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Title: Impact of Hybrid Work Models on Employee Motivation and Productivity: A Case Study of Barclays Plc.

Declaration of Originality

I confirm that this work is my most original work, and it has never been submitted to any other institution of learning.

Georgiana Rebenciuc

Signature

Acknowledgement

I would like to express my sincere thanks to my supervisor Olusoyi Ashaye who guided and encouraged me throughout this project, also to Mr. Md Kalam module leader who answered all my questions and encouraged me throughout these 3 years, a great impact was also made by Mrs. Nishi Ramsurrun, it was a blessing to be her student.

Abstract

The research discusses the impact of hybrid work models on employee motivation and productivity and considers the case of Barclays Plc. The increased adoption of hybrid work arrangements, particularly in the post-pandemic era, has unleashed the conventional workplace arrangements and brought about both opportunities and challenges to organisations and employees. The research will aid in the realisation of the influence of hybrid work on the experiences, performance, and engagement in a large financial organisation.

The study employed qualitative research as its research design, which is based on an interpretivist philosophy where the study is able to explore the perception and experience of the employees. Primary data were collected using semi-structured interviews with ten employees, who are under hybrid arrangements. The data were analysed by using the thematic analysis, which identified key trends and findings regarding motivation, productivity, communication, work-life balance and organisational support.

The findings suggest that hybrid work is an enormous motivation to employees that are more flexible and have more autonomy, and individuals are able to manage their work schedules more easily. At the same time, the results also remind us that all employees are not motivated equally and social interaction and isolation can negatively affect engagement. In terms of productivity, the paper estimates that hybrid work can be used to improve individual performance, particularly under remote working conditions, and office working conditions are required to facilitate collaboration and teamwork.

However, the research also identifies a variety of challenges, including communication barriers, coordination issues, inconsistent organisational support, and lack of work-life boundaries. These issues suggest that hybrid work might not be a good practice, yet it would be structured and guided by a powerful leader to provide the most outstanding outcomes.

Overall, the study indicates that hybrid work forms are highly potential and can be applied to enhance organisational performance and employee welfare. However, this is only achievable through appropriate management practices, communication and organisational support which are sustained.

List of Figures

Figure 4.1: Flexibility and Autonomy.....	22
Figure 4.2: Motivation Variability.....	23
Figure 4.3: Productivity Differences in models.....	24
Figure 4.4: Communication Barriers.....	25
Figure 4.5: Employee Engagement Issues.....	26
Figure 4.6: Organisational Support Gaps.....	27

List of Tables

Table 4.1: Findings.....	21
Appendix.....	47

Table of Contents

Declaration of Originality.....	2
Acknowledgement.....	3
Abstract	4
List of Figures.....	5
List of Tables.....	5
Chapter 1: Introduction	9
1.1 Introduction.....	9
1.2 Research Background	9
1.3 Problem Statement	9
1.4 Company Background	10
1.5 Research Rationale.....	10
1.6 Research Aim.....	11
1.7 Research Objectives	11
1.8 Research Questions.....	11
1.9 Chapter Summary	11
Chapter 2: Literature review	12
2.1 Introduction.....	12
2.2 Theoretical Framework	12
2.2.1 Self-Determination Theory	12
2.2.2 Job Demands-Resources (JD-R) Theory	13
2.3 Conceptual Framework.....	13
2.4 Theoretical Analysis and Themes.....	13
2.4.1 Hybrid Work and Employee Motivation.....	13
2.4.2 Hybrid Work and Employee Productivity	14
2.4.3 Work-Life Balance and Well-being.....	14
2.4.4 Employee Engagement in Hybrid Work.....	15

2.4.5 Organisational Support and Leadership	15
2.4.6 Challenges of Hybrid Work Implementation	16
2.5 Research Gap	16
2.6 Conclusion.....	17
Chapter 3: Research Methodology.....	18
3.1 Introduction.....	18
3.2 Research Approach and Philosophy	18
3.3 Research Strategy: Case Study	18
3.4 Research Design: Cross-Sectional Model.....	19
3.5 Data Collection Techniques	19
3.6 Research Strategy	19
3.7 Data Analysis Procedures.....	20
3.8 Ethical Considerations	20
3.9 Limitations of the Methodology	20
3.10 Conclusion.....	21
Chapter 4: Results and discussion	22
4.1 Introduction.....	22
4.2 Presentation of findings	22
4.3 Interpretations of findings.....	24
4.3.1 Flexibility and Autonomy	24
4.3.2 Motivation Variability	25
4.3.3 Productivity Differences.....	25
4.3.4 Communication Barriers.....	26
4.3.5 Work-Life Balance Outcomes	27
4.3.6 Employee Engagement Issues	28
4.3.7 Organisational Support Gaps.....	29
4.3.8 Hybrid Work Challenges and Improvements	29

4.3 Discussion	30
4.3.1 Impact of Hybrid Work on Employee Motivation.....	30
4.3.2 Impact of Hybrid Work on Employee Productivity	32
4.3.3 Obstacles and Opportunities of Hybrid Work at Barclays Plc	33
4.4 Chapter Conclusion.....	35
Chapter 5: Conclusion, Recommendations and Research Limitations	37
5.1 Conclusion.....	37
5.2 Recommendations	37
5.3 Limitations of the Research	39
References.....	40
Appendix	44
Data collection	44

