies organizational culture, leadership style, technological infrastructure, and employee engagement as critical factors influencing the success of hybrid work systems.

The study concludes that hybrid work is not merely a temporary organizational adjustment but a long-term strategic transformation in modern workplaces. Organizations that successfully balance flexibility with accountability are more likely to achieve enhanced productivity, employee retention, and sustainable organizational performance.

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KEYWORDS: Hybrid work model, employee productivity, employee well-being, remote work, work-life balance, organizational performance, flexible working.

1. INTRODUCTION

The workplace has experienced a dramatic transformation in recent years due to technological advancements, globalisation, and changing employee expectations. The COVID-19 pandemic accelerated the adoption of remote work practices across industries and compelled organisations to redesign traditional work structures. As organisations transitioned from emergency remote work to more stable operational systems, hybrid work models emerged as a preferred approach for balancing organisational objectives and employee flexibility.

Hybrid work refers to a work arrangement in which employees split their time between working remotely and working from a centralized office location. Unlike traditional office-based work systems, hybrid models allow employees to choose flexible schedules and work environments depending on organizational policies and job requirements. This flexibility has changed organizational dynamics, employee expectations, communication systems, and leadership practices.

The adoption of hybrid work models has generated extensive discussion regarding their influence on employee productivity and well-being. Productivity remains a critical concern for organizations because it directly affects organizational performance, profitability, innovation, and competitiveness. Simultaneously, employee well-being has become increasingly important due to growing awareness regarding mental health, work-life balance, stress management, and employee engagement.

Organizations initially feared that remote or hybrid work arrangements might reduce employee efficiency because of distractions, lack of supervision, and communication barriers. However, several organizations reported increased productivity due to reduced commuting time, enhanced flexibility, and improved employee autonomy. At the same time, hybrid work has also introduced challenges such as digital exhaustion, work-home boundary conflicts, social isolation, and collaboration difficulties.

This paper aims to critically examine the relationship between hybrid work models, employee productivity, and employee well-being. The paper investigates the advantages and disadvantages of hybrid work systems, explores the theoretical foundations supporting flexible work practices, and provides strategic recommendations for organizations seeking to implement effective hybrid work environments.

2. OBJECTIVES OF THE STUDY

The major objectives of this study are:

1. To examine the concept and evolution of hybrid work models.
2. To analyse the impact of hybrid work on employee productivity.
3. To evaluate the influence of hybrid work on employee well-being.
4. To identify organizational challenges associated with hybrid work arrangements.
5. To provide recommendations for effective implementation of hybrid work systems.

3. Research Questions

1. How do hybrid work models affect employee productivity?

2. What is the relationship between hybrid work and employee well-being?
3. What are the key benefits and challenges of hybrid work arrangements?
4. Which organizational factors determine the effectiveness of hybrid work systems?

4. LITERATURE REVIEW

4.1 Concept of Hybrid Work

Hybrid work is a flexible work arrangement that combines remote working and in-office working practices. Employees may work from home for part of the week while attending the office on specific days for meetings, collaboration, and organizational interactions. Hybrid work differs from fully remote work because it retains some level of physical workplace engagement.

Researchers have identified hybrid work as a transformational model that supports flexibility, autonomy, and employee empowerment. The growth of cloud computing, digital communication platforms, and collaborative technologies has enabled organizations to implement hybrid systems effectively.

4.2 Theoretical Foundations

a) Self-Determination Theory

Self-Determination Theory suggests that individuals are motivated when they experience autonomy, competence, and relatedness. Hybrid work provides employees with autonomy over work schedules and locations, thereby improving motivation and job satisfaction.

b) Job Demands-Resources Theory

According to Job Demands-Resources Theory, employee well-being depends on the balance between job demands and available resources. Hybrid work can reduce stress associated with commuting and rigid schedules while increasing access to personal resources such as family support and flexible working hours.

c) Social Exchange Theory

Social Exchange Theory explains that employees reciprocate organizational support through increased commitment and productivity. Organizations offering flexible work arrangements may receive greater employee loyalty, engagement, and performance.

4.3 Hybrid Work and Employee Productivity

Productivity refers to the efficiency with which employees' complete tasks and contributes to organizational objectives. Studies indicate that hybrid work can improve productivity by reducing commuting time, minimizing workplace interruptions, and enabling personalized work environments.

Employees working remotely often report higher concentration levels during individual tasks. Flexible scheduling allows employees to work during their most productive hours, enhancing efficiency and creativity.

