

https://dspace.org/

Hybrid work model plan for non-frontline employees in South Africa's oil industry

Serache, Tsholofelo

2024
University of the Witwatersrand, Johannesburg
https://hdl.handle.net/10539/43850
Serache, Tsholofelo. (2024). Hybrid work model plan for non-frontline employees in South Africa's oil industry [Master's dissertation, University of the Witwatersrand, Johannesburg]. WireDSpace.

Downloaded from a DSpace repository. https://dspace.org/

Hybrid work model plan for non-frontline employees in South Africa's oil industry.

MBA Research Thesis

Submitted by

Tsholofelo Serache

Student number: 2386966

Tel: (+27)71 885 1716

Email: 2386966@students.wits.ac.za

Supervisor:
Dr, Renee Horne

Wits Business School

Endorsed:

renee horne

Abstract:

The study explored experience and perceptions of the hybrid work model plan and its impact on employee productivity and performance, company performance, and collaboration in the South African oil industry. The study focused on oil industry employees who were non-frontline workers in South Africa. The research explored both high and low perceptions in order to capture how the employees really felt about the hybrid work model plan's (HWMP) impact on employee and company performance. Literature found that some other flexibility models and hybrid models contributed to employee happiness, where employees were able to manage family dynamics as well as be productive, while other literature also detailed that the hybrid work model was not effective in driving collaboration and networking amongst employees. The research study also gives suggestions and recommendations on how many days employees prefer to be in the office to drive both productivity, performance, and collaboration while managing family dynamics in between and ultimately being happy employees.

Keywords

Hybrid Work Model Plan, Hybrid work model, Performance, Productivity, work-life balance, flexibility, oil industry, collaboration and non-frontline employees/works.

Abbreviations

Hybrid Work Model – HWM

Hybrid Work Model Plan - HWMP

South Africa - SA

Declaration

"I Tsholofelo Serache and a student at Witwatersrand Business School registered for the Master of Business Administration Part-Time in the year 2022-2023", hereby declare the following:

"I am aware that plagiarism (the use of other individuals' work without their permission and/or without acknowledging the source) is wrong".

"I confirm that the work submitted for this assessment for the above qualification is my unaided work except where I have explicitly indicated otherwise". I have followed the required conventions and requirements in referencing the thoughts and ideas of others.

"I understand that the University of Witwatersrand University may take disciplinary action against me if there is a belief that this is not my unaided work or that I have failed to acknowledge the source of the ideas or words in our writing".

Table of contents:

Abstract.....2
Keywords.....2
Abbreviations.....2
Declaration.....3
Chapter 1:
Topic of Interest.....**6**
Purpose statement.....6
Background of study.....**6**
Introduction.....6
Context of study.....7
Problem statement.....7
Objectives of Study.....8
Delimitation of study.....9
Justification of study.....9
Operational Definition.....9
Structure of Dissertation.....9
Chapter 2:
Systematic Review of Literature.....**10**
Introduction.....10-11
Benefits and Challenges.....11-12
Evolution of Hybrid working Model.....13-16
Empirical Review of Literature.....**17-18**
Themes and Gaps.....18-19
Theoretical framework.....20-24
Chapter 3:
Methodology.....24
Introduction.....24
Research approach.....24-25
Research Paradigm.....25
Research design.....26
Data collection methods.....26

Population and sample 26-27
Sample design 27
Research instrument and procedures 27
Data analysis 27-28
Ethical considerations 28
Conclusions.....28
Chapter 4:
Introduction…….28
Data collection…….28
Analysis of results……..29-42
Chapter 5:
Introduction…….42
Discussion of research findings……42-48
Chapter 6:
Introduction……45
Summary of Chapters……45-49
Conclusion……..49
Limitations……..…49
Recommendations……...50
References……51-56
Appendix A……57-60
Appendix B……61

Chapter 1:

1.1 Topic of interest

Hybrid Work Model Plan for non-frontline employees in South Africa's oil industry.

1.2 Purpose Statement

This research study investigates employee productivity versus organizational performance in the oil industry of South Africa, incorporating corporate culture. The study will focus on "non-frontline" employees, where "frontline" employees are defined as employees that are working at depots, BVO's (bulk vehicle operators), and employees working in refineries and plants, and "non-frontline" are defined as employees that are office based.

1.3 Background of study,

Introduction

As the world was impacted by the COVID-19 pandemic, the oil industry sector faced a 24% drop in global oil prices (Afha et al., 2021). Similar to other global industries, the oil industry in South Africa had to reduce its workforce so it could operate remotely without jeopardizing the performance and revenues of the company. Most oil companies adopted hybrid strategy models to ensure that employees who are not on the frontline have the option to combine both in-office and remote working arrangements in order to increase employee morale, flexibility, and well-being while maintaining profitability and low-cost saving strategies.

According to Eren Ozdemir et al. (2016), stuck-in-the middle strategies, when a company fails to successfully pursue both cost-leadership and differentiation strategies, should be contrasted with hybrid strategies, which place a high level of focus on both cost-leadership and differentiation strategies at the same time. (Acquaah and Yasai-Ardekani, 2008). While the oil industry is turbulent, there are always arguments on whether the hybrid model is a key strategy for business efficiencies and high performance while maintaining a good work-life balance. Claver-Cortes (2012) elaborated that the adoption of hybrid strategies by all businesses as a necessary goal is not surprising given the current environment of fierce competition and turmoil; however, Thornhill and White (2007) believe that pure strategies have consistently outperformed hybrid strategies, typically by a significant margin. Initially, Porter believed that successful cooperation's success came from pursuing pure strategies; however, as time went by, Porter (1996) alluded to the potential for hybrid strategies; however, Sapnos, Zaralis, and Lioukas (2004 are in favor of and support the hybrid strategy model over pure strategies mainly for competitive advantage. Miller (11992) asserts that pure strategies may not be useful for a business's goals since they may cause the organization to become rigid and unsustainable.

There may be many opposing viewpoints that hybrid model methods could lead to a lack of teamwork, particularly when there are important submissions and deadlines, employees drifting away from the organisation, and eventually poor or decreased performance and eventually impacting the organisation profitability.

1.4 ***Context of the study***

The study is centered on the HWMP impact on employees being productive and ultimately resulting in consistent company performance. The employee collaborative strategy and productivity are robustly looked at in the study.

During and following the COVID-19 pandemic, many companies started implementing hybrid model strategies and approaches, whereby employees combine working in the office and at home or remotely. According to Dawling et al. (2022), more levels of flexibility, a better work-life balance, and a more specialized employee experience could all be provided via hybrid employment. Dawling et al. (2022) further emphasize that leaders who view in-person work as a return to normalcy must face how strongly employees feel about flexible workplace models and their increasing power to pursue them at a time when organisations are struggling with burnout, mental health problems, and a record number of workers quitting their jobs. The study will break down and examine the effectiveness of employers' performance and employees well-being and work-life balance under the assumption that all employees should be back at work 100% with no provision for hybrid working. The question will be which model best suits the oil industry in SA.

1.5 ***Problem Statement***

There is a lack of emphasis in the research evaluating the effects of hybrid strategy in the oil industry from a South African economic perspective on how daily attendance and collaboration are not the cause of subpar performance and how an employee's economic, social, and emotional state should be taken into account when management demands that they show up to work in full force. Organisations see collaboration as a challenge because employees are working in silos and isolation. The effectiveness of hybrid work models in boosting productivity without sacrificing the needs of the organisation has been questioned and criticized. Although COVID-19 has altered some rules pertaining to the hybrid model, the South African oil industry remains traditional, though some Hybrid model guidelines have been put in place. The issue that the study aims to resolve is that full-time employment does not increase employee productivity or effectiveness, nor does it increase company profits.

The research questions that this study aims to address,

Question 1:

What is the best hybrid work model plan that suits South African oil companies? Does the hybrid model result in high employee productivity, an enhanced collaborative culture, and the employer's consistent performance?

Question 2:

Does a hybrid word model plan impact organisational performance and employee productivity?

Question 3:

Why is the HWM a critical factor in determining the success of the business and the employee's performance?

Question 4:

Who would benefit from the hybrid model plan? Would it be the organisation, employees and Stakeholders/investors?

1.6 ***Research Objectives***

The objective on the research is to:

Determining a hybrid work model plan for South Africa's oil industry that would drive employee productivity while resulting in strong company performance.

1.7 ***Justification of the Study:***

Several stakeholders, including oil businesses, agencies, the public sector, and corporations at large, will gain from the research study. Clarification on how the hybrid model supports employee well-being, staff retention, the advantages of collaboration, and the effects of company performance will be provided by the study. The research aims to clarify how a hybrid work model can result in a healthier, more stable organisation for both the employee and the employer by considering various factors, such as employee retention, collaboration benefits, and employee well-being. From a policy perspective, the research hopes to make significant contributions to policymakers. Each of these elements helps to make a company successful and profitable. The conclusions can be used by various organisations, not just those in the oil industry, to examine their hybrid approach policies. Given organisational, strategic, and financial capabilities, the study's findings will offer valuable insights on organisations potential for future transformation. From a theoretical and methodological standpoint, the emphasis is mostly on strategic capabilities. With the economic challenges in South Africa during and after COVID-19, work model strategies will always evolve to accommodate the shifting economy while also utilising internal and foreign threat opportunities. The result of the study is crucial for policymakers because it will help them make an informed decision when it comes to establishing employee retention tactics, working strategies, and performance strategies. It will also help them improve hiring methods from the beginning of employment.

1.8 ***Delimitations of the Study:***

The study delimitation focuses on South African hybrid model strategies; thus, the data collection will be limited to surveys and questionnaires limited to the oil industry in South Africa. The delimitation includes non-front-line workers; the study will focus only on office employees who are not front-line. The study will be limited to HR policies.

1.9 ***Operational Definitions***

Schirman et al. (2022) claim that hybrid work is often used method of employment around the world. This study provides causal evidence for the quantity of hybrid work—the ratio of days worked from home to days worked in an office—as well as how it influences employment results. We chose to randomly distribute each employee's number of days away from the office over the course of nine weeks in the summer of 2020, in collaboration with a company in an Asian nation. According to our research, a middle number of workdays produced a high volume of emails sent, a subsequent number of email recipients, and a greater degree of uniqueness in labor outputs. Our examination of root causes suggests that hybrid work may be "optimal."

1.10 ***Structure of Dissertation***

The study will look at old and new ways of working, pointing out contexts and the contents related to the efficiency of the hybrid model and addressing issues based on the delimitations mentioned. Although it was never done to this scale previously, remote work is not a new occurrence argues (Grzegorczyk et al 2021). The study will also be looking at organizational, culture and environmental capabilities that plays a role into the efficiency of the hybrid model success of failure.

The structure of the paper will be as follows, Chapter 1 will focus topic introduction which includes the purpose statement, Chapter 2 will focus on literature review, including benefits and challenges of the HWM, Chapter 3 will focus on the methodology, chapter 4 will detail the analysis and interpretation, chapter 5 will focus on research findings, and chapter 6 will conclude and give recommendations.

Chapter 2:

2.1 Introduction to Literature

The objective of the literature review is to identify the knowledge gaps, which served as the rationale for how the hybrid model benefits both organisations and employees, and the gaps and challenges that come with it. Below figure 1 is the literature matrix, which links to the below discussions on HWM.

Chellam et al. (2022) stated that the third decade of the twenty-first century saw the greatest uptake of hybrid models in the technological era, particularly in the IT industry. As the COVID-19 pandemic struck, it was time for a dramatic change in the world while they were conducting studies with millennial generations. This completely altered the way the organisation was operating and had an impact on all of its operations. This covers work habits, interpersonal interactions, working hours, and communication patterns.

The study by Hansen et al. (2015) came with a twist to say that pure strategies continued to outperform hybrid strategies in terms of financial performance. The article also focused on the forest industry and claims that the forest industry and other sectors are changing away from a focus on cost leadership and towards a focus on differentiation. The effectiveness of the hybrid working model differs from sector to sector as roles are not the same; some sectors are more labour-focused and require people to be in the office in order to produce good results for the organisation.

(Anwar and Hasnu, 2017) state that there have been many questions raised regarding which strategy is better. The arguments for the paper are detailed based on different literature. The idea has been that firms that adopt pure strategies would achieve less performance because pure strategies increase organisational risks by reducing strategic options. Such strategies focus on reducing costs and increasing quality at the same time.

. Employee well-being support needs to be considered in measuring the effectiveness of strategies and should not only focus on employer benefits in terms of financial performance. A well-supported employee can tend to be a productive employee overall and be able to be on board regarding supporting the organisational strategy.

Literature Matrix

Author (Year)	Organisational Problem	Research Problem	Conceptual Frame used	Population and sample	Research gap
Alhamzah Alnoor et al. (2022)	Barriers of Hybrid strategy on strategic competitive priorities.	Strategic performance and hybrid strategy relationships	Cost Leadership, organisational culture, Differentiation	A total of 537 questionnaires were distributed online, and 433 of them were used for further research.	Organizational culture factors received less attention than organizational strategy.
Afaha et al (2021)	COVID-19 impact on Nigerian oil and Gas industry	Evaluating the effects of the oil price on Nigeria's trade during COVID-19 outbreaks	Theoretical evaluation,	Descriptive Research on COVID-19, Drive salient points done through tables and charts. Data was sourced form formal and informal sources.	Narrow, as Focus was on Nigerian economy. Not sufficient data supported for evidence.
Eric Hansen et al (2015)	Evaluating Pure strategies vs Hybrid competitive strategies	Assessing/comparing whether differentiation, overall low cost or hybrid strategy results higher financial performance	Porter's competitive strategy theory Generic business strategies and firm Performance	Sample consisted of US manufacturers with 50+ employees, database was purchased from North American industrial classification Association.	Low response rate, Systematic differences across sectors for Strategy performance

Fig.1

2.2 Benefits and challenges

According to Gratton's (2021) study, there are benefits to remote and hybrid work, including the potential for people to turn working from home into a source of energy. They can now use their time spent commuting to engage in activities that will increase their physical and mental vigor. It implies that individuals have more free time to engage in hobbies and sports as well as spend time with friends and family (Andrzejak & Belz, 2021). In order to overcome the fundamental drawbacks of remote work, such as loneliness and a loss of community, hybrid work is a people-first approach to managing the workforce that boosts productivity and job happiness (Ravichandra et al., 2022). With a hybrid work style, employees have more freedom to work from home or any other location where they may be productive. When a person works hybridally, they are part of an ecosystem that includes coworking spaces, their home office, and other locations outside of the traditional corporate office. Depending on the job that has to be done, team members can move between several places.

