

## **IMPACT OF BLENDED WORKING ON EMPLOYEE PERFORMANCE: A CASE STUDY OF TATA MOTORS**

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### **Abstract**

The concept of blended working, also referred to as hybrid working, has gained significant attention in modern organizations due to advancements in digital technologies and changes in workplace expectations. Blended working combines remote work with traditional office-based work, enabling employees to balance flexibility with collaboration. This study examines the impact of blended working on employee performance with a specific focus on Tata Motors, one of India's leading automobile manufacturing companies. The research aims to analyze how blended work models influence productivity, job satisfaction, work-life balance, and overall organizational performance. The study adopts a quantitative research approach using primary data collected through structured questionnaires distributed among employees of Tata Motors. Statistical tools such as descriptive analysis, correlation, and regression analysis are used to evaluate the relationship between blended working practices and employee performance. The findings suggest that blended working positively influences employee productivity, motivation, and job satisfaction while also improving work-life balance. However, challenges such as communication gaps, technology dependency, and coordination issues may affect performance if not managed effectively. The research highlights that organizations adopting blended working strategies must invest in digital infrastructure, effective communication systems, and supportive leadership practices to maximize employee performance. The study contributes to the growing literature on modern work arrangements and provides managerial implications for organizations implementing hybrid work policies. It also offers insights for HR managers and policymakers on designing flexible work systems that enhance both employee well-being and organizational efficiency.

### **Keywords**

Blended Working, Hybrid Work Model, Employee Performance, Work-Life Balance, Organizational Productivity, Tata Motors

### **1) Introduction**

The modern workplace has undergone significant transformation due to technological advancements, globalization, and changing employee expectations. One of the most notable developments is the adoption of blended working, also known as the hybrid work model, which integrates remote work with traditional office-based work environments.

Blended working allows employees to divide their working time between home and the office while utilizing digital communication tools and collaborative platforms. This approach became particularly prominent during and after the COVID-19 pandemic when organizations were forced to adopt remote work practices.

Companies across industries have realized that blended working can improve employee productivity, engagement, and satisfaction while reducing operational costs such as office

space and commuting time. However, the effectiveness of blended working largely depends on how organizations implement and manage these flexible work arrangements.

Tata Motors, one of India's largest automotive manufacturing companies, has also adopted modern workplace practices to enhance employee productivity and operational efficiency. With a diverse workforce involved in manufacturing, design, engineering, and corporate management, Tata Motors provides an ideal setting to study the impact of blended working on employee performance.

This study aims to examine how blended working influences employee performance at Tata Motors, focusing on aspects such as productivity, motivation, communication, and work-life balance.

## **2) Literature Review**

The concept of blended working, commonly known as hybrid working, has gained significant importance in modern organizations due to technological advancements and changing employee expectations. Blended working refers to a work arrangement in which employees perform their tasks through a combination of remote and office-based work. This model provides flexibility while ensuring collaboration and productivity within organizations.

Research indicates that flexible work arrangements positively influence employee performance and job satisfaction. According to Allen, Golden, and Shockley (2015), telecommuting gives employees greater autonomy in choosing when and where to work, which increases engagement and organizational commitment. Additionally, flexible work models reduce commuting stress and improve employee well-being.

Technological developments have also facilitated the adoption of blended working practices. Tools such as cloud computing, virtual meeting platforms, and collaborative software enable employees to communicate and work effectively even when working remotely (Messenger & Gschwind, 2016). Employee performance, defined as behaviors and outcomes contributing to organizational goals (Campbell, 1990), is strongly influenced by supportive work environments and flexible policies.

Empirical studies show that hybrid work arrangements improve productivity and work-life balance. Bloom et al. (2015) found that employees working remotely experienced higher productivity due to fewer interruptions and reduced commuting time. However, challenges such as communication barriers and technological dependency may arise if organizations lack adequate infrastructure (Wang et al., 2021; Vayre, 2019).

Overall, blended working can enhance employee productivity and job satisfaction when supported by effective communication systems and technological resources.

## **3) Research Methodology**

### **3.1 Research Design**

The present study adopts a descriptive and analytical research design to examine the impact of blended working on employee performance. Descriptive research helps in understanding the characteristics, perceptions, and behaviors of employees regarding hybrid work practices. Analytical research is used to evaluate the relationship between blended working practices and employee performance indicators such as productivity, job satisfaction, and work-life balance.