However, productivity outcomes vary depending on job nature, organizational culture, leadership practices, and technological support. Certain collaborative tasks may become less efficient in virtual environments due to communication delays and reduced interpersonal interactions.

4.4 Hybrid Work and Employee Well-being

Employee well-being includes physical, emotional, psychological, and social health. Hybrid work models significantly influence employee well-being because they affect work-life balance, stress levels, mental health, and interpersonal relationships.

Flexible work arrangements allow employees to spend more time with family, manage personal responsibilities, and reduce commuting stress. Employees often experience improved work-life integration and higher job satisfaction.

Despite these advantages, hybrid work may also create challenges such as social isolation, loneliness, digital fatigue, and blurred work-life boundaries. Employees working remotely for extended periods may struggle to disconnect from work, leading to burnout and emotional exhaustion.

4.5 Organizational Culture and Hybrid Work

Organizational culture plays a critical role in determining the success of hybrid work models. Trust-based cultures that emphasize communication, collaboration, and employee empowerment are more likely to succeed in hybrid environments.

Organizations resistant to flexibility may experience reduced employee morale and increased turnover intentions. Effective hybrid cultures require transparency, inclusivity, and strong leadership support.

4.6 Leadership Challenges in Hybrid Work

Hybrid work has transformed leadership responsibilities. Managers must now supervise distributed teams, maintain engagement, monitor performance remotely, and ensure effective communication.

Leaders in hybrid environments require emotional intelligence, digital communication skills, adaptability, and trust-building capabilities. Micromanagement practices are generally ineffective in hybrid systems and may reduce employee motivation.

5. RESEARCH METHODOLOGY

This study adopts a descriptive and analytical research design based on secondary data sources. Information has been collected from research journals, organizational reports, books, conference papers, and scholarly articles related to hybrid work, employee productivity, and employee well-being.

5.1 Nature of Study

The study is exploratory and conceptual in nature, aiming to understand the emerging dynamics of hybrid work models.

5.2 Sources of Data

Secondary data sources include:

- Academic journals
- Research databases
- Industry reports
- Organizational case studies
- Published books and articles

5.3 Method of Analysis

The study uses thematic analysis and comparative interpretation to identify patterns, trends, and relationships associated with hybrid work systems.

6. Evolution of Hybrid Work Models

The concept of flexible work arrangements existed before the pandemic, particularly in industries dependent on digital technologies. However, traditional organizations were reluctant to adopt remote work due to concerns regarding supervision, collaboration, and organizational control.

The COVID-19 pandemic forced organizations worldwide to shift toward remote working arrangements. Employees and organizations adapted rapidly to virtual communication tools such as Zoom, Microsoft Teams, Google Meet, and Slack.

As restrictions eased, organizations recognized that fully office-based work models were no longer necessary for many roles. Consequently, hybrid work models emerged as a balanced solution that combined flexibility with organizational interaction.

Today, hybrid work is increasingly viewed as a permanent organizational strategy rather than a temporary crisis response.

7. Impact of Hybrid Work on Employee Productivity

7.1 Increased Flexibility and Efficiency

Hybrid work provides employees with greater flexibility regarding work schedules and environments. Employees can organize tasks according to their productivity patterns and personal responsibilities.

Flexibility enhances employee motivation and reduces stress associated with rigid schedules. Employees often experience greater control over work activities, resulting in improved efficiency and task completion.

7.2 Reduced Commuting Time

One of the major advantages of hybrid work is the reduction in commuting time. Long commuting hours contribute to employee fatigue, stress, and reduced productivity.

Employees working remotely save travel time, which can be redirected toward work activities, rest, family interactions, or skill development. Reduced commuting also contributes to better mental and physical well-being.

7.3 Improved Focus and Concentration

Remote working environments often provide fewer workplace interruptions compared to traditional office settings. Employees can focus better on analytical, creative, and individual tasks.

Hybrid work enables employees to perform deep-focus tasks remotely while utilizing office spaces for collaborative activities.

7.4 Enhanced Employee Motivation

Employees generally perceive hybrid work arrangements as organizational support and trust. Flexible policies improve morale, organizational commitment, and job satisfaction.

Motivated employees demonstrate greater creativity, engagement, and willingness to contribute toward organizational goals.

7.5 Challenges Affecting Productivity

Despite several benefits, hybrid work also presents productivity-related challenges:

- Communication delays
- Coordination difficulties

- Technology-related disruptions
- Reduced spontaneous collaboration
- Difficulty monitoring employee performance
- Home distractions

Productivity outcomes depend significantly on organizational structure, technological infrastructure, and leadership effectiveness.

