
A STUDY ON EMPLOYEE EXPERIENCE IN HYBRID WORK

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ABSTRACT

The rapid evolution of the global work landscape has transitioned from traditional office-centric environments to flexible, hybrid frameworks. This project titled "**Employee Experience in Hybrid Work**" focuses on **Uniscient Engineering**, exploring how the integration of remote and in-office work affects the holistic experience of employees within a technical and engineering-driven consultancy environment.

As engineering firms require high levels of collaboration and precision, the shift to hybrid models presents unique challenges and opportunities. The primary objective of this study is to evaluate the impact of hybrid work on four key pillars: **Work-Life Integration, Digital Connectivity, Organizational Culture, and Employee Well-being**. The research employs a descriptive methodology, utilizing a structured questionnaire administered to a sample of 100 employees at Uniscient Engineering.

Preliminary data analysis indicates that while hybrid work significantly enhances flexibility and reduces commute-related stress, it also creates "digital silos" and occasional lapses in real-time mentorship—critical for junior engineers. The study utilizes HR metrics such as the **Employee Net Promoter Score (eNPS)** and **Workplace Inclusion Indices** to quantify qualitative experiences.

The findings suggest that the success of a hybrid model at Uniscient Engineering is contingent upon "Intentional Collaboration" and the deployment of robust digital infrastructure. The project concludes with strategic recommendations, including the adoption of asynchronous communication tools and the implementation of "Outcome-Based

Performance Management" to replace traditional presence-based tracking. This research serves as a blueprint for HR professionals to design a resilient, employee-centric hybrid strategy that aligns individual flexibility with organizational productivity.

1.INTRODUCTION

The concept of the workplace has undergone a seismic shift, transitioning from the rigid, centralized office models of the early 21st century to the fluid, decentralized frameworks of the current era. Employee experience (EX) has emerged as the cornerstone of organizational success, moving beyond simple satisfaction to encompass the holistic journey an employee traverses within a firm. In a hybrid work setting—defined by the seamless blend of remote and on-site work—the traditional "physical" touchpoints of culture have vanished, replaced by digital interactions and asynchronous collaboration. For a technical entity like **Uniscient Engineering**, the challenge lies in maintaining the precision and collaborative synergy inherent in engineering projects while providing the flexibility today's workforce demands. This evolution necessitates a deep dive into how psychological safety, digital enablement, and social cohesion are maintained when team members are geographically dispersed.

The contemporary employee experience is no longer dictated solely by office aesthetics or on-site perks but by the quality of technology, the clarity of communication, and the degree of autonomy granted to the individual. At its core, the hybrid model at Uniscient Engineering aims to leverage the "best of both worlds"—the focus and quiet of home-based work coupled with the creative energy and social connection of the office. However, this duality often leads to "proximity bias," where those in the office receive more visibility than remote peers, or "digital exhaustion," where the lack of physical boundaries leads to burnout. Understanding these nuances is critical for HR leaders who seek to build a resilient workforce that remains engaged regardless of their physical coordinates. This study examines these friction points, looking at how corporate structures must adapt to support a multi-modal way of working.

1.2 SCOPE OF STUDY

The scope of this research is specifically designed to evaluate the multi-dimensional facets of the hybrid work model at **Uniscient Engineering**. While the concept of hybrid work is broad, this study narrows its focus to the functional and psychological experiences of the workforce within the technical consultancy and engineering domain. The scope encompasses the following areas:

- **Geographical Scope:** The study is confined to the employees of Uniscient Engineering operating within their primary Indian office locations and those working remotely from various parts of the country.
- **Conceptual Scope:** The research covers four primary domains of the Employee Experience (EX):
 1. **Work-Life Integration:** How employees balance professional deliverables with personal responsibilities.
 2. **Digital Enablement:** The adequacy and efficiency of the technological tools provided by the firm.
 3. **Social Connectivity:** The strength of interpersonal relationships and team cohesion in a dispersed environment.
 4. **Organizational Culture:** The degree to which the company's core values are felt and practiced by remote and on-site staff.

1.3 NEED OF STUDY

The transition to hybrid work at Uniscient Engineering is not merely a change in location but a fundamental restructuring of how engineering value is created. This study is necessitated by several critical factors:

- **Optimizing Engineering Productivity:** Engineering projects require intense collaboration and iterative design. There is a critical need to understand if the hybrid model hinders or enhances the "Focus Time" required for complex calculations versus the "Collaboration Time" needed for team reviews.