Chapter 1: Introduction

1.1 Introduction

The introduction of the hybrid work format has radically altered the work experience, particularly post-pandemic. Companies have now started integrating the remote and the office work to be more lenient and to enhance the performance of workers. This change posits a greater level of autonomy, motivation and productivity on the part of the employees in the contemporary workplaces. With a hybrid work schedule, one can plan their time more effectively, which can positively affect the overall performance and work satisfaction (Bloom et al., 2024). Simultaneously, the hybrid models have their issues concerning communication, cooperation, and control over the performance of the employees. The various degrees of work conditions may lead to discrepancies in motivation and engagement of workers based on the efficiency of their hybrid systems (Eng et al., 2024). Thus, it is important to note that hybrid employment would tend to influence the motivation and productivity of the employees to be able to survive in the present-day competition and survive in the long run (Rajeswari, 2024).

1.2 Research Background

The development of different types of hybrid variants of work is directly connected with the development of digital technologies and the changing needs of the workers. Organisations have been on the rise of flexible work arrangements to ensure that balance of work and life is maintained, and the well-being of employees enhanced. It is discovered that working conditions as hybrids can have a positive influence on productivity since the employees are able to work in a place that fits them and their needs (Kusumawati, 2024). But hybrid work also presents various complexities to the management of the organisation, such as coordination, communication, and cohesion of teams. The effectiveness of hybrid models is contingent on the success of the organisations in organising the workflow and helping the employees learn to work in new work settings (Lauring and Jonasson, 2025). Moreover, the well-being of the employees also plays a significant role because improperly implemented hybrid systems may result in stress and loneliness, as well as the absence of engagement (Mateen, 2025).

1.3 Problem Statement

Although the hybrid working arrangements are settling, organisations have not been able to remain abreast of the employee motivation and productivity. Although remote working is flexible, hybrid working may cause communication and collaboration gaps and differences in resources

between remote and office employees (Sulaiman, 2025). Such differences can contribute to decreased involvement and a performance gap between teams. Other than that, there is a challenge to develop hybrid systems that will enable organisations to strike a balance between the freedom of employees and performance responsibility. Lack of suitable management strategies would mean that hybrid work may lead to the de-motivation and misconception of expectations that eventually will translate into the organisational outcomes (Raza, 2026). Moreover, the difference in the experiences of the employees working in a hybrid setting can pose a challenge of implementing integrated performance measurement systems to organisations (Sari, 2026). As such, one should be sceptical of the effects of hybrid work models on employee motivation and productivity, especially in a large organisation like Barclays Plc.

1.4 Company Background

Barclays Plc is a top financial services company in the globe, with its headquarters in London, and has several operations in the retail banking sector, investment banking sector and management of wealth. The firm has also adopted digital transformation and working flexibly to be competitive in the dynamic financial landscape. Over the past few years, Barclays has implemented the hybrid work model to provide flexibility and efficiency in the working of the employees. The changes are in harmony with the overall trends in the industry, where financial institutions are reorganising their workplace practices in a bid to strike a balance between productivity and the welfare of employees (Maity, 2025). The problem of coordination, monitoring of performance as well as maintenance of a team of employees working in a geographically dispersed work team, however, challenges the hybrid practice of work, which is being used in big firms such as Barclays. These issues demonstrate the need to comprehend the role of hybrid work in motivation and productivity within the complex organisational contexts (Kumari et al., 2025).

1.5 Research Rationale

The phenomenon of more hybrid forms of work has created the need to further elaborate on the effect of this on employee motivation and productivity. Although the idea of flexibility can be linked to such positive consequences, its shaky execution can cause a lack of engagement and performance problems (Kuey, 2025). The significance of this study is that it is in a real-life organisation scenario, which offers information about how hybrid work works within a large financial institution. The data can assist organisations to develop more efficient work models in terms of providing well-being for the employees and the organisation (Aarthi and Kavitha, 2026).

Moreover, the research adds to the existing body of literature as it aids in bridging the gap in the literature on the experience of employees and the performance measurement in a hybrid environment (Ausare, 2024).

1.6 Research Aim

To investigate the effects of hybrid work models on employee engagement and productivity using a case study of Barclays Plc.

1.7 Research Objectives

1. To examine the influence of hybrid work arrangements on employee motivation.
2. To assess the impact of hybrid work on employee productivity.
3. To determine the problems and opportunities related to hybrid work at Barclays Plc.

1.8 Research Questions

1. In what ways might hybrid work arrangements affect employee motivation?
2. What is the effect of mixed work on employee productivity?
3. What obstacles and opportunities emerge from hybrid work at Barclays Plc?

1.9 Chapter Summary

The chapter presented the research by discussing the importance of the hybrid work models in contemporary organisations. It talked about the history of the research and the increased significance of flexibility, employee well-being, and productivity in a hybrid setting. The problem statement presented the main issues concerning motivation, engagement and performance in hybrid settings. I have included the contextualisation of the study by giving a brief description of Barclays Plc. The chapter also provided the rationale, aim, objectives and questions of the research. All in all, this chapter provided the background for the discussion of the effect of hybrid work on the motivation and productivity of employees in the following chapters.