The focus of the paper is more on the hybrid work model plan for the oil industry, specifically in SA. Barkeel (2021) alludes to the fact to the fact that before COVID-19, there was a trend called remote work that challenged the idea of traditional employment, but the response to the pandemic intensified the phenomenon, making remote work essentially a long-term requirement. Vidhyaa et al. (2022) claim that every industry trend in the world today is talking about the hybrid geographical point. With digitalization becoming more commonplace in all spheres of the global village, To smoothly transition into the hybrid geographical point, each geographical point must optimise and overcome challenges and innovations. The article emphasises that the strategies that organisations choose should also be dependent on environmental turbulence. Based on the study, there is further emphasis that

increased competitiveness, disruptive changes in industry structure, erratic demand, unpredictable customer behaviour, and the instability of economic, social, and political elements are common characteristics of a turbulent environment (Lapersonne et al., 2015). Some of the hybrid systems are already up and operating, while others are completely remote. (Iqbal et al., 2021) further emphasise that the pandemic has taught the work an important lesson about planning and creating. On the other hand, that is also a geographical lesson about flexibility and adaptability. Embracing the hybrid geographical point model is necessary in order to priorities long-term labor. The hybrid geographical point model could, in fact, represent the long-term labour model.

According to Danijela Sokolic (2022), home-based work has become the most popular type of remote employment in the third decade of the twenty-first century. The COVID-19 epidemic has caused what was associated with nursing experimental practice in several businesses (mostly in the IT industry) around the turn of the millennium to become common and inadvertent in 2020 and 2021. It altered some of the most crucial aspects of the jobs, such as communication styles and workplace design, resulting not only in significant changes in how work is carried out but also in a changed psycho-emotional sense of work in the context of modifying socialisation patterns. Wood et al. (2021) further state that the pandemic and the various rules it sparked to stop the virus' transmission caused the majority of countries to quickly implement lockdowns, which left workers and employers converting to remote work without planning or coordination regarding how to implement the new working practices. Prevot (2022) mentions that people were obliged to work remotely from home for an extended length of time as a result of this type of abrupt and hurried change in work routine, which broke the historical patterns where most “white-collar” workers used to work at the company office from nine to five.

Kivimae (2022) points out the challenge that the hybrid model poses. He indicates that working remotely increases the possibility of developing two distinct company cultures, one dominated by onsite employees and management, who continue to benefit from co-location and onsite cooperation while the culture and social cohesiveness of the virtual workforce erode. He further points out that when this occurs, remote workers may experience rapid feelings of loneliness, disenfranchisement, and unhappiness as a result of unintentional actions taken by a company that had set out to create a consistent model of both virtual and in-person work, as well as the abilities to support it. We all lose the sense of community, common identity, and shared purpose that drives us to perform at the highest level. Performance inside the organisation suffers as a result (Alexandra et al., 2020), but Flore Pradère and James Taylor (2021) argue that people anticipate their workplaces to provide a new regenerative experience as they transition from work-from-home to a post-pandemic future.

(Dowling et al., 2022). For Mckinsey, the article highlights some of the benefits that come with employers implementing the hybrid approach model. Employers who want to adapt current workplace paradigms must make a standard risk-versus-reward decision. More flexibility, a better work-life balance, and a more individualised employee experience are potential benefits of hybrid employment. Performance and diversity, equality, and inclusion (DEI) programmes can both benefit significantly from these. Hybrid work may also intensify in-group against out-group dynamics and create an unfavourable playing field, which might turn those benefits into liabilities. However, s some researchers are highlighting that the hybrid approach model can make the company have no sense of organisational culture,

people drifting from having conversations face-to-face, as well as limited to no networking skills.

2.3 Evolution of Hybrid working Model

There is undoubtedly a lesson to be learned from COVID-19 and to embrace the growing demand for a "hybrid workplace model" among employees and companies. According to a global survey, 40% of employees are considering leaving their jobs due to full-time workplace demand, which was a pre-pandemic possibility, whereas a McKinsey employee survey from 2021 found that 52% of employees demand a hybrid workplace for post-pandemic conditions. Compared to working alone, an individual performs better when working in a team, according to Social Facilitation (2020). This improvement is related to how effectively the skill has been learned and was initially introduced by psychologist Floyd in 1920. It comes in a variety of forms, including audience effects and co-action. The co-action effect is brought about by rival peers nearby, while the latter occurs when it is seen or heard by a large group of people or audience, which puts pressure on the subject to complete the task or activity given in the best manner possible, as per Banerjee (2021).

According to research by Pornasree Haridas (2021), the greatest risk associated with "work-from-home" is a decline in productivity because employees are unable to interact physically. This can have a range of effects, with employees either becoming more productive or producing no output at all, depending on the specific job requirements and the home office's supportive environment.

Oil industries, in particular BPSA, conduct routine business as other firms do. The study focuses on office workers, and with regard to the success of the working model, the hybrid model evolution is "new methods of working model" that are for the future. The company comprises people who work in the plant and laboratories, as well as in-office staff. For the model to be effective for both the employer and employee, managers must first define and break down the model for each employee. It is important to recognise that some office workers, such as PAs and secretaries, may be required to visit the office more frequently due to the nature of their jobs. Professionals, especially those in the tech industry, desire improved work-life balance, with flexibility and hybrid work models being of particular importance (Pradère, 2021). Even if the office continues to operate in a new working environment, professional demands are increasing in the post-COVID age, and some distant work is still preferred. With employees seeking to focus more on work-life balance with flexible hours and staying connected, there was a significant shift in corporate working culture during the epidemic, as was rightly noted.

Hybrid working models have and still experience major critics and challenges with regards to their effectiveness and implementation from both employee and employer perspectives.

Remote/flexible work:

According to Hertel et al. (2005) and Stich 10 (2020), remote work can also lead to feelings of loneliness and isolation (Kirchner, Ipsen, & Hansen, 2020). Weaknesses in informal communication, personnel identification, and innovative capacity may also be side effects of remote employment. Managers and researchers concur that more hybrid work than remote employment will be the new standard (Andrzejak & Belz, 2021).

Support by line managers:

As previously indicated in the study, the hybrid working approach is also dependent on the employee-manager relationship. Remote employment offers benefits and drawbacks, as was previously discussed in this chapter. According to a study done in Estonia in 2021 by Aidla et al. (2021) these assertions, however, can differ between nations. Employee satisfaction, information flow, and connections with coworkers and managers for those working from home and in the workplace before and after the COVID-19 pandemic were compared in the study.

Organisational culture deterioration in support of company strategy:

There have been wide speculations that company culture is deteriorating as employees are losing the sense of company values due to working from home for longer periods. The loss of collaboration skills is also lacking. According to Kivimae (2022), the implementation of the of the hybrid model might impact these future skills that the world needs. Calling it out by managers is a good method to maintain the business culture. When coworkers interact or make decisions, for example, cultural elements are there, though they are frequently hidden. People's actions reflect their opinions about how our organisation should conduct itself. It is crucial for leaders and managers to draw attention to and identify the components of culture that are on display and why that matters, particularly when routine duties are performed remotely and practices can be challenging to observe.

2.4 Empirical Literature Review:

The goal of this study is to evaluate the hybrid working model's effectiveness in the oil industry, with a focus on bpSA. The hybrid model was adopted widely during the COVID-19 pandemic and is still in use today. Prior research has shown that different work strategies depend on the environment and the roles. Some literature has also explained how hybrid strategies are helpful for the future based on employee well-being and productivity. Some studies have explained how traditional strategies function better than hybrid strategies and how they are making organisations successful. Based on the 16 research papers that were used as sources for additional analysis, the themes for the systematic review are listed below.

Theme	No. of Articles	References	Research Gap
Traditional, Pure, Hybrid comparison Strategies	5	(Hansen et al, 2016), (Alnoor et al, 2015) (Mecikoglu et al, 2022) (Anwar Hasnu, 2017) (Hallgren et al, 2011)	• No emphasis on how the role of culture impacts the Hybrid strategies. • Lack of supporting evidence on how workforce reacts to the Hybrid strategy, well-being etc., more emphasis on employer benefits and not employee
Employe Flexibility/Wellness	3	(Vasconcelos et al, 2015) Gualano et al, 2022	• Paper lacks emphasis on employee retention strategies with hybrid models.

		Vidhyaa et al, 2022	• Lack of emphasis on employee productivity • No proper detail of employer benefits from hybrid work model
Working strategy processes.	3	(Fouladgar et al, 2011) (Prevot et al, 2022) (Smith et al, 2007), Ozdemir, 2016)	• Limited emphasis on the benefits of Flexible working strategies on employees • The paper does not provide an analysis of how the environment impact the hybrid model.
Social connections/collaboration	3	(Kivimae Ivar, 2022) (Ossa Castillo et al, 2021) Ozdemir, 2016)	• Limited support of the role of leadership in Hybrid Working strategy policies/guidelines. • The paper doesn't provide a proper analysis of the potential risks and challenges associated with the implementation of effectiveness of Hybrid strategies.
Employee Satisfaction	2	(Kumar et al, 2022), (Chellam et al, 2022),	• Lack emphasis on the employee satisfaction on different industries. • No mention on how employees reacts to environmental challenges.

Employee Work Flexibility Performance

In the context of (Vidhyaa et al, 2022), Flexible work environments Specifications of where the remote geographical point is also placed physically, the minimum and/or maximum amounts of time spent working remotely or at the office. According to Vidhyaa et al. (2022), the hybrid geographical point is the subject of every industry trend in existence today. As digitization spreads throughout all aspects of the global village. Each geographical point must improve and overcome obstacles and innovations in order to seamlessly transition into the hybrid geographical point. According Vasconcelos et al, (2015) telework" refers to the achievement of remote work with the use of technology. For this execution, associate degree labor activity execution model, staff, and rules are required under the Flexible Work Distance

program. The papers however lack emphasis on employee retention, with the Hybrid model in place, how is the workforce reacting to it? With the flexible and agile working, one would expect that employee's retention strategies have improved.

Collaboration

Ivar, et al (2022) mentions that "Constraints come from organizational norms that promote trust, social cohesion, and culture through ways of working, rules of behavior, and interaction". You run the danger of losing the shared culture, trust, and coherence that make remote work and virtual collaboration successful in the short term if you lose sight of them during a significant move to virtual working arrangements (Alexander et al., 2020). Ivar et al (20220, further adds that the all-encompassing, enigmatic force that shapes relationships and behavior in the workplace is known as culture. Despite an organization's best efforts to articulate culture in words, such as posted commitments or values, most employees would recognize these as, at best, rudimentary indicators of a more complex, subtle ethos that permeates everything they done that, after a while, becomes largely taken for granted.

Employee Satisfaction

Chellam et al, (2022) highlights that managers or coworkers might have an impact on the relationship between the employer and the employees. To foster relationships and eliminate undesirable behaviors inside firms, it is crucial to strengthen the workplace culture. Cole (1997) contends that businesses should allow staff members to speak freely and create avenues for them to express their thoughts, ideas, and emotions. (Ravalier, 2018) further emphasis that chronical bad work habits cause presenteeism, low job satisfaction, and greater turnover rates since they lead to high expectations and demands with little room for maneuver. Although (Mr. Ravin Singh, May 2017) focuses more on the drawbacks of remote work because it requires more attention from others, negatively affects productivity, and makes employee communication more difficult while sacrificing quality and speed, However the articles lack emphasis on environments impacts on employees as well as how the employees respond to it, in addition the articles have limited mentions of how different industries react to the models.

2.5 Theoretical framework

Theoretical underpinnings: Performance and well-ness theories, Employee productivity, Employee performance, social connections/collaboration.

Defining Theories.

Maslow's hierarchy of needs theory

There are several ideas that focus on both performance and people. Maslow (1954) asserts that the hierarchy of needs is commonly shown as a pyramid, with the most crucial demands at the base and the desire for transcendence and self-actualization at the top. The concept is that in order for people to be motivated to pursue their higher-level goals, their most basic wants must first be met. Although Maslow is credited with the concepts that underlie the hierarchy, the pyramid itself does not appear in any of Maslow's original writings. In his hierarchy of human wants, Maslow divided them into two categories: deficiency needs and growth needs. In the deficiency needs category, each lower need must be satisfied before progressing to the next level. Each requirement must be met once. if the defect is found in the future. Maslow's hierarchy can be used to define the many types of information people seek at various stages of development, according to Norwood's (1991) proposal.

Malow's Hierarchy of Needs Model or Theory is crucial since it enables us to assess the degree of bpSA and employee satisfaction in light of the newly deployed "hybrid model" strategy post COVID-19. The underlying principle, according to Armstrong (2009), is that an unsatisfied need leads to tension and an unbalanced condition. Maslow's idea was first published in 1943, according to Mullins (2002), and it gained popularity in the early 1950s. It was essentially a doctrine of motivation and personal growth. It appears to focus on individual differences because it was founded on the idea of individual development. This theory's premise is that people are desirous entities. They are constantly seeking more, and what they want is based on what they currently own. He proposed that there is a hierarchy of importance that categorizes human needs into various degrees. Numerous goals can each meet the same needs. Armstrong (2009) comes back to state that the needs therefore dictate all behavior and not all needs are equal in priority at any one time. It varies because some demands may generate considerably more motivation for a particular aim than others. This means that a dominant need is frequently present. The seeming lack of a relationship between human demands and organizational objectives is one source of complexity.

According to Gregory K (2011) any business must have satisfied employees to succeed. Lower turnover rates are directly correlated with high employee contentment levels.