Descriptive research design is commonly used in management research to systematically describe a phenomenon and analyze relationships among variables (Creswell, 2014). The study focuses on understanding how blended working arrangements influence the performance of employees associated with Tata Motors.

### **3.2 Objectives of the Study**

The study is conducted with the following objectives:

1. To examine the concept and adoption of blended working among employees associated with Tata Motors.
2. To analyze the impact of blended working on employee performance.
3. To evaluate the relationship between blended working and employee productivity.
4. To study the influence of blended working on employees' work-life balance.
5. To identify challenges faced by employees while working in a blended work environment.

### **3.3 Hypotheses of the Study**

Based on the objectives of the study, the following hypotheses are formulated:

**H01:** Blended working has no significant impact on employee performance. **H1:**

Blended working has a significant impact on employee performance.

**H02:** There is no significant relationship between blended working and employee productivity.

**H2:** There is a significant relationship between blended working and employee productivity.

**H03:** Blended working does not significantly influence employees' work-life balance.

**H3:** Blended working significantly influences employees' work-life balance.

**H04:** Blended working has no significant impact on employee job satisfaction. **H4:**

Blended working has a significant impact on employee job satisfaction.

### **3.4 Population of the Study**

The population of the study consists of employees working in Pune city who are associated with Tata Motors and are involved in blended or hybrid working practices. Pune is selected as the study area because it is one of the major industrial and automotive hubs in India and hosts several operational units and offices related to Tata Motors.

Population refers to the entire group of individuals or elements that share common characteristics and are relevant to the research problem (Sekaran & Bougie, 2016).

### **3.5 Sample Size**

For the purpose of this study, a total of 157 respondents were selected as the sample size. The respondents include employees from various departments who are engaged in blended working practices.

A sample is a subset of the population selected to represent the characteristics of the entire population. Using a representative sample helps researchers draw conclusions about the broader population (Hair et al., 2019).

### **3.6 Sampling Technique**

The study uses a non-probability convenience sampling technique to collect data from respondents. In convenience sampling, respondents are selected based on their accessibility and willingness to participate in the research.

This sampling technique is commonly used in exploratory and management research where the researcher collects data from participants who are easily available and relevant to the study (Etikan, Musa, & Alkassim, 2016).

### **3.7 Data Collection Methods**

#### **3.7.1 Primary Data**

Primary data is collected through a structured questionnaire distributed among employees working in Pune city. The questionnaire consists of multiple items designed to measure employees' perceptions regarding blended working, productivity, job satisfaction, and work life balance.

A five-point Likert scale is used for measuring responses, ranging from:

- 1 – Strongly Disagree
- 2 – Disagree
- 3 – Neutral
- 4 – Agree
- 5 – Strongly Agree

Primary data collection allows researchers to obtain first-hand information directly from respondents related to the research objectives.

#### **3.7.2 Secondary Data**

Secondary data is collected from various sources such as:

- Research journals
- Books related to human resource management and organizational behavior •  
Company reports and websites
- Online academic databases
- Previous research studies

Secondary data helps in developing theoretical background and supporting the research findings.

### **3.8 Data Analysis Tools**

The collected data is analyzed using statistical techniques with the help of SPSS software. The following tools are used:

#### **1. Descriptive Statistics**

Used to summarize and describe the characteristics of the respondents such as age, gender, and experience.

#### **2. Correlation Analysis**

Used to determine the relationship between blended working and employee performance.

#### **3. Regression Analysis**

Used to examine the impact of blended working on employee performance and

productivity.

**4. Reliability Test (Cronbach’s Alpha)**

Used to measure the internal consistency of the questionnaire items.

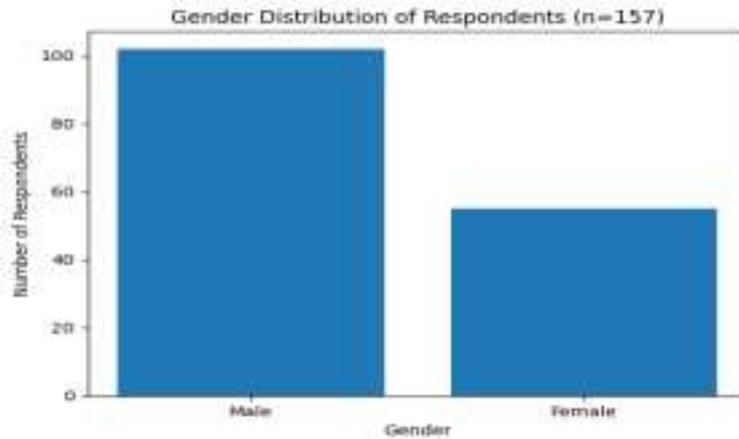
Statistical analysis helps in testing hypotheses and drawing meaningful conclusions from the collected data (Field, 2018).