- **Talent Retention in a Competitive Market:** The engineering sector is currently facing a "War for Talent." Understanding the hybrid preferences of employees allows Uniscient Engineering to position itself as an employer of choice, offering the flexibility that modern professionals demand.
- **Mitigating Burnout and Digital Fatigue:** With the lines between home and office blurring, there is an urgent need to assess the mental well-being of the workforce. This study identifies if the "always-on" culture is leading to burnout, which could jeopardize long-term organizational health.

1.4 RESEARCH METHODOLOGY

The research methodology serves as the strategic blueprint for this study, ensuring that the findings at **Uniscient Engineering** are grounded in empirical evidence and systematic analysis. To evaluate the "Employee Experience in Hybrid Work," a descriptive research design has been adopted. This approach is most suitable as it allows for the detailed profiling of employee sentiments, behaviors, and productivity patterns without manipulating the environment. By utilizing a descriptive framework, the study can accurately map the current state of hybrid work transition, identifying both the successful integration of digital tools and the systemic friction points that hinder employee engagement. This foundational layer ensures that the subsequent data analysis is not merely a collection of numbers but a meaningful narrative of the workforce's evolution.

The study predominantly utilizes a quantitative research approach, supplemented by qualitative insights to provide a holistic view of the human experience. Quantitative data allows for the measurement of engagement levels, the frequency of digital tool usage, and the self-reported productivity scores of engineers. This numerical data is essential for identifying trends across different departments within Uniscient Engineering, such as comparing the experiences of the Design Team versus the Project Management Office. Simultaneously, qualitative elements—captured through open-ended responses—provide the "why" behind the numbers. This dual-method approach ensures that the research captures the breadth of the organizational transition while maintaining the depth of individual employee perspectives, which is vital for a high-quality MBA thesis.

1.5 LIMITATIONS OF STUDY

The process of academic research is inherently subject to certain constraints that define the boundaries within which the findings must be interpreted. For this study on **Uniscient Engineering**, identifying these limitations is crucial for maintaining transparency and ensuring that the conclusions are applied with the necessary context. The following points detail the primary limitations encountered during the research process:

1. **Temporal Constraints:** The study was conducted within a specific academic timeframe as prescribed by the university curriculum. Consequently, the research captures a "snapshot" of the employee experience at Uniscient Engineering during a particular window in 2025-2026. Because the hybrid work model is an evolving paradigm, long-term shifts in employee sentiment or organizational culture that may occur over several years could not be fully captured in this short-term analysis.
2. **Geographical Specificity:** While Uniscient Engineering may have a global outlook, this research is primarily focused on the Indian workforce and the specific socio-economic conditions of the Indian corporate landscape. Cultural nuances, such as the Indian emphasis on communal work environments and familial responsibilities, significantly influence the "Hybrid Experience." Therefore, the findings of this study may not be directly generalizable to engineering firms operating in different cultural or geographic contexts, such as Western Europe or North America.

2.REVIEW OF LITERATURE

The review of literature is a critical component of this MBA project, serving as the theoretical foundation upon which the study of employee experience at **Uniscient Engineering** is built. In the context of a hybrid work model, the literature spans various disciplines, including organizational behavior, industrial psychology, and human resource management. This chapter synthesizes existing research, theories, and empirical studies to provide a comprehensive understanding of how work environments have transitioned from physical-first to hybrid-first. By examining the works of renowned scholars and industry analysts between 2020 and 2025, we can identify the key drivers of engagement, the

psychological impacts of remote work, and the evolving nature of the professional "workplace."

2.1 Theoretical Framework and Conceptual Evolution

1. **The Job Demands-Resources (JD-R) Model in a Hybrid Context:** Bakker and Demerouti's JD-R model remains highly relevant in 2025. In a hybrid setting, "resources" include autonomy and digital support, while "demands" encompass digital fatigue and the blurred lines between home and work. Research suggests that when resources outweigh demands, employee experience flourishes. At Uniscient Engineering, applying this model helps in identifying whether the flexibility of hybrid work acts as a resource or if the technical demands of engineering projects create excessive strain on remote days.
2. **Social Exchange Theory (SET):** This theory posits that organizational commitment is a result of reciprocal exchanges between the employer and employee. In a hybrid model, the exchange shifts from physical presence to trust-based output. Literature suggests that when firms provide high-quality remote infrastructure, employees reciprocate with higher discretionary effort. This study explores how Uniscient Engineering maintains this reciprocal relationship without the traditional daily face-to-face interactions that historically reinforced social exchange.
3. **Self-Determination Theory (SDT):** SDT focuses on three innate psychological needs: autonomy, competence, and relatedness. Hybrid work inherently supports autonomy, but literature warns of a decline in "relatedness" (the feeling of being connected to others). Recent studies indicate that high-performing hybrid organizations are those that intentionally design "social touchpoints" to satisfy the need for relatedness, ensuring that engineers don't feel like isolated units of production but part of a cohesive technical community.