Campbell's theory of performance

Second theory, Campbell et al (2015) states that performance in each job role drives the overall economy. It is the most important dependent variable for organizational psychology and organizational behavior. Koopmans et al (2011) mentions that work productivity and work performance should not be confused in the literature, these two terms are frequently used interchangeably. Input divided by output is how productivity at work is calculated. Job productivity is a more specific term than job performance because of this. Individual job performance is a problem that has affected businesses worldwide and has stimulated a lot of research in the management, occupational health, and work and organizational psychology sectors. Koopmans et al (2011) further alludes to say various methods of examining individual labor performance are in use. The field of occupational health has concentrated on preventing productivity loss due to a particular sickness or health impairment, as opposed to the field of management, which has focused on how to make an employee as productive as feasible.

Dunn's model of wellness

Third theory is based on individual wellness and one's quality of life and how to achieve highest level of wellbeing, according to Ardell (2007), making the decision to take ownership of one's life quality is the first step toward obtaining high levels of wellbeing. The first step in achieving this is making the deliberate decision to live a healthy lifestyle that promotes high levels of wellbeing and life satisfaction. Lifestyle is a dynamic process that includes needs, values, and beliefs. High-level wellbeing was first used by Dunn (1961), who understood health as a continual process leading to a person's peak performance. The person, their family, and the community are all involved in this process. According to Dunn, being in a state of high wellbeing is "the experience of a person alive with the glow of good health, alive to the tips of their fingers with energy to burn, tingling with vitality—at times like this the world is a glorious place."

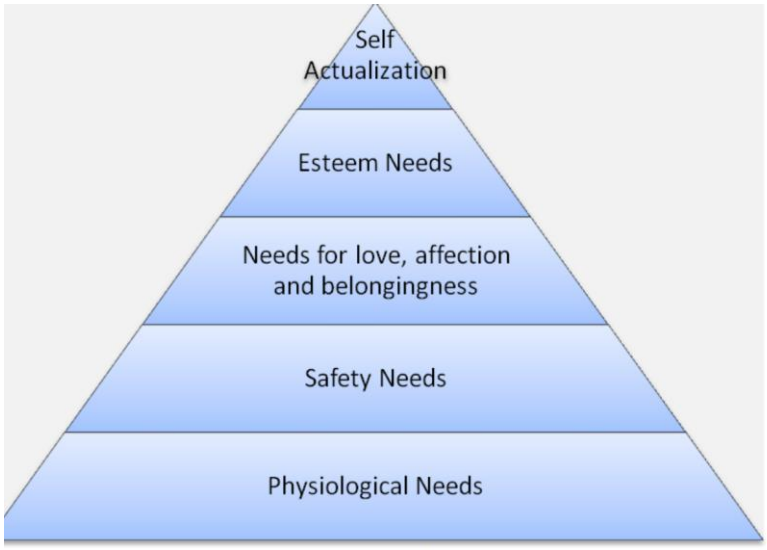
Maslow's hierarchy of needs theory and Employee performance/productivity.

Performance is defined as the accomplishment of a collection of given tasks that are time-bound, with a result indicator that will gauge the degree of each task's accomplishment, which can only be assessed if a performance standard has been established (Shumen, 2009). Cardy &

Selvarajan (2004) and McNamara (2005), performances are actions that make sure objectives are continuously completed in a productive and effective way.

Employee performance is defined as both the results that are anticipated for successful job performance as well as the observable behaviors and activities that describe how a job is done (McNamara, 2005). The following factors should be taken into account in order to attain or promote improved performance from employees (Cardy & Selvarajan, 2004).

Five hierarchical needs were outlined by Abraham Harold Maslow in his theory, which might also be used to analyze how well an organization and its workers function (Gordon, 1965). Maslow's theory states that one does not experience the second need until the first need's requirements have been met, the third need until the second need has been met, and so on.



Source: Maslow (1954)

Jeremy N, 2013, describes the Maslow hierarchy (1954), starting with the needs for safety detailing that safe workplace should be offered, for instance, by providing helmets to personnel in hazardous professions like the construction industry to shield them from potential risks and by placing warning signs prominently in very hazardous locations. Organizations should compensate employees fairly and provide them with stable careers because financial security is also a type of safety necessity. He further emphases the societal demands by planning workplace events or company culture trainings, you may foster a sense of camaraderie and unity among employees as well as acceptance and belonging. Give those who are sent to other locations enough time to reunite with their families, whether those locations are domestically or abroad. Jeremy 2013, further states that, esteem requires leaders should reward personnel for their accomplishments, whether they do so materially or spiritually. Organizations should provide specific rewards for completing activities and goals. Awards should have both financial

and psychological reasons, such as praise. Additionally, in order to give employees a sense of value and appreciation, organizations should give status and promote people based on their accomplishments rather than their seniority. needs for self-actualization. The most successful leaders are those who can meet the requirements of self-actualization in their subordinates. This enables businesses to make the most of each employee's abilities and potential, thereby increasing the company's total productivity and effectiveness. Organizations may foster and fully explore their employees' creativity and innovation potential by giving them hard and fulfilling tasks.

Jerome (2013), Employee's social needs are one of the key areas that human resource must strengthen as employees yearn for social needs, and organizational culture plays a key role in establishing the values and norms that human resource practice will focus on when planning for the smooth operation of the organization (Storey,1992). Employees' needs for self-actualization and self-esteem should be met through culture and human resource management practices. Employees will give their all in the service of the organization once they see how much their employer cares about their developing status.

2.6 Conceptual Framework

Conceptual Framework for Hybrid work model and Employee productivity

This study analyzed the use of Hybrid work model in bpSA through a lens of the Maslow's hierarchy of needs theory. The Maslow's hierarchy theory is preferred or relied on as it provides a framework for understanding different needs from employee perspective and also in-terms of how well an organization and its workers function and also how these needs can support the overall organizational goals or performance.

According to Likert, 1961; McGregor, 1960, contented employees produce more work Organizational productivity and efficiency are thus attained by employee satisfaction and addressing both the physical and socio-emotional requirements of employees. Furthermore, according to researchers in human relations, the best way to increase employee satisfaction is to maintain a supportive work environment that values autonomy, participation, and trust between colleagues (Likert, 1961). Because they can predict cooperative effort, employees' feelings about their jobs are crucial. According to Likert (1961), a collaborative effort geared toward the organization's aims is required for the accomplishment of organizational objectives, with dissatisfied personnel declining to participate (effectively) in such efforts. Since every

organization wants to achieve higher performance, employee performance is a topic that has attracted a lot of attention in literature and research (Ojo, 2009). To ensure understanding, the terms "employees" and "performance" shall be defined separately whereby people who are hired and working under a written or verbal employment arrangement, whether it is part-time or full-time, are considered employees. Agreement on the compensation and the kinds of responsibilities required of the employee within a time range are also included (Shumen, 2009).

The proposed conceptual framework aims to investigate the efficiencies of the Hybrid work model on employee productivity/performance. The framework incorporates the elements of organisational culture, employee well-being and employee retention.

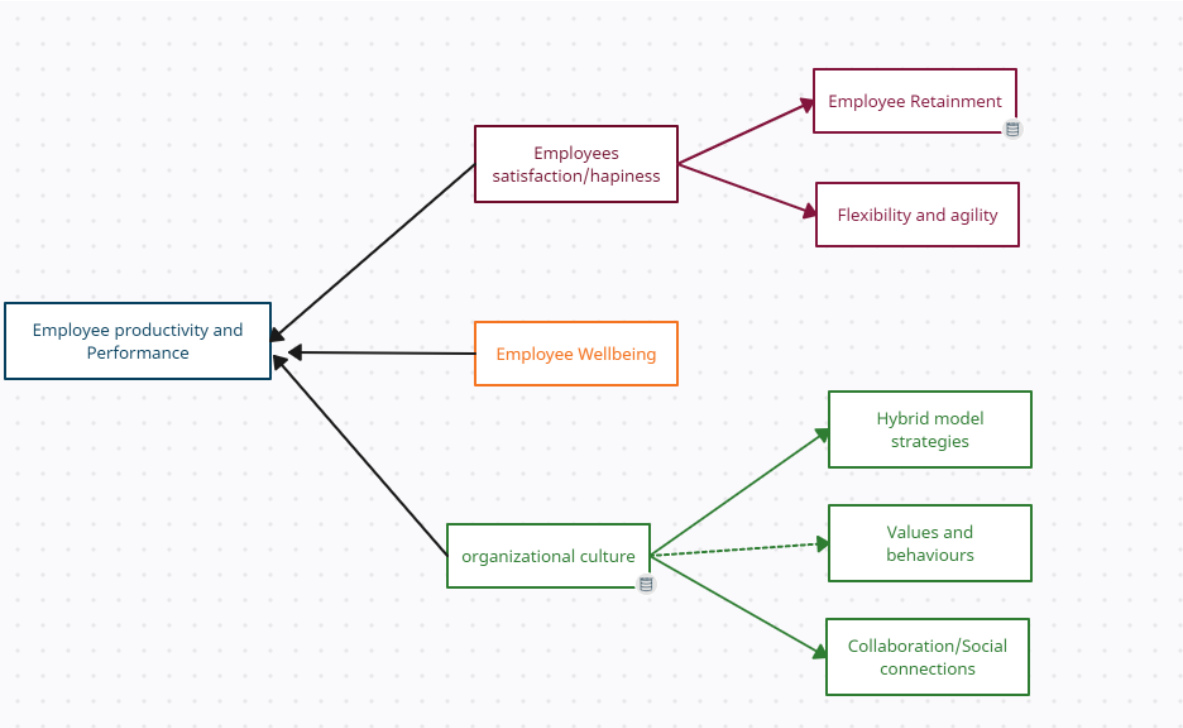


Figure 1: conceptual framework for Hybrid work model efficiencies.

The framework includes independent and dependent factors, as well as concepts such as organizational culture, employee health, collaboration, flexibility, and staff retention tactics. Building on the concepts the proposed model includes 5 independent variables:

- Employee satisfaction contribution
- Employee Wellness contribution
- Organisational culture contribution

The one dependable variable is employee productivity/performance.

Linking Organisational culture and employee productivity/performance.

Saad, et al (2013) mentions that "the efficiency of organizational growth can be improved by several things because norms, values, and objectives contribute to a company's improved culture, increased productivity results in more committed employees". The organizational structure was built on a culture that effectively maintains a positive learning environment. With a strong organizational culture in place, employee performance improves. He further states that organizational growth can be improved by several things because values, and objectives contribute to a company's improved culture, increased productivity results in more committed employees. The organizational structure was built on a culture that effectively maintains a positive learning environment and with a strong organizational culture in place, employee performance improves.

Construct	Interpretation	Measures	References
Employee Satisfaction	Employees happy with their desired needs at work for better productivity	Ability to identify employee's desired needs in identifying if the hybrid model is efficient and supports the employee and the business.	Gregory, 2019. Branham L, 2005.
Employee wellness/being	Physiological and safety needs of employee being supported for high performance execution.	Company performance being driven by how well the employees are supported physiologically and their safety needs.	Keeman et al, 2017, Mckinsey health institute, 2022
Organisational Culture	Continuous improvement of organisational culture, for enhanced work force.	Training of stuff for Values and behaviors, combining both online and onsite culture to ensure that employees don't drift away from company culture, look at online collaboration.	Saad et al, Awadh, 2013

Hypothesis:

The following hypothesis (Quantitative study) or research questions are generated for the below relationship.

H1 – There is a significant relationship with Hybrid work model and employee productivity.

H2 – If there is a significant relationship between company performance and employee's time in the office.

H3 – measure if the HWM is a good strategic tool for the oil industry and resulting in benefiting the policy makers.

Linking Employee Wellness and employee productivity/performance.

The link between employee wellbeing and employee productivity "is supported by several studies, Employee wellness is a variable that plays a significant role in the employee

performance and productivity with the implemented hybrid model". According to Chu et al (2001:155) "The concept of the health-promoting workplace is increasingly important and relevant as more private and public organizations recognize that future success in an increasingly globalized marketplace can only be realized with a healthy, qualified, and motivated workforce." According to these academics, a "health-promoting workplace" is one that strikes a balance between employee abilities, organizational goals, customer expectations, and health needs while maintaining a positive learning environment. The development of a solid organizational culture increases employee performance. Researchers and practitioners interested in workplace health have difficulties because there is no widely accepted theoretical framework for studying workplace productivity (Gunderson and Hyatt 2002). To quantify the effects of various workplace practices on firm-level performance, researchers have been creating performance indicators in the area of productivity (Gunderson, 2002). Gross or net sales per employee, the physical input to output ratio, the scrap rate, and the uptime for production equipment are a few examples. The data available for the companies or sectors under study place restrictions on the choice of the outcome variable (Triplett 1998).

Construct	**Interpretation**	**Measures**	**References**
Phycological well being	Better psychological leads to improved employee productivity and performance.	Awareness, employee engagement and support, trainings in support of the needs.	J Veroff, 1982, Huppert, 2009
Safety needs	Improved emotional safety support, being considerate of employee's road safety.	Manager support,	Dawson, 2012
Online and onsite place behaviour training	Better co-relation between teams and onsite culture, ensuring employees don't drift away from culture while working remotely.	Willingness to change and creaye new ways of working to support employee's needs. .	Lawler, 2022

<u>Linking Employee satisfaction and employee productivity/performance.</u>

"Reward management systems, according to Barber and Bertz (2000), assist firms in luring in, keeping, and motivating workers with high potential and, as a result, obtaining high levels of performance". The extrinsic and intrinsic components of the reward management system include financial and non-financial (recognition, security, title, promotion, appreciation, praise, decision-making ability, flexible working hours, workplace comfort ability, feedback, work design, social rights, etc.) rewards (Yang, 2008). In any activity, when one thinks they have

attained the level of conscious fulfillment in Maslow's hierarchy, they have received an intrinsic reward, which is an intangible token of appreciation or motivation. It is the realization that one performed something kind or improved someone else's day. Therefore, reward management systems (specifically intrinsic rewards) positively motivate employees, which in turn affects both their performance as an individual and that of the organization. “Motivation and job happiness and motivation and employee commitment are indisputably linked, according to Pool and Pool (2007) and Lok and Crawford (2004)”. Similar to the findings of Tsai et al. (2007), perceived training effectiveness is strongly correlated with employee job satisfaction.