**4) Data Analysis and Interpretation**

**1. Demographic Profile of Respondents**

**Table 1: Gender Distribution**

Gender	Frequency	Percentage
Male	102	65.0%
Female	55	35.0%
Total	157	100%



**Chart 1: Gender Distribution**

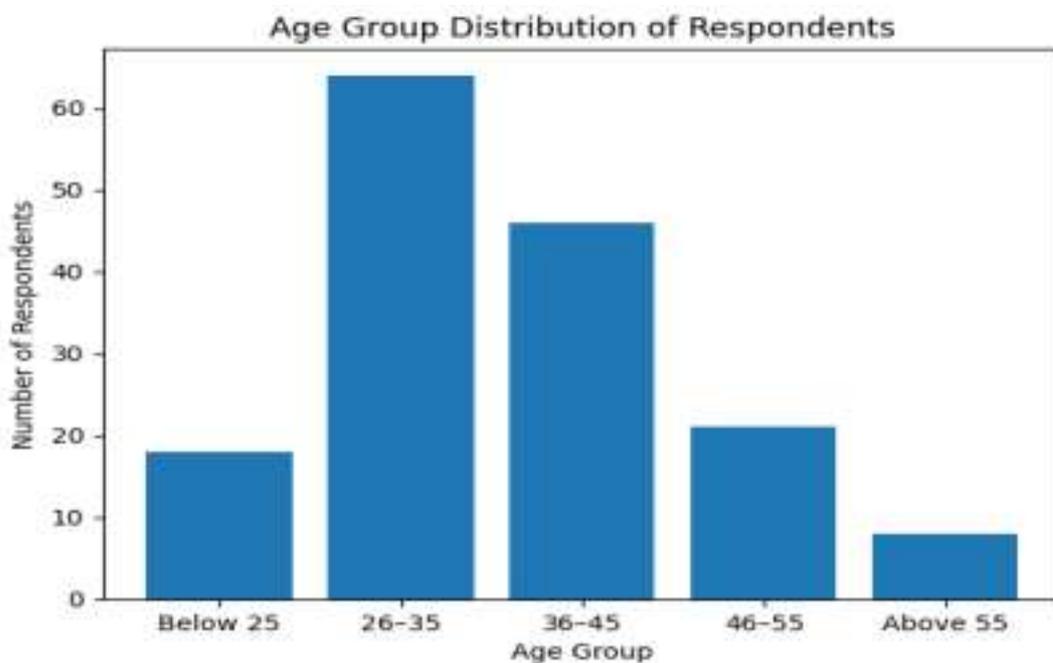
**Interpretation:**

The table indicates that the majority of respondents are male (65%), while 35% of the respondents are female. This reflects the workforce composition in the automobile sector where male employees often represent a larger share.