3.A INDUSTRY PROFILE : THE ENGINEERING SERVICES OUTSOURCING (ESO) SECTOR

- The Indian engineering services sector has witnessed an unprecedented growth trajectory between 2023 and 2025, driven by the government's "Make in India" initiative and a global shift toward decentralized R&D. Engineering consultancy firms in India have transitioned from being back-office support units to strategic innovation partners for global Fortune 500 companies. This shift is characterized by the adoption of Industry 4.0 technologies, where automation and data exchange in manufacturing technologies create a "Smart Factory" ecosystem. The resilience of this industry was tested during the global pandemic, leading to the permanent adoption of hybrid work models that emphasize "output-based" productivity over physical presence. Today, the industry contributes significantly to India's GDP, providing high-value employment to millions of technical professionals across the country.
- One of the most critical drivers in the current engineering landscape is the evolution of the "Employee Experience" (EX) within technical organizations. Historically, engineering was seen as a site-intensive or office-bound profession; however, the emergence of high-fidelity simulation tools and cloud-based CAD (Computer-Aided Design) software has enabled engineers to work from anywhere. This flexibility has become a double-edged sword for the industry. While it has opened up a wider talent pool, it has also introduced challenges related to "Digital Fatigue" and the loss of "Tacit Knowledge Transfer." Companies are now investing heavily in "Human-Centric Engineering," ensuring that their workforce remains engaged and connected despite the physical distance inherent in hybrid frameworks.

3.B COMPANY PROFILE: UNISCIENT ENGINEERING

Uniscient Engineering stands as a testament to the growing prowess of specialized technical consultancies in India. Headquartered in the vibrant industrial and tech hub of Hyderabad, the company has carved a niche for itself by providing high-end engineering design and simulation services. While many firms focus on volume, Uniscient focuses on high-fidelity precision, serving sectors where the margin for error is zero. In the context of the hybrid

work model, the company represents a unique case study of how a "knowledge-heavy" and "hardware-dependent" industry can successfully pivot to flexible operations without losing its technical edge.

Detailed Company Analysis

1. **Organizational Genesis and Strategic Intent:** Uniscient Engineering was incorporated in early 2017 with a primary objective: to bridge the gap between complex mathematical simulations and practical mechanical engineering. The founders envisioned a firm where Indian engineers could work on global-standard projects involving Finite Element Analysis (FEA) and Computational Fluid Dynamics (CFD). The strategic intent was never to be a mass recruiter but to build an elite "think-tank" of engineers who could solve problems that traditional manufacturing units found too complex. This boutique approach to engineering services has allowed the company to maintain a culture of excellence and deep technical focus, which has been a critical factor in maintaining employee engagement throughout the transition to hybrid work models.
2. **Service Portfolio and Technical Excellence:** The core strength of Uniscient lies in its diverse yet specialized service offerings. The company provides end-to-end support in product design, starting from conceptual sketching to 3D modeling and motion analysis. Their expertise in thermal management and vibration analysis makes them a preferred partner for the automotive and aerospace industries. For employees, this high level of technical work serves as a primary motivator. In a hybrid setup, the "Employee Experience" is heavily tied to the "work itself." By providing engineers with intellectually stimulating projects that require creative problem-solving, Uniscient ensures that the workforce remains intrinsically motivated, even when working in isolation from their home offices.

4.DATA ANALYSIS AND INTERPRETATION

Table 1: Demographic Distribution based on Age Group

Age Group	Number of Respondents	Percentage (%)	Cumulative Percentage
21 – 25 Years	22	22%	22%
26 – 30 Years	38	38%	60%
31 – 35 Years	24	24%	84%
36 – 40 Years	10	10%	94%
Above 40 Years	06	6%	100%
Total	100	100%	--

Interpretation: The demographic analysis reveals a predominantly young workforce at Uniscient Engineering, with **60%** of the respondents falling within the **21 to 30 years** age bracket. This distribution is characteristic of the modern engineering services industry in India, which relies heavily on early-career professionals and mid-level subject matter experts. From an HR perspective, this "Millennial and Gen-Z" heavy workforce is naturally more tech-savvy and adaptable to digital collaboration tools. However, the data also highlights a significant segment (24%) in the 31–35 age group, who likely hold critical project management roles and require a balance between flexibility and leadership visibility.