Chapter 3

3.1 METHODOLOGY

Introduction

In this section of the proposal, the research topics are highlighted, and the study technique is described. This research will utilize quantitative methods because that's where my research will be concentrated. The many phases of research, including study design, participant selection, data collecting, analysis, and ethical considerations, are also covered in this chapter. A logical, deliberate search for fresh, insightful knowledge about a particular subject is what is referred to as research. It takes into account the potential applications of detailed, objective analysis to tackle societal and scientific problems. It examines information that has never been published before (Gounder, 2012). The reliability and validity of the data are evaluated after collection using the techniques and strategies described in this chapter.

3.2 Research approach

These three research methodologies—qualitative, mixed, and quantitative—are often used by researchers in a variety of study initiatives (Taherdoost, 2022). A quantitative research approach will be utilized for this study to collect quantitative measurements of variables and inferences from samples of a population. Researchers who adhere to the scientific paradigm frequently employ this strategy (Haq, 2014, p. 1). This approach aims to generalize findings from a sample of a target population and quantify data (Macdonald et al., 2008, p. 9). It uses structured data collection techniques and outputs data as numerical data. Statistically-based objective analysis is another aspect of quantitative research that is seen (Macdonald et al., 2008, p. 9).

3.3 Research Paradigm

“The positivist paradigm is thought to be appropriate given the goals and nature of this research. Positive views people as phenomena that can be examined scientifically and relies on observation and reason to understand human behavior (Ugwu and others, 2021)”. In order to evaluate the factors that influence the pressure to submit a research proposal, this study will identify, quantify, and analyze the causal links between several variables. Since there is a single, definable world, the investigation is based on this assumption. “The objective of this study is to identify causal or explanatory relationships that, in turn, permit prediction and the management of the submission of the relevant research proposal (Park et al., 2020)”.

3.4 Research design

For this research, there are factors that contribute to the pressure of submitting a research proposal, the survey research design was selected as an acceptable method, and it was advised of strategies on how to prepare and effectively meet the requirements of the assignment while reducing submission pressure.

3.5 Data collection methods

The data collection methods that will be used for this study will be survey questionnaires, due to its convenience and capacity to reach respondents in different geographic places at any time, so an online questionnaire survey approach was chosen to collect be able to collect necessary data. When choosing the online questionnaire survey approach, several benefits were taken into account. The questionnaire utilized a Likert scale to gauge the level of difficulty experienced by participants, with response options ranging from "strongly disagree to strongly agree", Additionally, demographic questions were added to gather data on the participants' gender characteristics. “The questionnaire was carefully created in clear and simple English to enable maximum comprehension, with the goal of ensuring that all responders fully comprehend the content and instructions. In addition to increasing response rates, this convenient mode of data collecting also allowed participants to complete the survey at their own pace, which improved the overall quality of the data collected (Baker et al., 2017)”. “Additionally, this approach was economical because it did not require printing, shipping, or data input, freeing up resources that could be used in other ways (Asbury et al., 2019)”.

An additional benefit is that online questionnaire approach will be anonymous, which will demonstrate and encourage participants to give more sincere and open responses (Asbury et al., 2019). Through an online survey, participants may feel more at ease discussing their struggles and experiences without worrying about bias or judgment. “According to Baker et al. (2017), the digital form of the data collection enabled automatic data gathering and analysis, speeding the research process and saving a significant amount of time and effort”.

3.6 Population and sample

The choice of a representative sample from the target population is based on the sample frame, whose size has a substantial impact on a number of quantitative data gathering processes (Maree & Pietersen, 2010). This research will be focusing on 40 participants, finding the challenges and experiences relating to the research survey questionnaires.

3.7 Sampling design

The research study is aiming to capture group of participants that work for the oil industry that are non-frontliners, participants will be from different departments of the business. Purposive sampling will make it possible to target certain people, but it's crucial to recognize that this method may also create biases and restrict the generalizability of the results if the sample is not a representative sample of the larger population. This was thoroughly addressed, and a broader participants from different bp departments will be sent the questionnaire. The study aims to gather a variety of experiences and viewpoints by enrolling individuals from various departments within the oil company.

3.8 ***Research instruments and procedure for data collection***

An online survey will be used to collect the data, expecting it to be convenient and simple for respondents to participate. The survey will be online using possibly Qualtrics survey link, making it accessible to the intended audience. Respondents will receive detailed instructions on how to use the web link and correctly complete the survey questions. The questionnaire is designed to be quick and convenient for responders to complete, taking about 5 to 10 minutes in total. There will be no incentive given to the respondents or participants for the survey.

The research instrument design was created in order to cover variety of factors regarding participants happiness or unhappiness regarding hybrid model.

For:

Likert Scale Questions (See Appendix A)

Open ended Questions: “The objective of the open-minded survey question segment was to get insight into the researcher's experience both in reading and writing the empirical component of the literature review”. Researchers were surveyed in this section regarding their perceptions of the theoretical feedback section.

5 Demographic Questions: “Personal information will not be included in the Demographic section, but it is kept to a minimum in order to ensure anonymity, therefore respondent names and surnames won't be made public”. Only "identification of gender" “age” “ethnicity” “family status” “location” the topic of this survey part.

3.9 Data Analysis

Statistical analysis will be used for this research study, which will focus on describing the chosen sample, where the descriptive statistics will be used will include various statistical analysis. The paper will mainly look at frequencies, mean, standard deviation and Cronbach Alpha analysis.

3.10 Ethical considerations

During the research process, it is essential to take ethical considerations into account in addition to choosing proper research methods and techniques. “The fundamental ethical guidelines for research involving human participants must be carefully considered (Tjebane et al., 2022)”.

“The researcher must also take precautions to guarantee that the participants are properly informed about their position in the study, are aware that participation is voluntary, and are given guarantees that their information will be kept private and anonymous (Cooper et al., 2003)”. “The significance of ethical conduct in research cannot be overstated. Upholding moral standards creates a strong foundation for future scientists to do trustworthy research (Jadhav, 2021)”. The researcher respects and upholds respondent information with the utmost strictness. The researcher will also take measures to ensure that all feedback is gathered and analyzed impartially, free from any prejudices or preconceptions, and will refrain from taking any actions that might jeopardize the integrity of the feedback collection process, like influencing

students' responses or selectively analyzing data to support a particular conclusion. Overall, the researcher is dedicated to conducting this feedback-gathering procedure in a manner that is moral, competent, and respectful to all the participants.

Conclusion

This study will employ a quantitative research strategy. Given that the research methodology is quantitative, and the survey will be utilized to collect data from a large population/participant with indirect and direct observations, the survey method will be chosen as the research design. Data will be gathered through the use of an online survey questionnaire, where the poll's digital and anonymous character will facilitate accessibility, convenience, and encourage greater candor in responses.

Chapter 4 – Analysis and interpretation of results

Results

4.1 Introduction

COVID-19 pandemic has had a profound effect on how companies, particularly those in the oil industry perform. Establishing a hybrid work model can offer several advantages in terms of flexibility, employee satisfaction, and operational efficiency as firms adjust to the new normal. This chapter examines and evaluates the outcomes of applying a hybrid work paradigm in the oil industry, considering its particular needs and features.

***Data Collection*:**

Among the techniques employed to obtain data for the analysis of a hybrid work paradigm's effectiveness in the oil industry through literature. Targeting managers, employees, and other important stakeholders in the oil industry, the data collecting method focused on their perceptions, expectations, and experiences with the hybrid work paradigm. The study collected data from a sample of non-frontline employees working in various oil companies in South Africa. The sample size consisted of 43 participants, representing a diverse range of roles, including administration, finance, human resources, supply chain and other non-operational functions. The participants were selected using a random sampling technique to ensure a representative sample.

4.2 Quantitative interpretation of Results

Analysis of questionnaires

Only 43 of the 80 completed surveys that were given served as the basis for calculating the findings. 80 were the population of the study and 40 was targeted to be used for the analysis of the study. The 43 participants were used as the number that was taken into account of the study; 22 questionnaires sent via Qualratics platform were used to interpret the findings.
(43) – were found as valid participation, (2) of the (43) did not answer the gender identification question of the study, (1) did not participate on the "age" questionnaire of the study, these were for the demographic questions. (2) participant did not participate on the other two questions of the study. Overall, the number of questionnaires distributed were 20 questions including demographic questionnaires.
The survey questionnaires were sent by emails, teams, messages and WhatsApp to the targeted population.

SPSS system was used for the quantitative analysis of the data. The frequency counts were applied to the data collected via the questionnaire. Stated otherwise, the total of the participants' answers to each question was used to determine the maximum frequency of occurrence, or the number of times a specific response occurred. Following quantification, these answers to the questions are shown as percentages. Data is used to present this analysis, variable-containing tables were used; occasionally, merged two or more variables into one table.

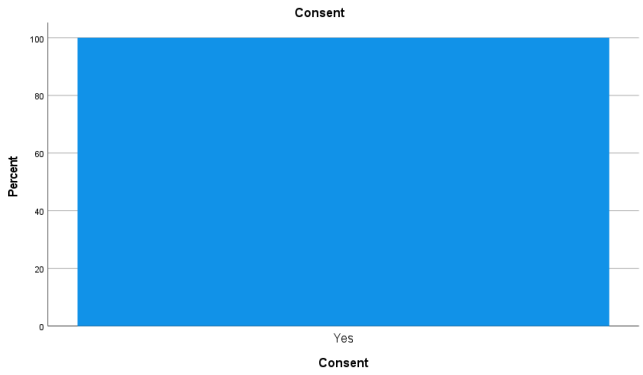
The first section of the questionnaire focused on Demographic questions, and the second section focused on open ended and Linkert scale questionnaire.

The tables below provide a summary of the responses to the questions; some of the tables have a maximum of 43 responses, while others depend on the answers that the subjects provided in the question that came before them.

Before the participants start, they're first question, they are requested to give a consent with requires a yes or no answer before they can proceed further into the survey. All the active participants gave their consent to be part of the survey anonymously., below is the sample of the consent form.

"Welcome to the research Project".

“By taking the survey, you agree to take part in the research project as well as give permission for the use of feedback data to be used for further analysis in conclusion of the research. All participants are kept strictly anonymous. This Survey will require 10-15 min of your time. Do you give consent to these terms”?



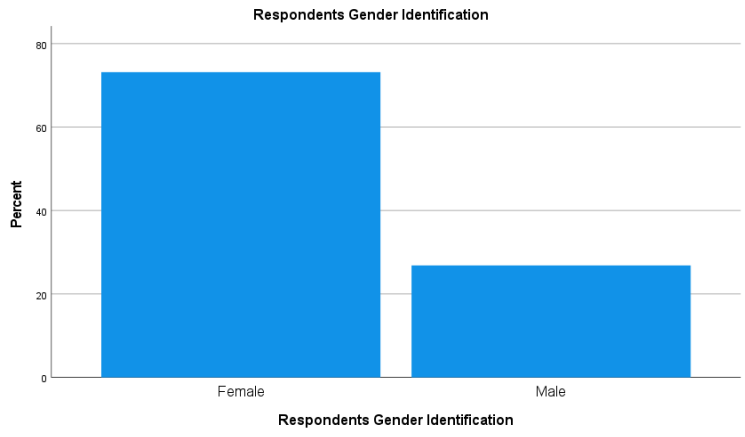
Consent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	43	100.0	100.0	100.0

Table 1, shows that all the 43 participants, selected “yes”, meaning that they gave consent to be able to participate on the survey study anonymously.

Below will be the detailed sections/questionnaire and analysis of the data.

4.2.1 **How do you identify yourself?**



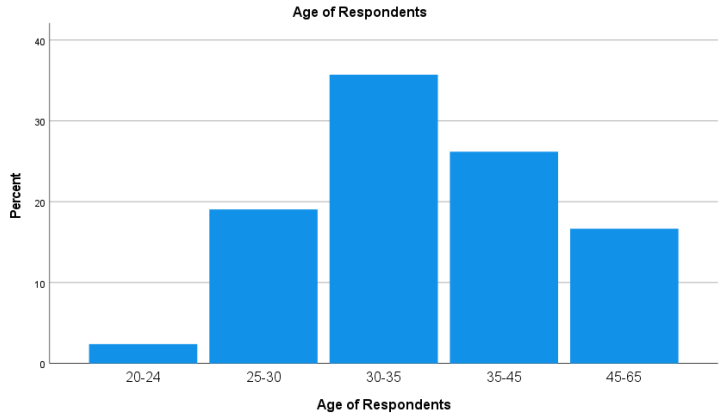
Respondents Gender Identification

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	30	69.8	73.2	73.2
	Male	11	25.6	26.8	100.0
	Total	41	95.3	100.0	
Missing	System	2	4.7		
Total		43	100.0		

Table 2: Respondents gender identification

The table shows that 69.8% of respondents, where female, while 25.6% where male respondents, showing a total of 41 people having participated on the survey for this particular question.

4.2.2 **What is your age?**



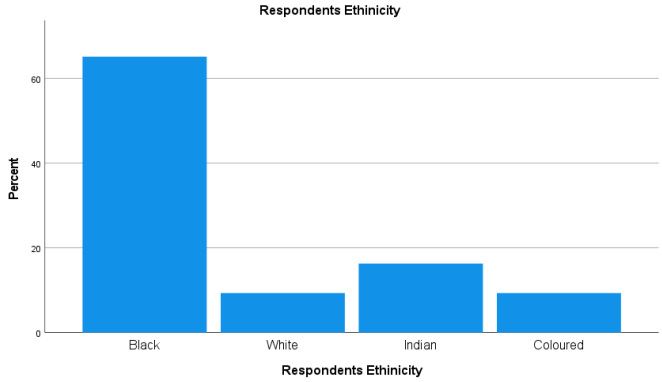
Age of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-24	1	2.3	2.4	2.4
	25-30	8	18.6	19.0	21.4
	30-35	15	34.9	35.7	57.1
	35-45	11	25.6	26.2	83.3
	45-65	7	16.3	16.7	100.0
	Total	42	97.7	100.0	
Missing	System	1	2.3		
Total		43	100.0		

Table 3: Respondents age

The above table shows that 1 (2.3%) of the respondents is aged between (20-24), while most of the participants fall over (25-65) age, where most of the respondents where between (30-35) at 34.9%. please also note that 42 respondents participated on the particular question, excluding 1 respondent who did not participate in answering the question. The proportion in this table demonstrates that bias had no bearing whatsoever on the distribution of questionnaires among the different categories. It accurately captures the researcher's objectivity in the way the surveys were distributed.