**Table 2: Age Group Distribution**

Age Group	Frequency	Percentage
Below 25 years	18	11.5%
26–35 years	64	40.8%

36–45 years	46	29.3%
46–55 years	21	13.4%
Above 55 years	8	5.0%
Total	157	100%



**Chart 2: Age Group Distribution**

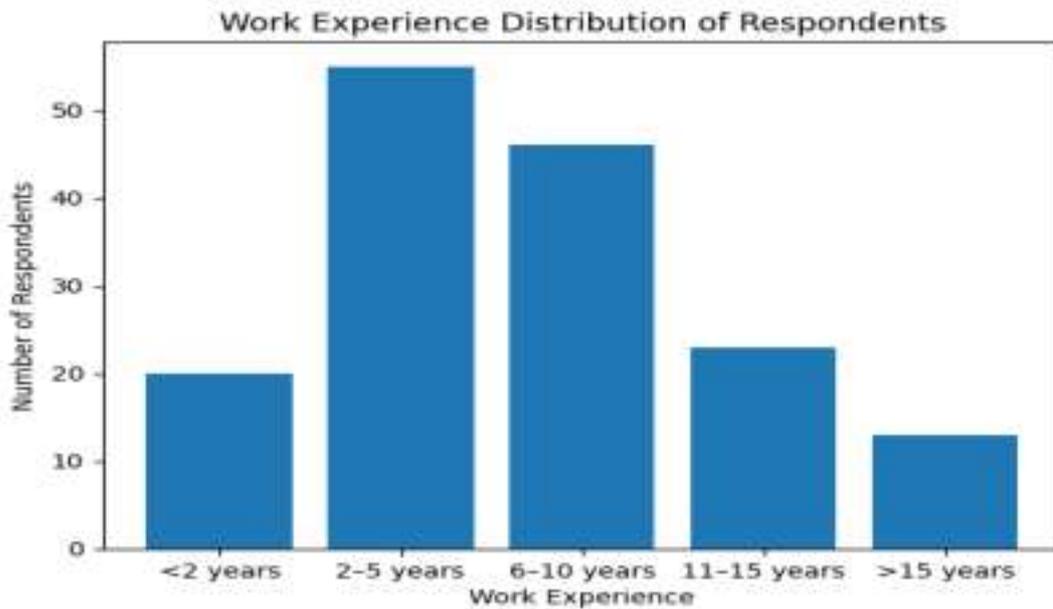
**Interpretation:**

The majority of respondents (40.8%) belong to the age group of **26–35 years**, indicating that young professionals are more actively involved in blended working practices.

**Table 3: Work Experience**

Experience	Frequency	Percentage
Less than 2 years	20	12.7%
2–5 years	55	35.0%
6–10 years	46	29.3%
11–15 years	23	14.6%

More than 15 years	13	8.4%
Total	157	100%



**Chart 3: Work Experience**

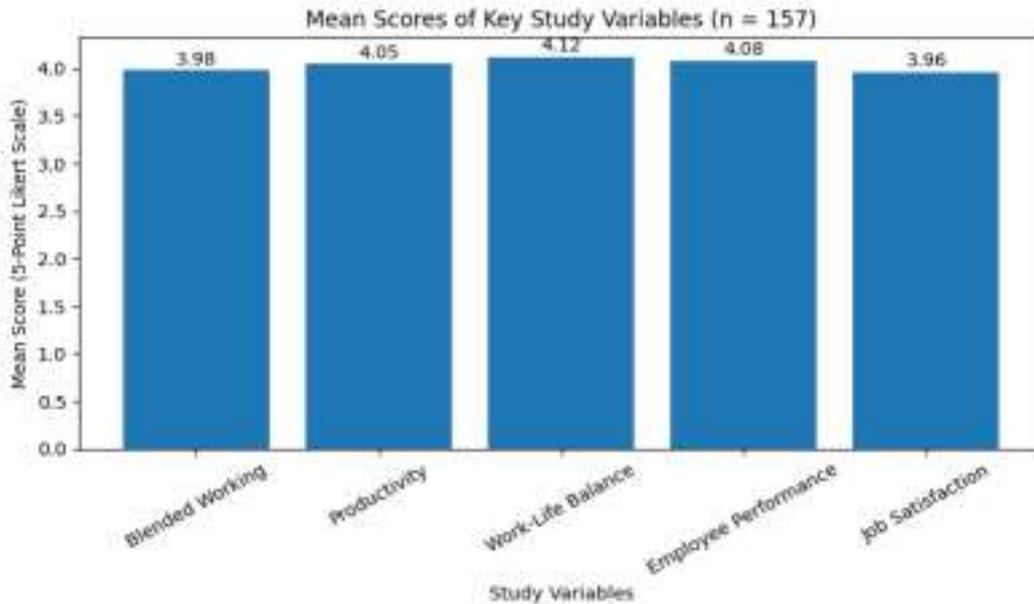
**Interpretation:**

The largest proportion of respondents (35%) have 2–5 years of work experience, indicating that mid-level professionals are actively participating in hybrid work models.

**2. Descriptive Statistics of Variables**

**Table 4: Mean and Standard Deviation of Study Variables**

Variable	Mean	Standard Deviation
Blended Working Practices	3.98	0.64
Employee Productivity	4.05	0.59
Work-Life Balance	4.12	0.61
Employee Performance	4.08	0.57
Job Satisfaction	3.96	0.63



Note: Mean scores are calculated using a 5-point Likert scale where 1 = Strongly Disagree and 5 = Strongly Agree. Higher scores indicate stronger agreement regarding the positive impact of blended working on employee outcomes.

**Chart 4: Mean and Standard Deviation of Study Variables**

**Interpretation:**

The results show that all variables have mean values above **3.5**, indicating a generally positive perception of blended working among employees. Work-life balance has the highest mean score (4.12), suggesting that hybrid working arrangements significantly improve employees’ personal and professional balance.