Chapter 2: Literature review

2.1 Introduction

The literature review is a critical examination of the current academic literature on the hybrid work models and its influence on employee motivation and productivity. The transition to the hybrid mode of work has spawned a large academic interest, specifically in the dynamics of flexibility, engagement, and organisational practices and their impact on employee outcomes. This chapter gives theoretical backgrounds, conceptual associations and key themes that manifest themselves out of the recent studies as well as gives a systematic knowledge of the impact of hybrid work on employee behaviour and performance in modern workplaces.

2.2 Theoretical Framework

2.2.1 Self-Determination Theory

With the Self-Determination Theory (SDT), three basic psychological needs –systematic autonomy, competence and relatedness – describe how employees can be motivated. This is especially true of autonomy, where the workers have greater work schedules and work environments that they can influence in hybrid working. It is such flexibility that will be able to increase intrinsic motivation since individuals will be able to match work to personal liking and responsibilities. The increased level of employee autonomy that a hybrid working arrangement will result in can make a difference in job satisfaction and performance outcomes. When employees have confidence in their capacity to be placed in charge of their work, they could be more engaged and committed to organisational goals (Kuey, 2025).

Nevertheless, SDT focuses on relatedness, which is likely to be disrupted in hybrid environments as a result of lack of face-to-face communication. The workers who are not working in the office might feel isolated, and this can adversely affect motivation and engagement unless well taken care of. It is also necessary to have good communication and team spirit to ensure the motivation is upheld in a hybrid environment (Mateen, 2025). Thus, the Self-Determination Theory will become a positive perspective within the framework of describing how hybrid work can contribute to and undermine the motivation of employees based on the implementation of an organisational support system.

2.2.2 Job Demands-Resources (JD-R) Theory

The Job Demands-Resources (JD-R) theory is a theory which provides a framework of analysis of the work condition effects on employee performance and well-being. This theory states that workload and communication issues are some of the job demands that may lead to stress, and flexibility and autonomy are some of the job resources that may make the job more motivating and productive. Hybrid workplaces are accompanied by the new demands and resources. On the one hand, the employees find the flexible working arrangements to their advantage in that they are an assurance that there is a balance between working and life and that burnout is prevented.

This flexibility will help the workers to work more effectively and hence achieve high productivity (Kusumawati, 2024). Conversely, hybrid work also presents new requirements such as communication barriers, technology issues, and team task coordination. The demands may also result in stress levels and poor performance of the employees unless they are properly addressed (Raza, 2026). The job demand and resources balance is thus a critical factor, which should be considered in regard to the success of the hybrid work models. To manage the challenges that come with the hybrid work environment like support, communication devices and leadership practices, organisations must make sure that organisations are well equipped to address these challenges.

2.3 Conceptual Framework

The study's conceptual framework is founded on the correlation between the hybrid work models, motivation of the employees and productivity. Hybrid work is the independent variable, and employee motivation and productivity are the dependent variables. The engagement of employees, well-being and organisational support are the other mediating variables in the framework. The aspect of motivation also implies that the issue of hybrid work also allows flexibility and freedom, and thus it can lead to increased employee satisfaction and engagement (Rajeswari, 2024). Concurrently, productivity is also defined by the fact that the employees can adjust to the hybrid environments and how the organisations are able to communicate and demand performance (Bloom et al., 2024).

2.4 Theoretical Analysis and Themes

2.4.1 Hybrid Work and Employee Motivation

Employee motivation is one of the greatest concerns of organisational performance, and hybrid working has transformed how motivation in the workplace is achieved. Hybrid working conditions

allow workers to be more flexible, and this can be more intrinsically motivating since people have a higher opportunity to balance work and life. This flexibility helps generate a feeling of autonomy, and it is directly linked to the increase in job satisfaction and engagement (Kuey, 2025). The negative aspect of motivation in the hybrid world also exists. Lack of physical contact can decrease the possibility of social bonding and awareness, which are important motivational factors. Remote employees might lack the feeling of being part of organisational culture, and after some time, they will not be engaged (Siddika, 2025). Moreover, the disparity in access to resources and support of managers may lead to the disparity in the degree of motivation of employees. Individuals who get the right support and get the right communication will be more motivated, and the rest may have to grapple with not knowing where to go. As a result, organisation leadership and organisational practices are important determinants of the effects of hybrid work on motivation.

2.4.2 Hybrid Work and Employee Productivity

One of the main benefits of the hybrid work models is productivity, and a study has proposed that a hybrid arrangement can provide the same (or even better) employee performance. The hybrid work format has also provided the employees with flexibility to work in the environment that they are comfortable working in and has increased efficiency and focus. Time management among employees may lead to an improvement in the level of productivity (Bloom et al., 2024). The situational aspects that affect productivity in hybrid environments, in turn, are limited. The lack of supervision, difficulties in communication and technological obstacles are merely but a few of the reasons that can have a negative impact on performance unless handled correctly. The workers also might not be able to plan the work and get regular work processes, especially in a team (Mo et al., 2026). Furthermore, productivity is also strongly related to the well-being of employees. As hybrid work, workers are more willing to work well since they are able to have a work-life balance. Nevertheless, work pressure or mismanagement has the potential to result in burnout, and this will lower productivity (Sulaiman, 2025). Therefore, hybrid work can be productive, and the success of this work relies on the organisational support and practice of work.