4.2.3 **What is your ethnicity?**



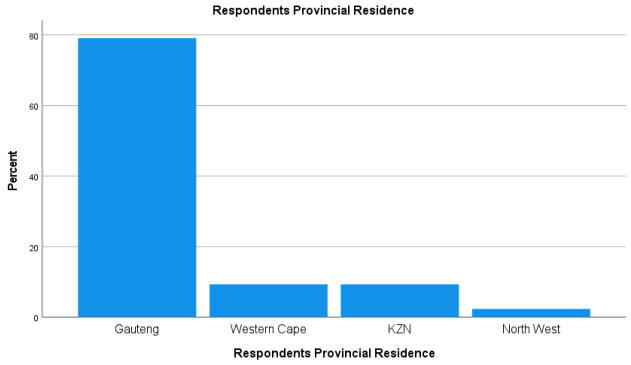
Respondents Ethinicity

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Black	28	65.1	65.1	65.1
	White	4	9.3	9.3	74.4
	Indian	7	16.3	16.3	90.7
	Coloured	4	9.3	9.3	100.0
	Total	43	100.0	100.0	

Table 4: Ethnicity

The above table shows 28 sample size (65.1%) of most participants were from the Black (African) race, followed by Indian 7 (16.3%, and white 4 (9.3%), Coloured race being the least at 4 (9.3%), please note that 43 respondents participated on the survey.

4.2.4 **Where do you reside?**



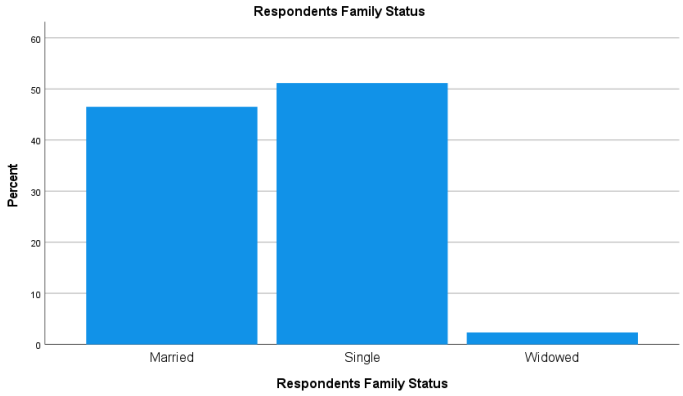
Respondents Provincial Residence

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Gauteng	34	79.1	79.1	79.1
	Western Cape	4	9.3	9.3	88.4
	KZN	4	9.3	9.3	97.7
	North West	1	2.3	2.3	100.0
	Total	43	100.0	100.0	

Table 5: Residential

The table shows the residing province of the participants, the results shows that 34 samples (79.1%) reside in Gauteng province, while least number of respondents reside in Western Cape, KZN and the North-West province.

4.2.5 **Please describe you family status?**



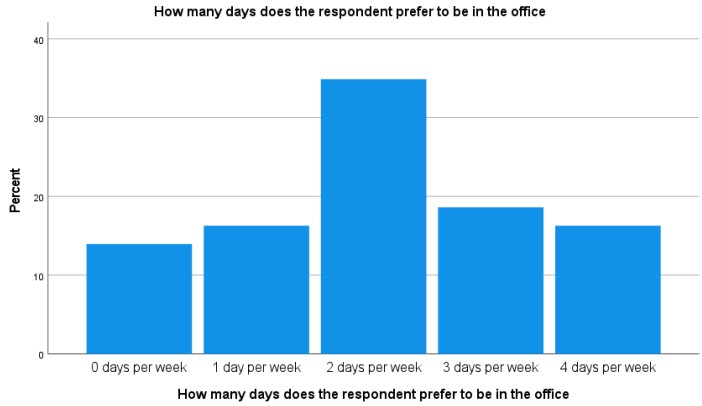
Respondents Family Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	20	46.5	46.5	46.5
	Single	22	51.2	51.2	97.7
	Widowed	1	2.3	2.3	100.0
	Total	43	100.0	100.0	

Table 6: Family status

The table above shows that 22 sample size (51.2%) are single, and sample size of 20 (46.5) are married while 1(2.3%) is widowed.

4.2.6 **How many days do you prefer to be in the office?**



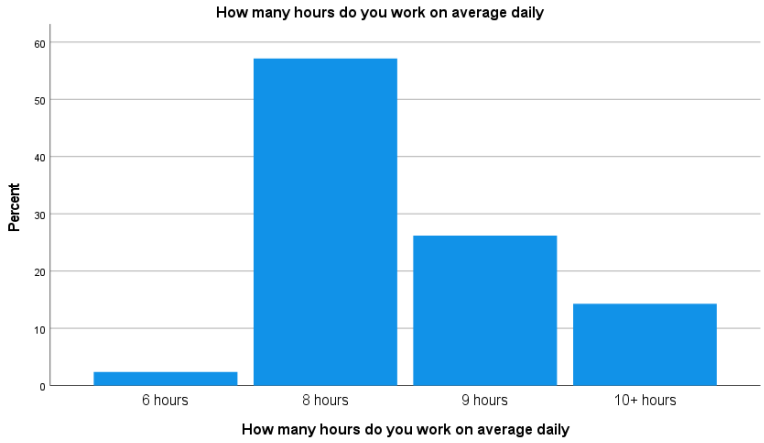
How many days does the respondent prefer to be in the office

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0 days per week	6	14.0	14.0	14.0
	1 day per week	7	16.3	16.3	30.2
	2 days per week	15	34.9	34.9	65.1
	3 days per week	8	18.6	18.6	83.7
	4 days per week	7	16.3	16.3	100.0
	Total	43	100.0	100.0	

Table 7: Office Preference

The table shows that out of 43 valid sample size, 15 (34.9%) prefers to be in the office 2 days a week, while both 7 (16.3%) prefers 1 day per week while other is 4 days per week, and 8 (18.6) prefers 3 days per week.

4.2.7 How many hours do you work on average daily?



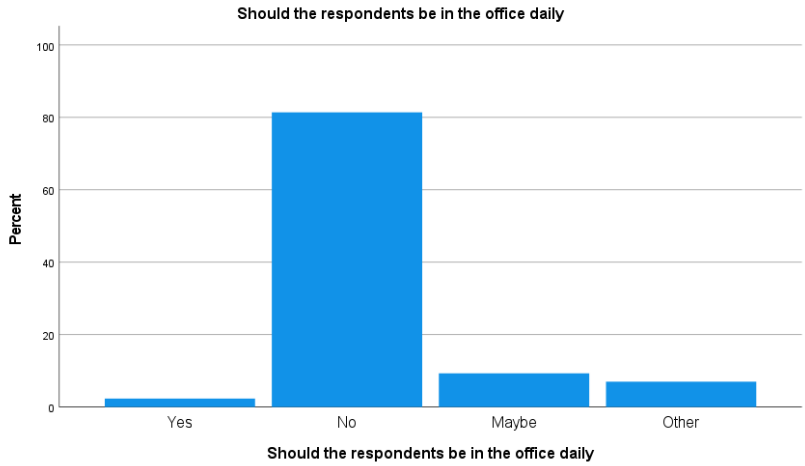
How many hours do you work on average daily

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	6 hours	1	2.3	2.4	2.4
	8 hours	24	55.8	57.1	59.5
	9 hours	11	25.6	26.2	85.7
	10+ hours	6	14.0	14.3	100.0
	Total	42	97.7	100.0	
Missing	System	1	2.3		
Total		43	100.0		

Table 8: Hours

The table shows that out of 42 valid sample size, where 1 was missing, 24(55.8%) work 8hrs on average daily, 11 (25.6%) works 9 hours daily, and others fall in other categories.

4.2.8 **Do you think employees should be in the office daily?**



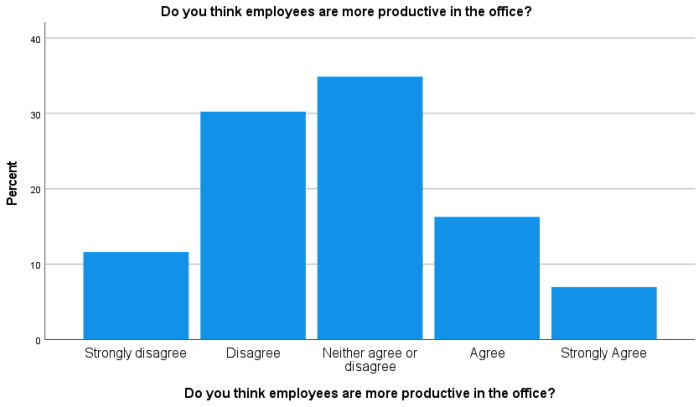
Should the respondents be in the office daily

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	1	2.3	2.3	2.3
	No	35	81.4	81.4	83.7
	Maybe	4	9.3	9.3	93.0
	Other	3	7.0	7.0	100.0
	Total	43	100.0	100.0	

Table 9 – Office daily

Out of 43 valid sample, 35 (81.4%) details that respondents feels that they should not be in the office daily, while only 1 respondent feels that they should be in the office daily.

4.2.9 **Do you think employees are more productive in the office?**



Do you think employees are more productive in the office?

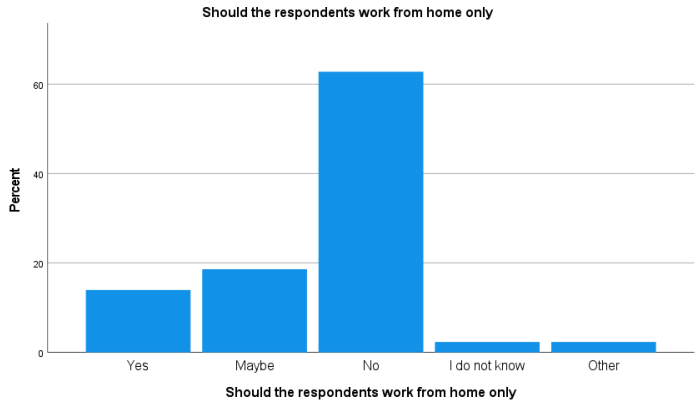
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	5	11.6	11.6	11.6
	Disagree	13	30.2	30.2	41.9
	Neither agree or disagree	15	34.9	34.9	76.7
	Agree	7	16.3	16.3	93.0
	Strongly Agree	3	7.0	7.0	100.0
	Total	43	100.0	100.0	

Table 10 Productivity

The table shows that out of 43 valid participants, 15 (34.9%) neither agree or disagree with regards to employees being more productive in the office. 13 (30.2%) disagree with the fact

that employees are more productive in the office., 3 strongly agrees, 7 agrees and 5 strongly disagree.

4.2.10 **Do you think employees should work from home only?**



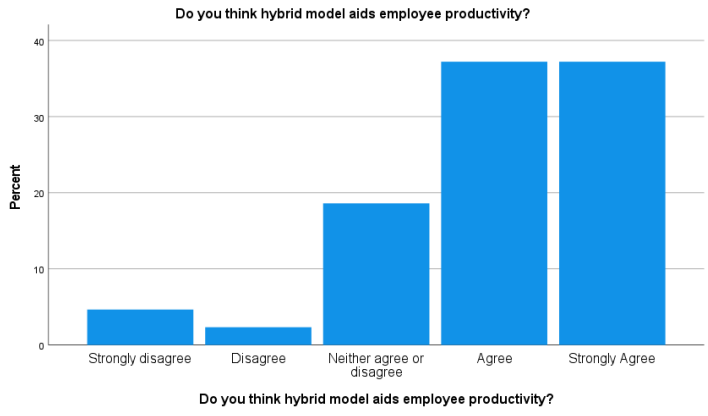
Should the respondents work from home only

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	6	14.0	14.0	14.0
	Maybe	8	18.6	18.6	32.6
	No	27	62.8	62.8	95.3
	I do not know	1	2.3	2.3	97.7
	Other	1	2.3	2.3	100.0
	Total	43	100.0	100.0	

Table 11 Work from home

Out of 43 valid numbers, 27 (62.8%), are not aligned with working from home only, while 6 were aligned with working from home, and 8 resulted in opting for maybe.