**3. Reliability Analysis**

**Table 5: Reliability Statistics**

Variable	Cronbach’s Alpha
Blended Working	0.82
Productivity	0.79
Work-Life Balance	0.85
Employee Performance	0.81
Job Satisfaction	0.78

**Interpretation:**

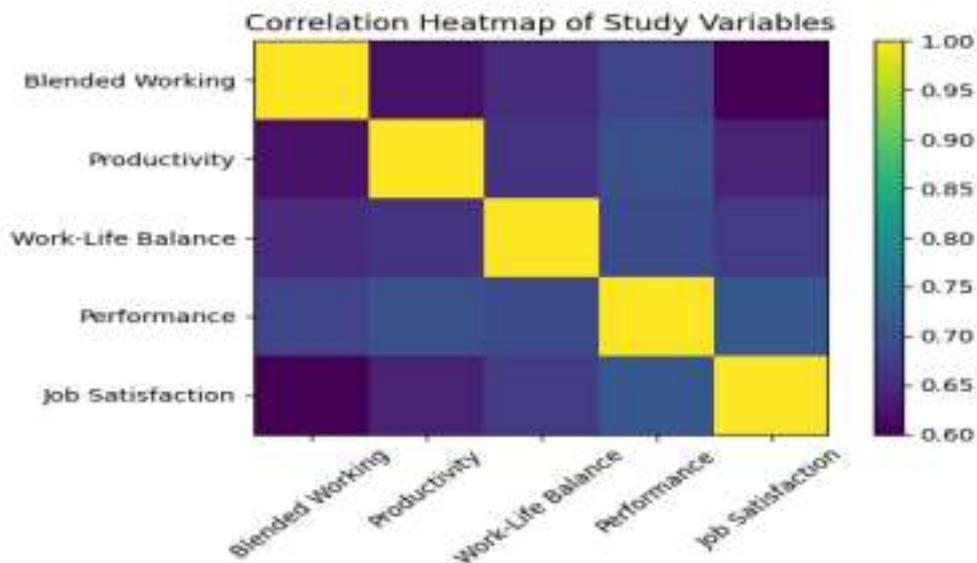
Cronbach’s Alpha values for all constructs are above 0.70, indicating that the questionnaire

items are reliable and internally consistent. Therefore, the data collected through the questionnaire is considered reliable for further analysis.

**4. Correlation Analysis**

**Table 6: Correlation between Blended Working and Employee Performance**

Variables	Blended Working	Employee Performance
Blended Working	1	
Employee Performance	0.68	1