2.4.3 Work-Life Balance and Well-being

One of the largest opportunities related to hybrid work models is work-life balance. This personal and professional life balance helps the employees to better cope with the tasks, which leads to greater well-being and job satisfaction. The hybrid working system also enables a person to spend less time on their way to work and have a more flexible schedule, thereby resulting in a better work-life balance (Kusumawati, 2024). When healthy employees are balanced and supported to

be more engaged and productive, they are more productive. Hybrid workplaces can help minimise stress levels and have a positive impact on the level of job satisfaction when they are implemented properly (Putri, 2024). But in hybrid environments, the boundary of work/life may not be clear. The employees would have problems leaving work, and this would be translated to high levels of stress and burnout. This shows the importance of having organisational policies that are healthy work practices which help in promoting the health of the workers (Mateen, 2025). In addition, although the benefits of hybrid work are enormous to the work-life balance, it requires a demarcating line and sufficient organisational support to work.

2.4.4 Employee Engagement in Hybrid Work

The degree of engagement of the employees is one of the key determinants that may either succeed or fail the hybrid work model. The employees involved will be motivated and productive and also dedicated to organisational goals. Hybrid work can be more interactive, and this will enable it to be more flexible and employees to manage their work independently (Rajeswari, 2024). Nevertheless, organisations need to undertake conscious efforts in an attempt to stay relevant in the hybrid environments. The physical interaction may be decreased, resulting in the lack of opportunity to collaborate, give feedback, and socialise, which are the most important to remain engaged. The staff members might experience a sense of alienation from their teams and organisational culture and lose engagement (Eng et al., 2024). The regular communication, virtual collaboration tools and inclusion leadership practices are some of the strategies that organisations should use in making sure that they are engaged. This kind of assistance in making the employees feel valued can make them feel important and feel a part of it even when they are in a remote location (Kumari et al., 2025). Then, it is the individual and organisational values that define the involvement of the employees in the hybrid work, and a middle ground should be considered to maintain the performance continuum.

2.4.5 Organisational Support and Leadership

One of the main requirements of successful hybrid work models can be viewed as organisational support and leadership. A good leader will mentor, provide resources and support the employees who need it to accomplish their tasks. In the hybrid environment, the managers will have to change their management styles so that they can focus on the remote and in-office employees and maintain equity and inclusivity (Aarthi and Kavitha, 2026). The appropriate organisational support can boost the staff motivation and productivity by availing the necessary tools and training to the staff and communication medium that the staff needs. When the organisation favours the employees, they are in a better position, and thus the organisation will retain their interest and

commitment to the work (Maity, 2025). But unacceptable leadership and support may also cause confusion, lack of motivation and poor performance. When working with the hybrid, the leaders should be assertive concerning the well-being of the employees and resolve the challenges of communication and collaboration (Wang et al., 2022). Hence, organisational-level leadership and support are needed to make sure the performance of employees is sustainable to render the benefits of hybrid work as high as possible.

2.4.6 Challenges of Hybrid Work Implementation

Although there are positive aspects, numerous challenges are related to hybrid work, and organisations should cope with them. The thing is that the main issue is that it should be conveyed and cooperate with employees who work in various locations. This lack of coordination and miscommunication might harm the performance and productivity of the teams (Santos et al., 2024). The other difficulty is providing equality and equal playing among the employees. Attainment of the performance difference and career development opportunity can be achieved because of the difference in work conditions and availability of resources. This may cause dissatisfaction and demotivation among the employees (Sari, 2026). Moreover, organisations are also expected to combat technological issues and make sure that the employees have access to effective digital resources and infrastructure. Lack of proficient technological support may make hybrid working workless and frustrating to the employees (Butler et al., 2021). Therefore, the key to successful implementation of hybrid work models and employee motivation and productivity is to address these issues.

2.5 Research Gap

The existing literature can provide a lot of information regarding hybrid work and especially its flexibility, motivation, and productivity. Most of the studies, however, are conducted within the general organisational settings and not within particular industries like the banking industry. Although the studies validate the topicality of both employee engagement and well-being, there is scanty empirical research on the interaction of the two variables within the context of big financial institutions (Ausare, 2024). Also, the research on the impact of hybrid working on motivation and productivity in one organisational environment has not been conducted. This gap demonstrates that there is a necessity to carry out a case study that will be specific to Barclays Plc in order to offer more comprehensive information on the topic of hybrid work practices.