4.2.11 **Do you think hybrid model aids employee productivity?**

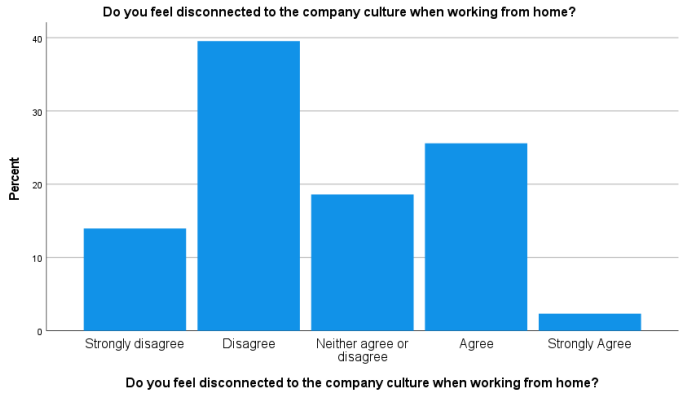


Do you think hybrid model aids employee productivity?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	2	4.7	4.7	4.7
	Disagree	1	2.3	2.3	7.0
	Neither agree or disagree	8	18.6	18.6	25.6
	Agree	16	37.2	37.2	62.8
	Strongly Agree	16	37.2	37.2	100.0
	Total	43	100.0	100.0	

Table 12 Employee productivity

4.2.12 **Do you feel disconnected to the company culture when working from home?**

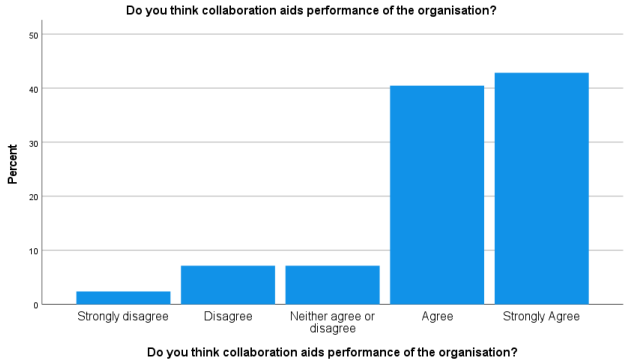


Do you feel disconnected to the company culture when working from home?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	6	14.0	14.0	14.0
	Disagree	17	39.5	39.5	53.5
	Neither agree or disagree	8	18.6	18.6	72.1
	Agree	11	25.6	25.6	97.7
	Strongly Agree	1	2.3	2.3	100.0
	Total	43	100.0	100.0	

Table 13 Company Culture

4.2.13 **Do you think collaboration aids performance of the organisation?**

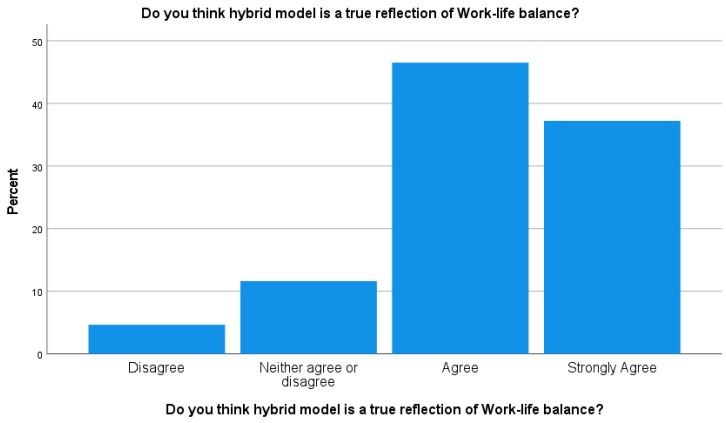


Do you think collaboration aids performance of the organisation?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	1	2.3	2.4	2.4
	Disagree	3	7.0	7.1	9.5
	Neither agree or disagree	3	7.0	7.1	16.7
	Agree	17	39.5	40.5	57.1
	Strongly Agree	18	41.9	42.9	100.0
	Total	42	97.7	100.0	
Missing	System	1	2.3		
Total		43	100.0		

Table 14 Collaboration

4.2.14 **Do you think hybrid model is a true reflection of Work-life balance?**

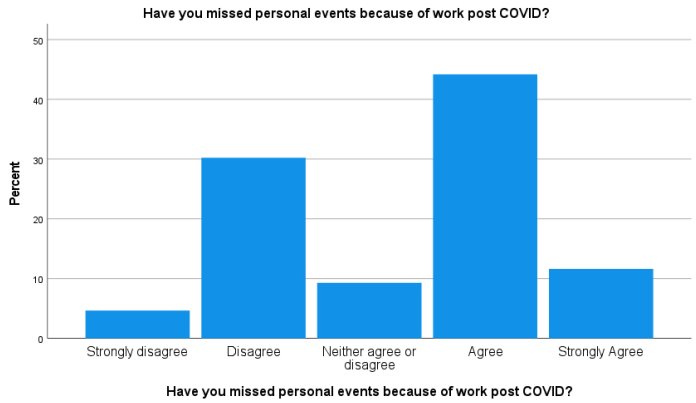


Do you think hybrid model is a true reflection of Work-life balance?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	2	4.7	4.7	4.7
	Neither agree or disagree	5	11.6	11.6	16.3
	Agree	20	46.5	46.5	62.8
	Strongly Agree	16	37.2	37.2	100.0
	Total	43	100.0	100.0	

Table 15 Work-life balance

4.2.15 **Have you missed personal events because of work post COVID-19?**

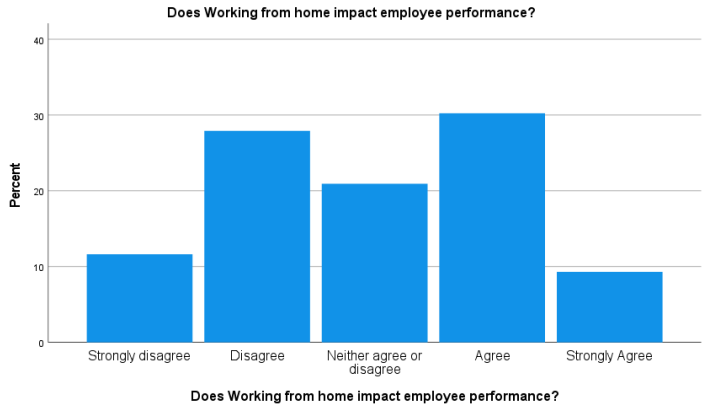


Have you missed personal events because of work post COVID?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	2	4.7	4.7	4.7
	Disagree	13	30.2	30.2	34.9
	Neither agree or disagree	4	9.3	9.3	44.2
	Agree	19	44.2	44.2	88.4
	Strongly Agree	5	11.6	11.6	100.0
	Total	43	100.0	100.0	

Table 16 Post COVID-19

4.2.16 **Does Working from home impact employee performance?**

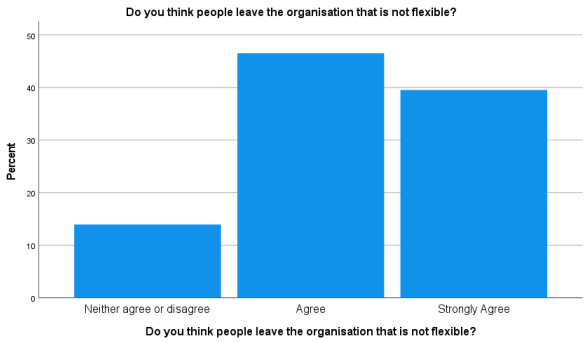


Does Working from home impact employee performance?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	5	11.6	11.6	11.6
	Disagree	12	27.9	27.9	39.5
	Neither agree or disagree	9	20.9	20.9	60.5
	Agree	13	30.2	30.2	90.7
	Strongly Agree	4	9.3	9.3	100.0
	Total	43	100.0	100.0	

Table 17 Employee performance

4.2.17 **Do you think people leave the organisation that is not flexible?**

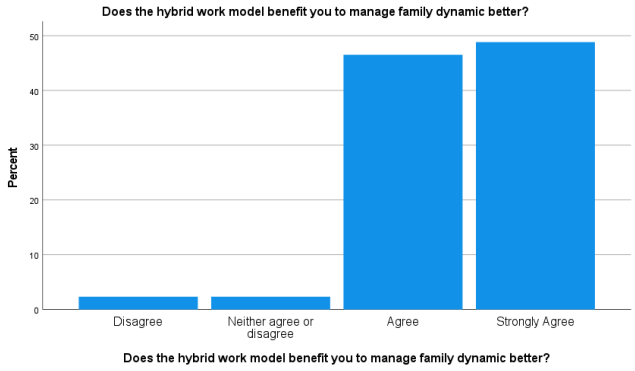


Do you think people leave the organisation that is not flexible?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neither agree or disagree	6	14.0	14.0	14.0
	Agree	20	46.5	46.5	60.5
	Strongly Agree	17	39.5	39.5	100.0
	Total	43	100.0	100.0	

Table 18 Flexibility

4.2.18 **Does the hybrid work model benefit you to manage family dynamics better?**

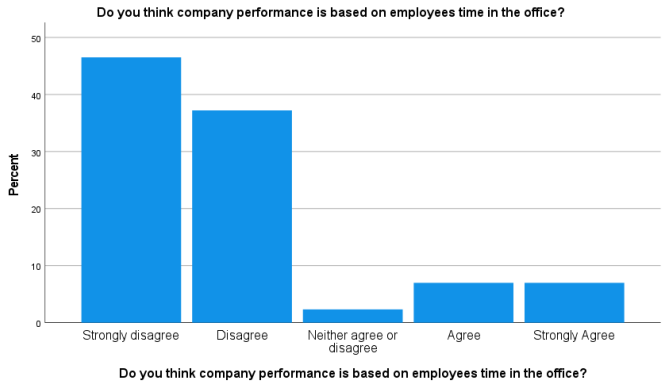


Does the hybrid work model benefit you to manage family dynamic better?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	1	2.3	2.3	2.3
	Neither agree or disagree	1	2.3	2.3	4.7
	Agree	20	46.5	46.5	51.2
	Strongly Agree	21	48.8	48.8	100.0
	Total	43	100.0	100.0	

Table 19 Family dynamics

4.2.19 **Do you think company performance is based on employees time in the office?**

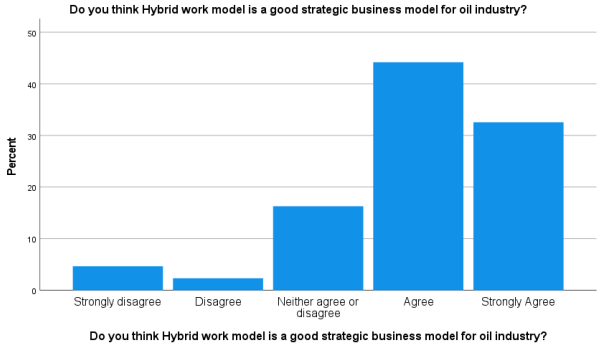


Do you think company performance is based on employees time in the office?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	20	46.5	46.5	46.5
	Disagree	16	37.2	37.2	83.7
	Neither agree or disagree	1	2.3	2.3	86.0
	Agree	3	7.0	7.0	93.0
	Strongly Agree	3	7.0	7.0	100.0
	Total	43	100.0	100.0	

Table 20 Office times

4.2.20 **Do you think Hybrid work model is a good strategic business model for oil industry?**



Do you think Hybrid work model is a good strategic business model for oil industry?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	2	4.7	4.7	4.7
	Disagree	1	2.3	2.3	7.0
	Neither agree or disagree	7	16.3	16.3	23.3
	Agree	19	44.2	44.2	67.4
	Strongly Agree	14	32.6	32.6	100.0
	Total	43	100.0	100.0	

Table 21

4.3 **Reliability Statistics**

According to Field (2013), validity is the scale at which an instrument measures what it is intended to measure, and reliability is the degree to which the instruments consistently yield

the same results. Utilizing quantitative research primarily involves statistical tests, such as Spearman's correlation coefficient and Cronbach's alpha, are used to gauge dependability (Priest & Traynor, 2006). When assessing the reliability of a scale using Cronbach's alpha, a coefficient of 0.5 to 0.7 or higher is seen as indicative of a good to satisfactory level of scale reliability. The validity test assesses the applicability of the chosen notions in different study domains.

The below indicates the average Cronbach's results between 6 items independent variables which was 0.603.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.603	.600	6

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Do you think hybrid model aids employee productivity?	14.50	9.768	.145	.398	.638
Do you feel disconnected to the company culture when working from home?	15.88	7.766	.463	.490	.499
Do you think collaboration aids performance of the organisation?	14.38	8.534	.389	.333	.536
Should the respondents be in the office daily	16.24	9.649	.284	.196	.579
Do you think employees are more productive in the office?	15.74	7.857	.451	.572	.505
Should the respondents work from home only	15.88	9.571	.309	.259	.570

Chapter 5 – Discussions of Research Findings

5.1 Introduction

In this chapter we discuss the result. The results of each research question are discussed, and further analysis is done to establish meaning and implications related to the research questions.

5.2 Discussion of research findings following analysis (Likert Scale)

Statistics

		Do you think employees are more productive in the office?	Do you think hybrid model aids employee productivity?	Do you feel disconnected to the company culture when working from home?	Do you think collaboration aids performance of the organisation?	Do you think hybrid model is a true reflection of Work-life balance?	Have you missed personal events because of work post COVID?	Does Working from home impact employee performance?	Do you think people leave the organisation that is not flexible?	Does the hybrid work model benefit you to manage family dynamic better?	Do you think company performance is based on employees time in the office?	Do you think Hybrid work model is a good strategic business model for oil industry?
N	Valid	43	43	43	42	43	43	43	43	43	43	43
	Missing	0	0	0	1	0	0	0	0	0	0	0
Mean		2.77	4.00	2.63	4.14	4.16	3.28	2.98	4.26	4.42	1.91	3.98
Std. Deviation		1.088	1.047	1.092	1.002	.814	1.161	1.205	.693	.663	1.192	1.012
Minimum		1	1	1	1	2	1	1	3	2	1	1
Maximum		5	5	5	5	5	5	5	5	5	5	5

Please note the below for Linkert scale answers

Note: N = 43

Strongly Disagree = SD

Disagree = D

Neither agree or disagree = Neither A or D

Agree = A

Strongly Agree = SA

Weighted Average (Grand Mean) = 38.53/11 = **3.50**

( ) = brackets means percentage %

No	Items/Questions statements	SD (%)	D (%)	Neither A or D (%)	A (%)	SA (%)	Mean (%)	Standard Deviation (%)	Decision
9	Employees are more productive in the office	5 (11.6)	13 (30.2)	15 (34.9)	7 (16.3)	3 (7.0)	2.77	1.088	Low Perception
11	Hybrid model aids employee productivity	2 (4.7)	1 (2.3)	8 (18.6)	16 (37.2)	16 (37.2)	4.00	1.047	High Perception
12	Feeling disconnected to the company culture when working from home	6 (14)	17 (39.5)	8 (18.6)	11 (25.6)	1 (2.3)	2.63	1.092	Low Perception
13	Collaboration aids performance of the organisation	1 (2.3)	3 (7.0)	3 (7.0)	17 (39.5)	18 (41.9)	4.14	1.002	High Perception
14	Hybrid model is a true reflection of Work-life balance	0	2 (4.7)	5 (11.6)	20 (46.5)	16 (37.2)	4.16	0.814	High Perception
15	Missing personal events because of work post COVID	2 (4.7)	13 (30.2)	4 (9.3)	19 (44.2)	5 (11.6)	3.28	1.161	Low Perception
16	Working from home impact	5 (11.6)	12 (27.9)	9 (20.9)	13 (30.2)	4 (30.2)	2.98	1.205	Low Perception

	employee performance								
17	People leave the organisation that is not flexible	0	0	6 (14)	20 (46.5)	17 (39.5)	4.26	0.693	High Perception
18	Hybrid work model benefit you to manage family dynamic better	0	1 (2.3)	1 (2.3)	20 (46.5)	21 (48.8)	4.42	0.663	High Perception
19	Company performance is based on employee's time in the office	20 (46.5)	16 (37.2)	1 (2.3)	3 (7.0)	3 (7.0)	1.91	1.192	Low Perception
20	Hybrid work model is a good strategic business model for oil industry	2 (4.7)	1 (2.3)	7 (16.3)	19 (44.2)	14 (32.6)	3.98	1.012	High Perception

In this study, Decisions were made using the perceptions of the respondents, the weighted average value was calculated, the mean values for the item were summed up and then divide by the total number of items.