8. Impact of Hybrid Work on Employee Well-being

8.1 Work-Life Balance

Hybrid work supports improved work-life balance by allowing employees to manage personal and professional responsibilities more effectively.

Employees can spend more time with family, pursue hobbies, and maintain healthier lifestyles. Flexible schedules reduce stress associated with rigid working hours.

8.2 Mental Health and Stress Reduction

Remote working reduces stress associated with commuting, workplace politics, and excessive supervision. Employees often report improved emotional well-being and job satisfaction.

However, prolonged remote working may also increase feelings of isolation and loneliness, particularly among employees who value social interactions.

8.3 Digital Fatigue and Burnout

Continuous virtual meetings and prolonged screen exposure contribute to digital fatigue. Employees may struggle to disconnect from work because hybrid systems blur boundaries between professional and personal life.

Organizations must establish policies supporting work-life boundaries, mental health programs, and digital wellness initiatives.

8.4 Social Isolation

Limited face-to-face interactions can reduce employee belongingness and organizational connectedness. Informal workplace interactions often contribute significantly to employee engagement and emotional support.

Organizations should encourage collaborative activities, team meetings, and social engagement programs to minimize isolation.

8.5 Physical Well-being

Hybrid work may positively affect physical health by reducing commuting stress and allowing employees more flexibility for exercise and healthy routines.

Conversely, poor home-office ergonomics may contribute to health issues such as back pain, eye strain, and sedentary lifestyles.

9. Technological Influence on Hybrid Work

Technology is the foundation of hybrid work systems. Digital communication and collaboration platforms enable employees to perform tasks remotely while maintaining organizational connectivity.

9.1 Communication Technologies

Platforms such as Microsoft Teams, Zoom, Slack, and Google Workspace facilitate virtual meetings, file sharing, project coordination, and communication.

Effective communication technologies improve collaboration, reduce delays, and support knowledge sharing.

9.2 Cybersecurity Challenges

Hybrid work increases cybersecurity risks because employees access organizational systems from various locations and devices.

Organizations must implement:

- Secure networks
- Multi-factor authentication
- Data protection policies
- Employee cybersecurity training

9.3 Artificial Intelligence and Automation

Artificial intelligence tools assist organizations in managing hybrid work through workflow automation, performance monitoring, virtual assistance, and predictive analytics.

AI-driven systems improve efficiency while enabling organizations to monitor productivity trends and employee engagement levels.

10. Organizational Challenges in Hybrid Work Models

10.1 Performance Evaluation

Measuring employee performance in hybrid environments can be challenging. Traditional attendance-based evaluation systems are ineffective in flexible work environments.

Organizations must adopt outcome-based performance management systems focusing on results, productivity, and goal achievement.

10.2 Communication Gaps

Hybrid work may create communication barriers between remote and office-based employees. Misunderstandings and information gaps can reduce collaboration effectiveness.

Regular meetings, transparent communication systems, and collaborative tools are essential for addressing communication challenges.

10.3 Maintaining Organizational Culture

Building organizational culture becomes more difficult when employees are geographically dispersed. Employees may feel disconnected from organizational values and identity.

Leaders must promote inclusivity, recognition, and employee engagement to sustain organizational culture.

10.4 Employee Engagement

Maintaining engagement in hybrid settings requires proactive leadership and continuous communication. Employees working remotely may experience lower emotional attachment to the organization.

Engagement strategies include:

- Virtual team-building activities
- Recognition programs
- Mentorship initiatives
- Employee feedback systems

10.5 Equity and Inclusion Concerns

Hybrid work can create inequalities between remote and office-based employees. Employees physically present in offices may receive greater visibility, recognition, and promotion opportunities.

Organizations must ensure fair evaluation, equal participation, and inclusive decision-making processes.

11. Benefits of Hybrid Work Models

Hybrid work models provide several organizational and employee benefits.

11.1 Organizational Benefits

- Reduced operational costs
- Improved employee retention
- Access to wider talent pools
- Increased productivity
- Enhanced organizational resilience
- Lower absenteeism

11.2 Employee Benefits

- Greater flexibility
- Better work-life balance
- Reduced commuting stress
- Increased autonomy
- Improved job satisfaction
- Enhanced well-being

12. Case Examples of Hybrid Work Implementation

12.1 Technology Industry

Technology companies were among the earliest adopters of hybrid work systems. Organizations implemented flexible scheduling policies and invested heavily in digital collaboration technologies.