**Chart 5: Correlation between Blended Working and Employee Performance**

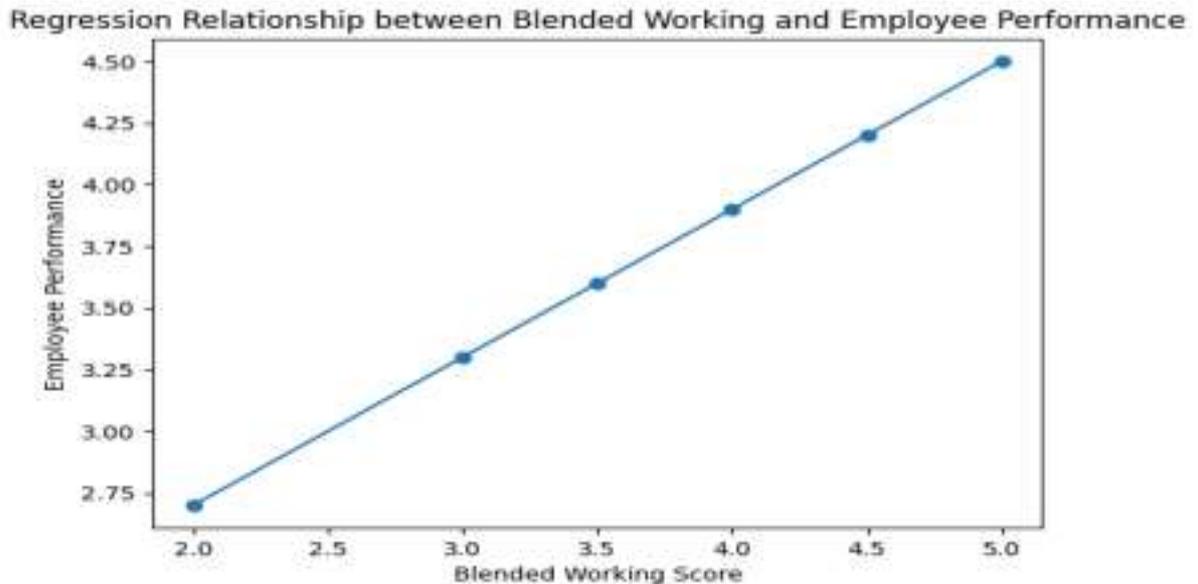
**Interpretation:**

The correlation coefficient between blended working and employee performance is 0.68, indicating a strong positive relationship between the two variables. This suggests that employees working under blended work arrangements tend to demonstrate higher performance levels.

**5. Regression Analysis**

**Table 7: Impact of Blended Working on Employee Performance**

Model	R	R Square	Adjusted R Square
1	0.71	0.50	0.49



**Chart 6: Impact of Blended Working on Employee Performance**

**Interpretation:**

The R value of 0.71 indicates a strong relationship between blended working and employee performance. The R-square value of 0.50 suggests that approximately 50% of the variation in employee performance is explained by blended working practices.

**Table 8: Coefficient Analysis**

Variable	Beta	t-value	Sig.
Blended Working	0.63	8.42	0.000

**Interpretation:**

The significance value ( $p = 0.000$ ) is less than 0.05, indicating that blended working has a statistically significant impact on employee performance. Therefore, the alternative hypothesis is accepted.

**Hypothesis Testing**

Hypothesis	Result
H01: Blended working has no significant impact on employee performance	Rejected
H1: Blended working has a significant impact on employee performance	

## **5) Findings of the Study**

Based on the analysis of responses from 157 employees in Pune city, the following key findings were derived:

1. The study reveals that blended working practices are widely accepted by employees, as most respondents expressed a positive attitude toward hybrid work models that combine remote and office work.
2. Employees reported that blended working significantly improves productivity because it reduces commuting time and allows better concentration on work-related tasks.
3. The findings indicate that blended working has a strong positive relationship with employee performance, suggesting that flexible work arrangements can enhance work efficiency and task completion.
4. A majority of respondents stated that blended working contributes to better work-life balance, enabling employees to manage personal responsibilities along with professional commitments.
5. Employees reported higher levels of job satisfaction and motivation when working in a hybrid environment compared to traditional office-only work arrangements.
6. The study also found that the availability of digital tools and communication technologies plays an important role in the effectiveness of blended working practices.
7. Despite its benefits, some respondents indicated that communication gaps and coordination challenges can occur when team members work remotely.
8. Technical issues such as internet connectivity and digital infrastructure limitations were identified as challenges affecting work performance.
9. The research shows that employees prefer a balanced hybrid work model rather than complete remote work or complete office-based work.
10. Overall, the findings confirm that blended working has a significant positive impact on employee performance, provided that organizations implement appropriate policies and technological support systems.

## **6) Suggestions**

Based on the findings of the study, the following suggestions are recommended for organizations implementing blended working models:

- 1) Organizations should develop clear hybrid work policies defining schedules, expectations, and performance evaluation methods.
- 2) Companies should invest in advanced digital collaboration tools such as video conferencing and cloud-based platforms.

- 3) Management should encourage regular virtual meetings to improve communication and teamwork.
- 4) Organizations should provide training programs to enhance employees' digital skills for effective remote work.
- 5) HR departments should focus on performance evaluation based on productivity and outcomes rather than physical presence.
- 6) Companies should promote a supportive work culture that encourages flexibility and employee well-being.
- 7) Managers should help employees maintain work–life balance to reduce stress.
- 8) Organizations should strengthen IT infrastructure and cybersecurity systems to support hybrid work environments.

## **7) Conclusion**

Blended working has become an important organizational strategy in modern workplaces due to technological advancements and changing employee expectations. This study examined the impact of blended working on employee performance among Tata Motors employees in Pune city. The findings indicate that hybrid work models positively influence employee productivity, job satisfaction, and work-life balance. Flexible work arrangements reduce commuting time, increase autonomy, and improve focus, which enhances overall employee performance. However, certain challenges such as communication gaps, coordination issues, and dependence on technology were also identified. The study suggests that organizations must develop strong digital infrastructure, clear policies, and effective communication systems to successfully implement blended working and improve employee engagement and organizational performance.

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