2.6 Conclusion

The chapter has critically examined the literature available in the context of hybrid work model as far as motivation and productivity of employees are concerned. It discussed some of the major theories, conceptual connections and areas of theme, including engagement, well-being, and organisational support. The discussion has revealed the advantages and problems of working in hybrid form, as well as the role of the management practices that have been mentioned. The above research gap rationalises why future research in a particular organisational setting has to be conducted on the basis of which the future methodology and analysis of the research must be conducted.

Chapter 3: Research Methodology

3.1 Introduction

This chapter describes the role of the chapter in the research in investigating the effects of the hybrid work model on employee motivation and productivity at Barclays Plc. It will detail the research philosophy, methodology, strategy and design that will be used to guarantee credible and systematic research. The other aspects highlighted in the chapter are the process of data collection, data analysis, ethical concerns and restrictions to the methods. All the methods' decisions involved in the research should be clearly explained, which makes the research reliable and valid (Creswell and Creswell, 2018).

3.2 Research Approach and Philosophy

The research philosophy is the interpretivist research philosophy since it is concerned with the meaning and subjective experiences of human beings in the organisational settings. This is especially appropriate since perceptions, feelings and social relations in a hybrid working environment are the determinants of motivation and productivity of employees. Interpretivism gives the researcher an opportunity to investigate these experiences in comparison to quantifying them in terms of figures (Bryman, 2021). The qualitative research approach can be used since it will allow the researcher to investigate the lived experience of the employees in detail. Qualitative studies are less preoccupied with measurement and more preoccupied with depth, context, and meaning, unlike quantitative ones (Flick, 2022). The method, too, corresponds to the purpose of the research to examine the effect of hybrid work on motivation and productivity as opposed to proving the already formulated hypotheses. It also takes an inductive approach with a set of themes and patterns arising out of the data that is being collected. The strategy promotes theory construction based on the actual organisational experience (Grey, 2021). Altogether, the selected philosophy and practice will make it possible to gain a better understanding of the hybrid dynamics of work at Barclays.

3.3 Research Strategy: Case Study

Barclays Plc is the case study organisation where a real-life situation is analysed using a case study approach. Case studies prove especially useful in terms of exploring the multifaceted phenomenon in the natural environment, which allows viewing the organisational practices as a whole (Yin, 2023). Such an approach will help the researcher to investigate the dynamics of hybrid work in a large financial institution and its effect on employee motivation and productivity. It also

renders the integration of various viewpoints of various employees feasible, and this enriches the outcomes. The small scale of the study when applied to a single organisation gives the study contextual relevance and depth to the study, contributing to its depth of analysis (Bell, Bryman and Harley, 2022).

3.4 Research Design: Cross-Sectional Model

The research design used will be a cross-sectional research design in which the data are going to be collected at one point. This kind of design is suitable as it will not presuppose the need to implement a lengthy observation to collect the current experiences of the employees and their attitude towards hybrid work (Saunders et al., 2023). Through a cross-sectional model, a researcher may be in a position to determine the patterns and relationships between the hybrid work practices, motivation and productivity. It is also time- and resource-saving, particularly in scholarly studies. Meanwhile, however, it gives a picture of the situation at a single moment in time but not changes over time. Although this is a weakness, the design is appropriate in the quest to attain the objectives of the study (Creswell and Creswell, 2018).

3.5 Data Collection Techniques

The research is based on the primary data gathering as far as the semi-structured interviews. There is purposive sampling of 10 employees of Barclays Plc in order to get relevant information on employees who have worked in a hybrid work environment. The semi-structured interviews are not structured, and the participants are free to give their views, yet they answer critical questions of the study. Such an approach is especially successful when qualitative research is conducted since the information received using this approach is highly detailed and includes a lot of information related to personal experience and perception (Kumar, 2019). The interviews focus on motivation, productivity, communication and work-life balance. This is because 10 interviews will be sufficient to be as comprehensive as possible without being cumbersome. The method makes the results more legitimate and transferable (Flick, 2022).

3.6 Research Strategy

The study adheres to the qualitative approach that will involve a more in-depth analysis of the experiences of workers. This plan focuses on meanings, behaviours and the organisational dynamics instead of quantifying relationships. It is rather comparable to the interpretivist philosophy and inductive method used in the research (Bryman, 2021). The plan will be geared towards flexibility; the researcher will be in a position to make amendments to questions to be asked in the interviews as per the answers that the participants will provide. This sensitivity will

assist in revealing some small details about hybrid working. Also, it will be pertinent to take into account a particular context in the organisation in the findings that are grounded on the real-life experiences. This contributes to the practical as well as academic value of the research (Grey, 2021).

3.7 Data Analysis Procedures

Thematic analysis is a common qualitative approach of extracting patterns and themes in textual data that is used to analyse data and extract the patterns and themes. It entails familiarisation with the data, coding, the development of themes, and interpretation (Braun and Clarke discussed by Bryman, 2021). The thematic analysis assists the researcher in categorising the rich data of the interviews into meaningful categories in terms of motivation, productivity and issues of hybrid work. It also helps adopt an inductive approach, meaning that the themes are identified in a natural manner, according to the responses of the participants, and not prior (Flick, 2022). The technique further enriches and colours the results and is not as complex as trying to match the results with the already known theories and literature.