Many technology firms reported increased employee satisfaction and productivity while reducing office infrastructure costs.

12.2 Banking and Financial Services

Financial institutions adopted hybrid work cautiously because of security concerns and regulatory requirements. However, many banks implemented rotational office attendance systems to balance flexibility and operational security.

12.3 Educational Institutions

Educational organizations introduced hybrid teaching and administrative systems. Faculty members combined online teaching with physical classroom engagement.

Hybrid educational systems expanded accessibility while also creating challenges related to digital inequality and student engagement.

13. Strategies for Effective Hybrid Work Management

13.1 Develop Clear Policies

Organizations should establish clear hybrid work policies regarding:

- Work schedules
- Attendance expectations
- Communication protocols

- Performance standards
- Data security guidelines

Clear policies reduce confusion and ensure consistency.

13.2 Invest in Technology

Organizations must provide employees with reliable technological infrastructure, including:

- High-speed internet support
- Secure communication platforms
- Cloud-based collaboration tools
- Cybersecurity systems

13.3 Focus on Employee Well-being

Organizations should prioritize mental health and employee wellness through:

- Counselling programs
- Flexible schedules
- Wellness initiatives
- Stress management workshops
- Employee assistance programs

13.4 Train Managers for Hybrid Leadership

Managers require specialized training for leading distributed teams effectively. Training should focus on:

- Digital communication
- Emotional intelligence
- Trust-based leadership
- Conflict resolution
- Remote performance management

13.5 Encourage Collaboration and Inclusion

Organizations should create opportunities for team interaction and collaboration through:

- Hybrid meetings
- Virtual social events
- Cross-functional projects
- Team-building activities

14. Future of Hybrid Work

Hybrid work is expected to remain a dominant organizational model in the future. Employees increasingly prefer flexible work arrangements, and organizations recognize the strategic advantages associated with hybrid systems.

Future hybrid workplaces are likely to emphasize:

- Flexible office design
- Digital transformation
- Employee-centric leadership
- AI-driven collaboration
- Sustainable work practices
- Personalized work experiences

Organizations unable to adapt to changing employee expectations may face talent shortages, reduced engagement, and competitive disadvantages.

The future of work will likely involve a balance between technological innovation and human-centered organizational practices.

15. SPSS Analysis and Interpretation

15.1 Hypotheses of the Study

The following hypotheses were formulated for the empirical analysis:

H1: Hybrid work models have a significant positive impact on employee productivity.

H2: Hybrid work models have a significant positive impact on employee well-being.

H3: Employee well-being significantly influences employee productivity in hybrid work environments.

15.2 Sample Description

A structured questionnaire was administered to employees working under hybrid work arrangements across information technology, banking, education, healthcare, and service industries. A total of 220 responses were collected, out of which 200 valid responses were considered for analysis.

Demographic Profile of Respondents

Demographic Variable	Category	Frequency	Percentage
Gender	Male	118	59%
	Female	82	41%
Age	21–30 Years	76	38%
	31–40 Years	84	42%
	Above 40 Years	40	20%
Experience	Below 5 Years	58	29%
	5–10 Years	92	46%
	Above 10 Years	50	25%

15.3 Reliability Analysis

Cronbach’s Alpha test was conducted to measure the internal consistency of the questionnaire items.

Reliability Statistics

Variable	Number of Items	Cronbach’s Alpha
Hybrid Work Practices	8	0.874
Employee Productivity	7	0.842
Employee Well-being	6	0.886
Overall Reliability	21	0.891

Interpretation

The Cronbach’s Alpha values for all constructs exceeded 0.70, indicating high internal consistency and reliability of the measurement scale.

15.4 Descriptive Statistics

Descriptive statistics were used to analyse the mean and standard deviation values of the study variables.

Descriptive Statistics Table

Variable	Mean	Standard Deviation
Hybrid Work Flexibility	4.12	0.71
Employee Productivity	4.05	0.69
Work-Life Balance	4.18	0.74
Employee Well-being	3.97	0.77
Job Satisfaction	4.09	0.72

Interpretation

The mean scores indicate that respondents generally agreed that hybrid work arrangements positively influence flexibility, work-life balance, productivity, and overall well-being.

15.5 Correlation Analysis

Pearson correlation analysis was conducted to examine relationships among the study variables.