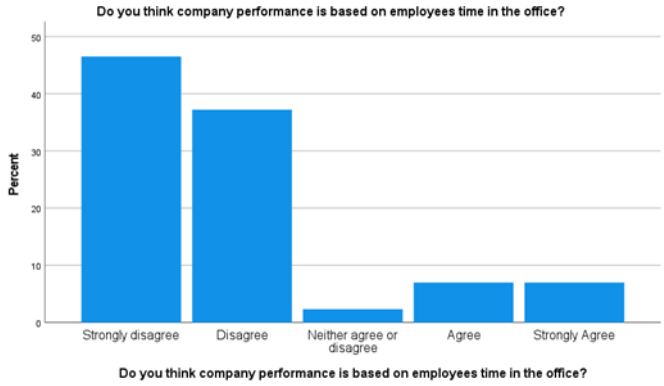
Based on research questions and hypothesis related to the above perception analysis table, employees had low perception, on employees being more productive in the office, this perception addresses the first question/hypothesis on employee productivity, employees feels that employees are not only productive in the office, but employees also feel that they can be productive in other spaces and not necessarily in the office. In addition, employees also felt disconnected to the company culture when working from home, so employees don't feel disconnected to the company culture when working from home. The home-office-school setting proven advantageous prior to COVID-19 (Beno, 2021). The current approach is hybrid working, which Beno et al. (2021) recently defined as a combination of working from home and a cubicle and using a hybrid model that combines in-person and remote work.

Hvoreck (2021), employees' productivity would probably increase under this paradigm since more work might be completed in the time saved each day by not having to commute to a regular workspace. The employees perceived that hybrid model is a true reflection of Work-life balance, and also had perception that People leave the organisation that is not flexible. The employees also felt strong/high perception that Hybrid work model benefit them to manage family dynamic better and that the Hybrid work model is a good strategic business model for the oil industry.

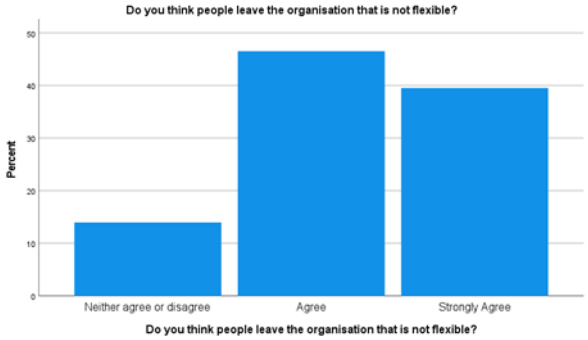
The last lowest perception by employees, which addresses one of the hypothesis relating to company performance were company performance is based on employee's time in the office, organisation performance is not entirely based on whether the employees is in the office at the time. (Nyakundi, Karanja, Charles & Nyamwanu, 2012) Organizational performance can be measured with the help of employee performance. Workers are the company's most valuable resource, contributing to its operations.

As a result, employee performance determines the firm's success. Performance is defined by Campbell (1990) as the conduct or activity pertinent to the objectives of the organization. According to Ones, Viswesvaran, and Schmidt (2008), it can also be described as "scalable actions, behaviors, and outcomes that employees engage in or bring about that are linked with and contribute to organizational goals."

The below graph, as per the analysis shown on in Chapter 4, shows and supports the low perceptions that the employee had, where the employees strongly disagree with the fact that company performance driven by time in the office,



The below support the high perception that as per the below graph, the employees agree that people/employees leave companies that are not flexible.



Chapter 6 – Summary, Conclusion and Recommendations

6.1 Introduction

The chapter looks at concluding the research project, it will summarize, provide conclusion and recommendations of the research project.

6.2 Summary of chapters

The goal of the study was to significantly advance knowledge about the hybrid work paradigm in South Africa, with a focus on the oil sector. A background, context, and identification of the research challenge are provided in the first chapter of this project. The following is determined to be the study's only objective:

- Investigate the hybrid model Plan efficiency in driving employee productivity and promoting strong company culture for oil sector non-frontline employees.

From the objectives the below questions were then formulated:

Question 1:

What is the best HWMP that suites South African oil companies? does the hybrid model results in high employee productivity and enhanced collaborative culture as well as employer's consistent performance.

Question 2:

Does HWMP impact organisational Performance and employee productivity?

Question 3:

Why is the HWM a critical factor in determining the success of the business and employee's Performance?

Question 4:

Who would benefit from the Hybrid model Plan? Would it be both organisation and employees? Which Stakeholders?

Chapter 2 – the chapter looked at literature review where the objective of the literature review was to identify the knowledge gaps, which served as the rationale on how the Hybrid model benefits both organisations and employees and the gaps and challenges that come with it.
The literature touched on the benefits of Hybrid work model plan, Gratton (2021) study, there are benefits to remote and hybrid work, including the potential for people to turn working from home into a source of energy. They can now use their time spent commuting to engage in activities that will increase their physical and mental vigor. It implies that individuals have more free time to engage in hobbies and sports as well as spend time with friends and family (Andrzejak & Belz, 2021). The chapter also looked at hybrid work model and collaborative strategies as well as retention strategies on hybrid work model organizations. Literature also

looked at different theories, like Maslow's hierarchy of needs and continued to cover conceptual Frameworks.

Chapter 3 looked at the research methodology of the research study, the quantitative approach was chosen for the research study, the data collection methods used for this study were chosen to be survey questionnaires, due to its convenience and capacity to reach respondents in different geographic places at any time, so an online questionnaire survey approach was chosen to collect be able to collect necessary data, the survey questionnaire was sent using WhatsApp, emails, SMS's, a Total number of 43 respondents were captured and analyzed using the SPSS licensed system. The aim was to capture group of participants that work for the oil industry that are non-frontliners, participants will be from different departments of the business, ethical considerations were also considered for the chosen study.

In Chapter 4, the results we found and analyzed., set of statistical analysis of variables were run including frequencies to illustrates the high and low values of the observations as well as their distribution across the whole scale and concentration in a specific region. Reliability analysis like Cronbach Alpha was run on different variables that are Linkert scale questionnaires, to determine if the scale is reliable. The mean, standard deviation and weighted averages were also run and analyzed to determine the respondents or employee's perception on the Linkert scale questionnaires. Demographic data of participants was also captured and analyzed.

Chapter 5 mainly focused on discussing the analyses that was done in chapter four.

The below is "high perception results" based on participants perception of the Hybrid model plan.

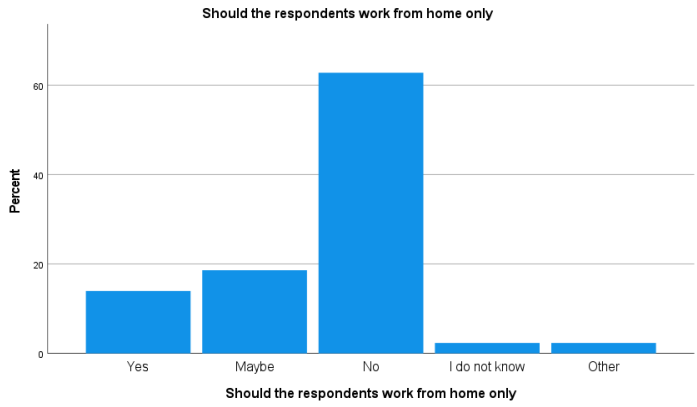
- Hybrid model aids employee productivity.
- Collaboration aids performance of the organization.
- Hybrid model is a true reflection of work-life balance.
- People leave organisations that are not flexible.
- Hybrid work-model model helps to manage family dynamics better.
- Hybrid work model is a good strategic model for the oil industry.

6.3 Conclusions

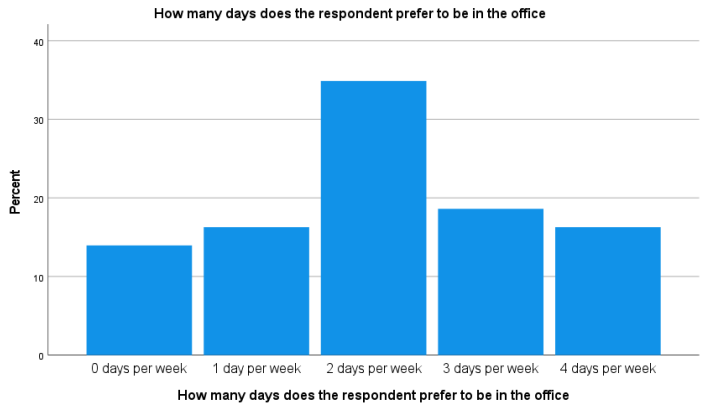
The purpose of the study was to mainly examines the efficiencies of a hybrid model plan for non-frontline employees in South Africa's oil industry post COVID-19, and how this can be permanently sustainable for South African Oil industries.

This study, concludes that workers perception shows that Hybrid model is a good strategic model for the oil industry, as it allows people to manage both work expectations and family dynamics, and how Hybrid model is a true reflection of work-life balance. The study also concludes that people leave organizations that are not flexible, meaning that Hybrid work model can be used a retention strategy to keep high performing employees.

The analyses and results also addressed one question on whether the workers should only work from home and 62.8% responded to "No", meaning that many employees feel that there should be days dedicated to the office and working from home.



- Another table below as per the results analyzed stipulates that 34,9% prefers to be in the office, which touches on the collaboration strategy, linking mainly to being in the office to collaborate, there was also a high perception that participants feels that Collaboration aids performance of the organization. So employees prefers 2 days in the office, than 5 days in the office.



The following conclusions can be made on the below research questions:

Question 1:

What is the best HWMP that suites South African oil companies? does the hybrid model results in high employee productivity and enhanced collaborative culture as well as employer's consistent performance.

- 2 days in the office preferred. Hybrid model aids employee production, Hybrid work-model model helps to manage family dynamics better and that Collaboration aids performance of the organization.

Question 2:

Does HWMP impact organisational Performance and employee productivity?

- According to the results and analyses based on high perception, Hybrid work model is a good strategic model for the oil industry and hybrid model aids employee productivity.

Question 3:

Why is the HWM a critical factor in determining the success of the business and employee's Performance?

- According to literature, a balanced work-life balance makes employees happier and improves their work performance, which in turn raises business effectiveness and performance. People live organisations that are rigid and hybrid work models help to better manage family dynamics. Each of these demonstrated by the individuals output, which in turn affects how effectively they do at work. Work life balance affects employees attitudes, behaviour and well-being in addition to organisational effectiveness. (Eby, Lockwood et al, 2005).

Question 4:

Who would benefit from the Hybrid model Plan? Would it be both organisation and employees? Which Stakeholders?

- Drawing from the analysis and the results above and based on high perceptions, “people leave organisations that are not flexible” High performers can be retained by using a hybrid work place model as a retention strategy. In order for oil industry in SA to maintain high revenue turn over, while simultaneously retaining top-performers, the two day model system would be of advantage to investors.

6.4 Limitations

The study targeted oil industry employees and did not include non-frontline workers of the same industry, focus was on office employees from different departments of the organization and focused mainly on South Africa as a country. Sample size for the research was reached. Quantitative research study was used for this study.

6.5 Recommendations

- Oil industry in South Africa to implement a 2-day in office and 3-days working from home system and make it a standing policy and not a guideline, this will benefit policy makers and investors in order to not pay overtime, as most work can be performed from home, According to (Worlu, 2023) If offered the option to work from home and with flexible scheduling, employees will work longer hours because there won't be a distinction between paid work hours and personal time. The companies will profit from this since they won't have to pay for overtime.
- As we undergo economic transition, the oil industry in South Africa must improve its retention strategy and incorporate the hybrid work model plan into its recruitment policy to attract and hire top people.
- Use employee collaboration techniques for two days in the office to encourage employee networking and productivity. The human resources department must put various co-operation tactics into practice that promote teamwork and ensure that the company's principles are never forgotten.

REFERENCES:

Afaha, J., Aderinto, E., Oluwole, E., Oyinlola, A., & Akintola, Y. (2021). Effect of Covid-19 on the Nigerian oil and gas industry and impact on the economy. *CPEEL's covid*, *19*(11).

Alnoor, A., Khaw, K.W., Chew, X. *et al.* The Influence of the Barriers of Hybrid Strategy on Strategic Competitive Priorities: Evidence from Oil Companies. *Glob J Flex Syst Manag* (2023). https://doi.org/10.1007/s40171-022-00335-8

Eric Hansen, Erlend Nybakk, Rajat Panwar,

Pure versus hybrid competitive strategies in the forest sector: Performance implications,

Forest Policy and Economics,

Volume 54, 2015, Pages 51-57, ISSN 1389-9341,

https://doi.org/10.1016/j.forpol.2015.02.001.

(https://www.sciencedirect.com/science/article/pii/S138993411500026X)

Gualano, M. R., Rossi, M. F., Borrelli, I., Santoro, P. E., Amantea, C., Daniele, A., ... & Moscato, U. (2022). Returning to work and the impact of post COVID-19 condition: A systematic review. *Work*, (Preprint), 1-9.

Iqbal, K. M. J., Khalid, F., & Barykin, S. Y. (2021). Hybrid workplace: The future of work. In *Handbook of Research on Future Opportunities for Technology Management Education* (pp. 28-48). IGI Global.