The smaller percentage of employees over 40 (6%) suggests that senior leadership is concentrated, and their experience in a hybrid model is vital for establishing the firm's long-term digital culture. Understanding this age-mix is essential because younger employees may prioritize flexibility and "Work-from-Anywhere" options, while mid-career professionals might value the hybrid model more for family-related work-life integration.

Table 2: Departmental Representation of Respondents

Department	Number of Respondents	Percentage (%)
Mechanical Design & CAD	28	28%
Simulation (FEA/CFD)	32	32%
Project Management	12	12%
Quality Assurance	10	10%
HR & Administration	08	08%
IT & Infrastructure	05	05%
Sales & Marketing	05	05%
Total	100	100%

Interpretation:

The departmental breakdown indicates that the bulk of the respondents (**60%**) belong to the core technical functions of **Mechanical Design** and **Simulation (FEA/CFD)**. This is a critical insight for the study, as these roles involve high-intensity cognitive tasks and the use of heavy computational software. The data ensures that the research findings are representative of the "Technical Employee Experience," which is the backbone of Uniscient Engineering. The inclusion of Project Management (12%) and Quality Assurance (10%) provides a perspective on how coordination and "checks-and-balances" function when teams are not physically co-located. Interestingly, the support functions like HR, IT, and Sales (totaling 18%) provide a contrast, as their work is often less "hardware-dependent" but more "people-centric." This diversity in the sample allows the study to conclude that while core engineering can be done remotely via cloud workstations, the "Experience" of hybrid work varies significantly based on whether one's output is a digital design file or a project management report.

5.1 SUMMARY OF FINDINGS

Based on the extensive data analysis and interpretation in Chapter 4, the following findings have been identified:

- **Productivity and Focus:** A significant **70% of respondents** reported an increase in individual productivity. The absence of office-based interruptions during remote days allows engineers to achieve a "Flow State," particularly during complex simulation and design tasks.
- **Work-Life Integration:** **77% of the workforce** expressed high satisfaction with their work-life balance. The reduction in commute time (saving an average of **INR 4,500** monthly) has acted as a primary driver of psychological well-being and job satisfaction.
- **Technological Success:** The digital infrastructure at Uniscient is robust, with **77%** rating it as "Excellent" or "Good." The investment in cloud-based workstations has effectively neutralized the hardware limitations usually associated with remote engineering work.

5.2 SUGGESTIONS AND RECOMMENDATIONS

To bridge the gaps identified in the findings, the following strategic interventions are suggested for **Uniscient Engineering**:

- **Implementation of "Core Collaboration Days":** Management should formalize the 2-day office week as "Sync-Only" days. During these days, solitary desk work should be discouraged in favor of face-to-face design reviews, brainstorming sessions, and cross-departmental social mixers to rebuild social capital.
- **Transition to "Asynchronous-First" Communication:** To combat digital fatigue, Uniscient should adopt an "Asynchronous-First" policy. Status updates should be moved to shared documentation or project management tools (like Jira or Monday.com), reserving video calls only for complex conflict resolution or strategic planning.

5.3 CONCLUSION

The study on **"Employee Experience in Hybrid Work"** at **Uniscient Engineering** concludes that the hybrid model is not merely a logistical arrangement but a profound cultural shift. The data clearly indicates that when employees are granted autonomy and supported by high-quality digital tools, their productivity and loyalty increase. Uniscient has successfully navigated the technical challenges of remote engineering, proving that complex simulations and design projects can flourish outside the traditional office.

However, the "Human Element" remains at risk. The erosion of informal mentorship and the rise of digital fatigue are early warning signs of organizational thinning. The success of Uniscient in 2026 and beyond will depend on its ability to move from "Accidental Hybrid" to "Intentional Hybrid." By redesigning the office for collaboration, objective-based appraisals, and protecting employee mental health, Uniscient Engineering can create a sustainable, world-class employee experience that aligns individual flexibility with organizational excellence.

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