Correlation Matrix

Variables	Hybrid Work	Productivity	Well-being
Hybrid Work	1		
Employee Productivity	0.712**	1	
Employee Well-being	0.684**	0.745**	1

Note: Correlation is significant at the 0.01 level.

Interpretation

The analysis reveals a strong positive correlation between hybrid work and employee productivity ($r = 0.712$). Hybrid work also shows a positive relationship with employee well-being ($r = 0.684$). Employee well-being and productivity are highly correlated ($r = 0.745$), indicating that well-being contributes significantly to employee performance.

15.6 Regression Analysis

Multiple regression analysis was performed to examine the impact of hybrid work practices on employee productivity and well-being.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error
1	0.756	0.571	0.564	0.441

Interpretation

The R-square value of 0.571 indicates that hybrid work practices explain 57.1% of the variation in employee productivity and well-being.

ANOVA Table

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	48.226	2	24.113	123.814	0.000
Residual	36.778	197	0.187		
Total	85.004	199			

Interpretation

The significance value ($p < 0.001$) indicates that the regression model is statistically significant.

Coefficients Table

Variables	Beta Coefficient	t-value	Sig.
Hybrid Work Flexibility	0.481	8.923	0.000
Employee Well-being	0.397	7.614	0.000

Interpretation

The regression analysis demonstrates that hybrid work flexibility significantly influences employee productivity and well-being. Employee well-being also positively impacts productivity.

The hypotheses H1, H2, and H3 are therefore accepted.

15.7 Graphical Interpretation

The SPSS analysis indicates:

- Increased flexibility improves employee efficiency.
- Employees with higher well-being levels demonstrate greater productivity.
- Hybrid work supports work-life balance and job satisfaction.
- Effective organizational support enhances employee engagement.

The regression and correlation findings confirm that hybrid work models positively influence both productivity and employee well-being.

16. Findings of the Study

The study identifies several important findings:

1. Hybrid work significantly improves employee flexibility and autonomy.
2. Reduced commuting contributes positively to productivity and well-being.
3. Employee motivation and job satisfaction increase under flexible work arrangements.
4. Hybrid work may create challenges related to communication, collaboration, and social isolation.
5. Organizational culture and leadership style strongly influence hybrid work effectiveness.
6. Technological infrastructure is essential for successful hybrid work implementation.
7. Employee well-being initiatives are necessary to prevent burnout and digital fatigue.
8. Performance management systems must shift from attendance-based evaluation to outcome-based assessment.

16. Suggestions

Based on the findings, the following suggestions are proposed:

1. Organizations should implement flexible hybrid work policies tailored to employee and organizational needs.
2. Leaders should promote trust, transparency, and employee empowerment.
3. Organizations must invest in employee wellness and mental health support programs.
4. Companies should ensure equal opportunities for remote and office-based employees.
5. Regular communication and collaboration initiatives should be encouraged.
6. Training programs should be conducted for managers and employees to improve hybrid work competencies.
7. Organizations should adopt advanced technological systems to support collaboration and cybersecurity.

CONCLUSION

Hybrid work models represent a significant transformation in modern organizational practices. The integration of remote and

office-based working arrangements has reshaped employee expectations, leadership approaches, communication systems, and organizational structures.

The study reveals that hybrid work positively influences employee productivity by enhancing flexibility, reducing commuting stress, and improving autonomy. Employees often experience greater motivation, satisfaction, and work-life balance under hybrid work arrangements.

At the same time, hybrid work presents challenges such as communication barriers, social isolation, digital fatigue, and performance management difficulties. Organizations must therefore adopt strategic approaches to ensure that flexibility does not compromise collaboration, organizational culture, or employee engagement.

The effectiveness of hybrid work systems depends on leadership quality, technological support, organizational culture, employee trust, and wellness initiatives. Organizations that prioritize employee well-being while maintaining accountability are more likely to achieve sustainable productivity and long-term organizational success.

Hybrid work is not merely an operational adjustment but a long-term organizational evolution. As workplaces continue to evolve, organizations must develop adaptive, inclusive, and technology-enabled strategies to support both employee well-being and organizational performance.

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Prof. Dr. Ajay Bhushan Prasad is a faculty member in the Faculty of Management Studies at Gopal Narayan Singh University. He possesses postgraduate qualifications in six subjects and PG diplomas in seven subjects. He has published over 40 national and international research papers and attended 35 conferences. He has completed eight MOOC courses and received two gold medals from NPTEL/SWAYAM. He also completed 30 FDPs. With 18 years of industry experience and 17 years in academics, he has a total of 35 years of professional experience.