Dowling et al, 20212, Mckinsey quarterly, 2021 Article – Hybrid work: Making it fit with your diversity, equity, and inclusion strategy,

Kivimäe, I. Solutions for hybrid work challenges during the COVID-19 PANDEMIC in ONNINEN.

Miller, S., & van Meelis, T. (2005). *Industrial relations in the oil industry in South Africa*. ILO.
Ozdemir, E. D., & Mecikoglu, S. (2016). A case study on performance implications of hybrid strategy in automotive supplier industry. *International Business Research*, *9*(6), 31-43.

Prevot, P., & Mägi, P. (2022). Using Hybrid to Turn Workplace Vibrant: An Empirical Study about Hybrid Workplace Implications on Employee Engagement.

Vidhyaa, B., & Ravichandran, M. A LITERATURE REVIEW ON HYBRID WORK MODEL. *Journal homepage: www. ijrpr. com ISSN*, *2582*, 7421.

D'aveni, R. A., Dagnino, G. B. & Smith, K. G. (2010). The age of temporary advantage. Strategic Management Journal, 31, 1371-1385. http://dx.doi.org/10.1002/smj.897

Davis, P. S., Dibrell, C. C., & Janz, B. D. (2002). The impact of time on the strategy–performance relationship: implications for managers. Industrial Marketing and Management Journal, 31(4), 339-347. http://dx.doi.org/10.1016/S0019-8501(01)00168-7 Day,

G. S. (1989). Deciding how to compete. Planning Review, September/October, 18-23. http://dx.doi.org/10.1108/eb054269 Dent, J. F. (1990). Strategy, organization and control: Some possibilities for accounting research. Accounting, Organizations and Society, 15(1), 3-25. http://dx.doi.org/10.1016/0361-3682(90)90010-R Deshpandé,

R., Farley, J. U., & Webster Jr., F. E. (1993). Corporate culture, customer orientation, and innovativeness in Japanese firms: A quadrad analysis. The Journal of Marketing, 57(1), 23-37. http://dx.doi.org/10.2307/1252055 Dess,

G. G., & Davis, P. S. (1984). Porter's (1980) generic strategies as determinants of strategic group membership and organizational performance. Academy of Management Journal, 27(3), 467-488. http://dx.doi.org/10.2307/256040 Dess,

G. G., Lumpkin, G. T., & McGee, J. E. (1999). Linking corporate entrepreneurship to strategy, structure, and process: Suggested research directions. Entrepreneurship Theory and Practice, 23, 85-102. Ebben, J. J., & Johnson, A. C. (2005). Efficiency, flexibility, or both? Evidence linking strategy to performance in small firms. Strategic Management Journal, 26(13), 1249-1259. http://dx.doi.org/10.1002/smj.503 Eisenhardt,

K. M., & Martin, J. A. (2000). Dynamic capabilities: What are they? Strategic Management Journal, 21 10/11, 1105-1121. http://dx.doi.org/10.1002/1097-0266(200010/11)21:10/113.0.CO;2-E Fraser, D. (1999). QSR NUD*IST Vivo: Reference Guide. Melbourne: Qualitative Solutions and Research Pty. www.ccsenet.org/ibr International Business Research Vol. 9, No. 6; 2016 41

Galunic, D., & Rodan, S. (1998). Resource re-combinations in the firm: Knowledge structures and the potential for Schumpeterian innovation. Strategic Management Journal, 19(12), 1193-1201.http://dx.doi.org/10.1002/(SICI)1097-0266(998120)19:123.0.CO;2-F

Hambrick, D. C. (1983). Some tests of the effectiveness and functional attributes of Miles and Snow's strategic types. Academy of Management Journal, 26(1), 5-26. http://dx.doi.org/10.2307/256/32 Han, J. K., Kim, N., & Srivastava, R. K. (1998). Market

Hallgren M, Olhager J, Schroeder R, 2011, A hybrid model of competitive capabilities, International Journal of Operations and Production Management, Vol. 31 No. 5, pp. 511-526.

Mohammad Majid Fouladgar1 , Abdolreza Yazdani-Chamzini2 , Edmundas Kazimieras Zavadskas3 , S. Hamzeh Haji Moini4 Mohammad Majid Fouladgar1 , Abdolreza Yazdani-Chamzini2 , Edmundas Kazimieras Zavadskas3 , S. Hamzeh Haji Moini, 2011, a new hybrid model for evaluating the working strategies: case study of construction company.

Patrícia Vasconcelosa,b,*, Elizabeth Furtadoa , Plácido Pinheiroa, 2025, A hybrid approach for modeling alternatives of flexible working.

Pablo Prevot and Peeter Mägi, 2022, Using Hybrid to Turn Workplace Vibrant

Aradhana s. Kumar and Jayanti BanerJee Das, 2022, The impact of Hybrid-work model on Job satisfaction, Vol.12, Issue 1, June 2022. 71-82

aron De Smet, B. D. (March, 2021 5). Mckinsey. Retrieved from www.mckinsey.com: https://www.mckinsey.com/businessfunctions/organization/our-insights/its-time-for-leaders-to-get-real-about-hybrid

Andrea Alexander, A. D. (2021, April). What employees are saying about the future of remote work. Global research.

Banerjee, P. S. (2021). Employee Preference for Work Environment – A Work from Home Perspective. Mumbai: Trans Stellar Journal Publications, research consultancy.

Christie Smith, Y. S. (April, 2021). The future of work: A hybrid work model. Global research: Accenture.

Flore Pradère and James Taylor. (September 2021). Restoring employee wellbeing to achieve sustainable performance. Global research: JLL Global research.

Global-research. (Novembor 2020). Reimagining Human Experience. JLL. 7. Hogarty, S. (April 6, 2021, April 6). wework. Retrieved from hybrid-workplace-advantages-disadvantages: https://www.wework.com/ideas/workspace-solutions/flexible-products/hybrid-workplace-advantages-disadvantages

N. Chellam, Ph.D Scholar, Sri Ramakrishna College of Arts & Science, Coimbatore Dr. Divya D, Research Supervisor, Assistant Professor, Department of Management Science, Sri Ramakrishna College of Arts & Science, Coimbatore – 641 006, 2022 – A Casual study model and its impact on employee job performance.

Campbell et al, 2015, the modeling and assessment of work performance.

Aguinis H, O'Boyle E. 2014. Star performers in twenty-first century organizations. Pers. Psychol. 67:313–50

Austin JT, Villanova P. 1992. The criterion problem: 1917–1992. J. Appl. Psychol. 77:836–74 Baard SK, Rench TA, Kozlowski SWJ. 2014. Performance adaptation: a theoretical integration and review. J. Manag. 40:48–99

Beal DJ, Weiss HM, Barros E, MacDermid SM. 2005. An episodic process model of affective influences on performance. J. Appl. Psychol. 90:1054–68

Beck JW, Beatty AS, Sackett PR. 2014. On the distribution of job performance: the role of measurement characteristics in observed departures from normality. Pers. Psychol. 67:531–66

Huitt et al, 2015, Rotary institute, Appendix A, Maslow's hierarchy of needs,

Akma et al. 2020 The impact of flexible working arrangements in millennials. A conceptual analysis.

Allen, T. D., Johnson, R. C., Kiburz, K. M., & Shockley, K. M. (2013). Work-Family Conflict and Flexible Work Arrangements: Deconstructing Flexibility: PERSONNEL PSYCHOLOGY. Personnel Psychology, 66(2), 345–376. Retrieved from https://doi.org/10.1111/peps.12012

Azar, S., Khan, A., & Van Eerde, W. (2018). Modelling linkages between flexible work arrangements' use and organizational outcomes. Journal of Business Research, 91, 134–143. Retrieved from https://doi.org/10.1016/j.jbusres.2018.06.004

Baard, N., & Thomas, A. (2010). Teleworking in South Africa: Employee Benefits and Challenges. Sa Journal of Human Resource Management, 8(1). Retrieved from https://doi.org/10.4102/sajhrm.v8i1.298

Charvat et al, 2020: wellness, its origins, theories and current applications in the united states.

Allen, J. (2008). Wellness leadership: creating a supportive work environment for healthier land more productive employees. Burlington, Vt.: Human Resources Institute, LLC.

Ardell, D. B. (n.d.a). Wellness: Basic definitions of wellness. Seekwellness.com.

Dostupné z http://www.seekwellness.com/wellness/what_is_wellness.htm Ardell, D. B. (n.d.b). Workplace Wellness. The Complete Business Resource.

Dostupné 20. listopad 2013, z http://www.babm.com/healthandwellness/workplacewellness.htm

Ardell, D. B. (1977). High level wellness: an alternative to doctors, drugs, and disease. Emmaus, PA: Rodale Press

Koopmans et al, 2011, conceptual frameworks of individual work performance.

Gregory, 2012. The importance of employee satisfaction.

Almeida, F., Superior, I., Gaya, P., Queirós, A., & Faria, D. (2017). Strengths and Limitations of Qualitative and Quantitative Research Methods Innovation and Entrepreneurship View project Observatory of Portuguese Academic Spin-offs View Project European Journal of Education Studies Strengths and limitations of Qualitative. September. https://doi.org/10.5281/zenodo.887089

Asbury, J., Milner, K., & Schache, R. (2019). A Comparison of Online and Paper Survey Methods in Assessing Patient Experience of Palliative Careling. Journal of Pain and Symptom Management, 57(no 2), 392–399.

Baker, R., Brick, J. M., Bates, N. A., & Battaglia, M. (2017). Summary Report of the AAPOR Task Force on Non-Probability Sampling. Journal of Survey Statistics and Methodology, 1(2), 90–143.

Cooper, D. R., Schindler, P. S., Cooper, D. R., & Schindler, P. S. (2003). Business research methods. Gounder, S. (2012). Chapter 3 - Research methodology and research questions. Research Methodology and Research Method, March 2012, 84–193.

Jadhav, D. (2021). Understanding artificial intelligence adoption, implementation, and use in small and medium enterprises in India [PhD Thesis]. Walden University.

Maree, K., & Pietersen, J. (2010). First steps in research. In First steps in RESEARCH (pp. 171–181). Van Schaik Publishers. Ochara, N.M (2023).

Module 7: Quantitative Data Analysis, University of Witwatersrand, Johannesburg, South Africa

Dr Okolie, 2023, Likert Scale Data Analysis and Interpretation of Results (youtube.com),

Hlogwane K, 2022, Flexible working arrangements and employee retention in Electrical & Mechanical engineering firms in South Africa.

Worlu et al, 2023 Hybrid Work Location Models And Job Performance of oil and gas firms in River Sate

Mojapelo P, 2022, The hybrid working model and productivity: Perspectives of South African knowledge workers.

Appendix A Survey Questionnaire

Consent:

By taking the survey, you agree to take part in the research project as well as give permission for the use of feedback data to be used for further analysis in conclusion of the research. All participants are kept strictly anonymous.

This Survey will require 10-15min of your time.

Do you give consent to these terms?

Yes

☐

No

☐

Demographic and Geographic information:

1.How do you identify yourself?

- Female
- Male
- Transgender
- Bi-Sexual
- Prefer not to say.

2. What is your age?

- 20-24
- 25-30
- 30-35
- 35-40
- 40-65

3.What is your ethnicity?

- Black
- White
- Indian
- Coloured
- Prefer not to mention.

4.Where do you reside?

- Gauteng
- Western Cape
- KZN
- North west
- Other

5.Please describe you family status?

- Married
- Single
- Divorced
- Widowed
- Separated

Open ended questions:

6.How many days do you prefer to be in the office?

- 0 days per week
- 1 day per week
- 2 days per week
- 3 day per week
- 4 days per week

7.How many hours do you work on average daily?

- 5 hours
- 6 hours
- 8 hours
- 9 hours
- 10+ hours

8.Do you think employees should be in the office daily?

- Yes
- No
- Maybe
- I do not know
- Other – Please specify

9.Do you think employees are more productive in the office?

- Strongly disagree
- Disagree
- Neither agree or Disagree
- Agree
- Strongly agree

10.Do you think employees should work from home only?

- Yes
- No
- Maybe
- I do not know
- Other – Please specify

11.Do you think hybrid model aids employee productivity?

- Strongly disagree
- Disagree
- Neither agree or Disagree
- Agree
- Strongly agree

12.Do you feel disconnected to the company culture when working from home?

- Strongly disagree
- Disagree
- Neither agree or Disagree
- Agree
- Strongly agree

13.Do you think collaboration aids performance of the organisation?

- Strongly disagree
- Disagree
- Neither agree or Disagree
- Agree
- Strongly agree

14.Do you think hybrid model is a true reflection of Work-life balance?

- Strongly disagree
- Disagree
- Neither agree or Disagree
- Agree
- Strongly agree

15.Have you missed personal events because of work post COVID?

- Strongly disagree
- Disagree
- Neither agree or Disagree
- Agree
- Strongly agree

16.Does Working from home impact employee performance?

- Strongly disagree
- Disagree
- Neither agree or Disagree
- Agree
- Strongly agree

17.Do you think people leave the organisation that is not flexible?

- Strongly disagree

- Disagree
- Neither agree or disagree
- Agree
- Strongly agree

18.Does the hybrid work model benefit you to manage family dynamic better?

- Strongly disagree
- Disagree
- Neither agree or disagree
- Agree
- Strongly agree

19.Do you think company performance is based on employees time in the office?

- Strongly disagree
- Disagree
- Neither agree or disagree
- Agree
- Strongly agree

20.Do you think Hybrid work model is a good strategic business model for oil industry?

- Strongly disagree
- Disagree
- Neither agree or disagree
- Agree
- Strongly agree

Appendix B – Information sheet

Good Day,

My name is Tsholofelo Serache. i am a master's student in Business administration at the university of Witwatersrand, Johannesburg. I am conducting research on Hybrid model plan for non-frontline employees in South African oil industry.

I invite you to take 10-15 minutes questionnaire by simply following the below link that will take you to the survey of the research study questionnaire.

Link: https://wits.eu.qualtrics.com/jfe/form/SV_2beCn7RsbIPqHxc