3.8 Ethical Considerations

Ethics are applicable in the research process. Before taking an interview, the purpose of the study is described to the participants, and they are requested to give consent. In order to preserve the identity of the participants and the information of the organisations, the anonymity and confidentiality are upheld. Moreover, the participants will be allowed to drop out at any time without any repercussions. The research also finds that the information is safely stored and not utilised in any other way besides academically. Such ethical processes will help improve the credibility and integrity of the research (Saunders et al., 2023).

3.9 Limitations of the Methodology

Although the strengths are there, the methodology has limitations. The conclusions might be considered weak because of the small sample (10). It is based on one organisation; therefore, the results might not be applied to other industries and settings (Yin, 2023). Additionally, qualitative data is highly dependent on subjective responses of the subjects, and this can be subjective. The cross-sectional design also fails to allow the possibility of observing time changes. Moreover, information about workers and companies may not be feasible. Nevertheless, these constraints are comprehended and addressed through the help of shrewd research design and analysis (Creswell and Creswell, 2018).

3.10 Conclusion

The chapter has presented the methodology that was employed in the research of the concept of hybrid work at Barclays Plc. It embraced the application of the interpretivist philosophy, qualitative case study approach and cross-sectional design. Data collection in terms of the interview method, steps of the thematic analysis, ethical concerns and limitations were also described in the chapter. On the whole, the research objectives can be sufficiently covered by the methodology, and the motivation of employees and their productivity under a hybrid working environment can be studied in detail. These findings of the obtained data will be provided and discussed in the next chapter.

Chapter 4: Results and discussion

4.1 Introduction

The chapter presents the results of the qualitative data collected through the semi-structured interviews on the employees working under the hybrid setups at Barclays Plc and deeply analyses them. The analysis is planned according to the key themes which were identified with the help of utilisation of the thematic analysis, and they are flexibility, motivation, productivity, communication, work-life balance, engagement, organisational support and implementation issues. The direct quotes by the participants support all the themes and are in contrast with the existing academic literature to provide a more detailed perspective. The chapter not only reports the findings but also gives an interpretation of the findings in relation to the research objectives in giving complete knowledge of the effect of hybrid working on employee motivation and productivity in a practical organisational climate.

4.2 Presentation of findings

Presentation of findings are presented on the following:

Theme	Codes	Interview Quotations	Key Findings
1. Flexibility and Autonomy	Flexible schedule; Control over work; Reduced commuting	"Flexibility boosts my motivation" (P1); "Hybrid gives me control" (P6); "Less commuting stress helps" (P2)	Flexibility and autonomy significantly enhance motivation and satisfaction.
2. Motivation Variability	Increased motivation; Decreased motivation; Context-dependent motivation	"It improved my motivation overall" (P10); "Motivation drops when I'm isolated" (P3); "Motivation is inconsistent" (P8)	Hybrid work creates mixed motivational outcomes depending on context.
3. Productivity Differences	Home productivity; Office productivity; Task dependency	"More productive at home" (P1); "Office helps me finish tasks faster" (P3); "Depends on the type of work" (P5)	Productivity varies by work environment and task type.

4. Communication Barriers	Delayed communication; Lack of clarity; Reduced interaction	"Online communication feels slower" (P1); "Messages get delayed" (P6); "Hard to explain things virtually" (P9)	Hybrid work weakens communication efficiency and clarity.
5. Work-Life Balance Outcomes	Improved balance; Blurred boundaries; Switching difficulty	"Much better than before" (P1); "Work overlaps with home life" (P3); "Still struggle to switch off" (P7)	Hybrid work improves balance but creates boundary challenges.
6. Employee Engagement Issues	Reduced engagement; Office engagement; Disconnection	"I feel less connected" (P1); "Office days improve engagement" (P3); "Hard to stay involved" (P8)	Engagement declines in remote settings but improves in office presence.
7. Organisational Support Gaps	Unequal support; Manager dependency; Resource access	"Support varies by manager" (P5); "Remote support feels limited" (P3); "Support feels unequal" (P8)	Organisational support is inconsistent across hybrid environments.
8. Hybrid Work Challenges and Improvements	Coordination issues; Technology problems; Need for improvement	"Hard to coordinate meetings" (P3); "Tech issues slow things down" (P5); "Improve communication tools" (P1)	Hybrid work requires better coordination, tools, and structured policies.

Table 4.1: Findings (Source: Author)

4.3 Interpretations of findings

4.3.1 Flexibility and Autonomy

The findings indicate that flexibility and autonomy are the key aspects when it comes to enhancing employee motivation in hybrid workplaces. The participants emphasised the aspect of time control as significant to them, and some of the responses were: “Flexibility increases my motivation” (P1), and “Hybrid provides me with control” (P6). This means that the autonomy will provide the employees with the option to arrange their work in a way that would be most beneficial to them and ultimately improve their satisfaction and engagement. The results given in this study are consistent with past research. Bloom et al. (2024) found out that hybrid working does not affect performance negatively; it fosters employee satisfaction and retention.

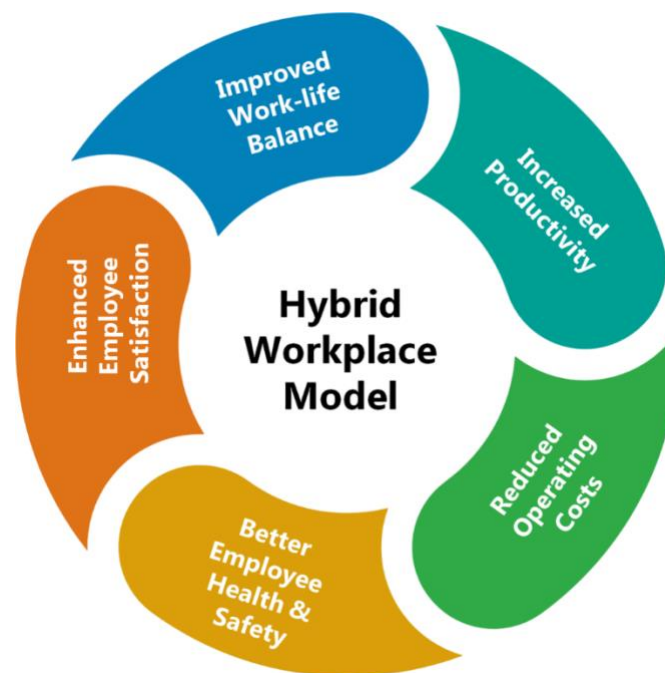


Figure 4.1: Flexibility and Autonomy (Choudhury et al., 2021)

Similarly, Choudhury et al. (2021) assert that the geographic and temporal flexibility assists in enhancing productivity since employees can determine the best conditions of working. However, the results also reveal that the flexibility is inadequate. The absence of necessary coordination and organisational support may lead to the inequalities of the working practices where flexibility is exercised. This follows De Menezes and Kelliher (2019), who observe that the well-structured policies should support the flexible working arrangements to ensure performance is not affected. Altogether, the outcomes confirm the fact that flexibility and autonomy are effective motivation

factors, yet their effectiveness depends on the effectiveness of organisations to find the balance between freedom and structure.

4.3.2 Motivation Variability

The findings indicate that there are positive and negative effects of hybrid working on employee motivation. Certain respondents even reported about positive outcomes, such as “It has made me more motivated in general” (P10), but other respondents had some problems, such as “Motivation goes down when I am alone” (P3). It means that there is no general motivation for hybrid environments in different situations and individual differences. This discrepancy is supported by the literature. Eng et al. (2024) found out that hybrid work can not only result in a higher degree of motivation due to flexibility but also a decreased degree of motivation due to isolation.



Figure 4.2: Motivation Variability (Bailey and Kurland, 2020)

Similarly, Bailey and Kurland (2020) affirm that the situational variables, such as team interaction and individual preferences, influence the result of telework. In addition, Contreras et al. (2020) also note that the aspect of leadership is among the variables that retain individuals to be motivated in the hybrid context. Inadequate communication and managerial support may make the employees feel that they are not connected, and as a result they lack motivation. Thus, the findings suggest that there is no clear-cut difference in the effect of hybrid work on motivation. Instead, motivation is based on the flexibility-social interaction and organisational support balance.

4.3.3 Productivity Differences

The findings reveal that there is great contextually different productivity in the hybrid work arrangements. The more productive at home mentioned themselves as more productive at home

– “More productive at home” (P1) – and those who considered themselves more productive in the office said, “Office helps me finish tasks faster” (P3). This implies that productivity will vary in accordance with the workplace and needs of the job. These outcomes are in line with those found by Bloom et al. (2024), who found out that hybrid working neither decreases nor increases the productivity levels.

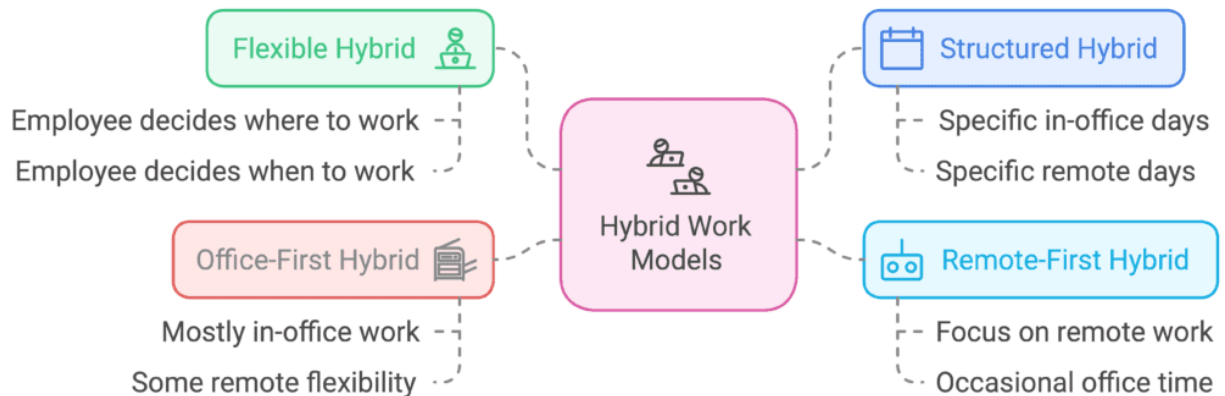


Figure 4.3: Productivity Differences in models (Bloom et al., 2024)

Still, on the same subject, Choudhury et al. (2021) claim that flexibility will allow employees to optimise their working conditions, which will lead to their improvement in performance. However, the findings also demonstrate the fact that the kind of task also plays an important role. Mo et al. (2026) found out that hybrid teams are more productive in doing their work in the right environment – individual work is better done at home, and collaborative work is better done in the office environment. In this way, the findings indicate that the hypothesis of the absence of an intrinsic impact that hybrid work may impose on productivity (enhancing or reducing it) is valid. Instead, productivity is an aspect of the capability of organisations to align work activities with the suitable environments.

4.3.4 Communication Barriers

Communication barriers were identified as one of the issues of hybrid work environments. The issues that the participants mentioned are “Online communication feels slower” (P1) and “Hard to explain things virtually” (P9), which are the lack of clarity and efficiency in communication. These findings are consistent with those of Santos et al. (2024), who also found out that a significant issue with hybrid teams is the absence of coordination due to the absence of face-to-face communication. Similarly, Wang et al. (2022) argue that digital communication is poorer than face-to-face communication that leads to the occurrence of misunderstandings.

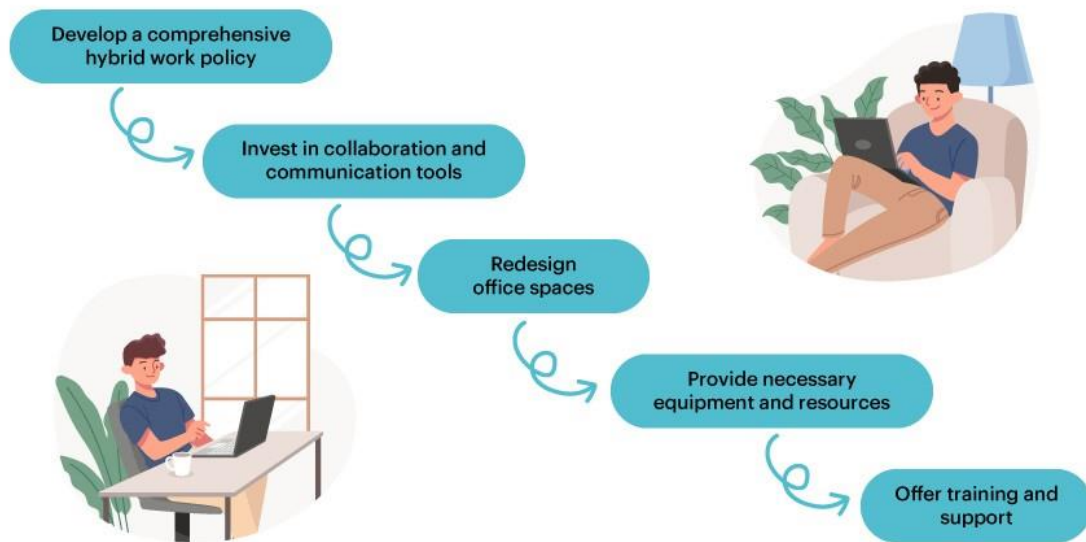


Figure 4.4: Communication Barriers (Bloom et al., 2024)

Khanna et al. (2024) also note that such a problem as communication is particularly problematic within a collaborative workplace. However, research has shown that an adequate use of digital tools can be used to mitigate such issues. Another issue that Contreras et al. (2020) discuss is how remote communication barriers can be overcome with the help of e-leadership and communication strategies. All in all, the findings suggest that hybrid work is not only creating obstacles in communication, but they can also be reduced with the help of appropriate technological and managerial interventions.

4.3.5 Work-Life Balance Outcomes

The findings indicate that hybrid work is an excellent practice for improving work-life balance, yet there are challenges. The participants mentioned that it assists them to better their lives with such statements as “Much better than before” (P1) and such problems as “Work overlaps with home life” (P3). This means that there are opportunities and threats associated with hybrid work to the welfare of the employees. The findings are comparable to the findings of Eng et al. (2024), who found that hybrid work is the best option because of having a shorter commuting time than full-time and being more flexible. Similarly, Kusumawati (2024) also thinks that hybrid work is positively affecting the well-being of employees and job satisfaction. However, the issue of overlapping is not a new one. Sulaiman and Onah (2025) point out that insufficient work-life separation may lead to overworking and burnout due to the remote work. Therefore, the findings

suggest that hybrid work can be used to improve the work-life balance, and organisations must implement policies to help employees to have a clear boundary.

4.3.6 Employee Engagement Issues

The findings show that employee engagement in the hybrid working conditions is negatively affected, particularly at times when employees are working remotely. It was also found that some of the ideas that were used by the respondents were less related, such as “I feel less connected” (P1) and “Hard to stay involved” (P8). Bailey and Kurland (2020) confirm these results by saying that remote work can result in the absence of social interaction and attachment to the organisation.

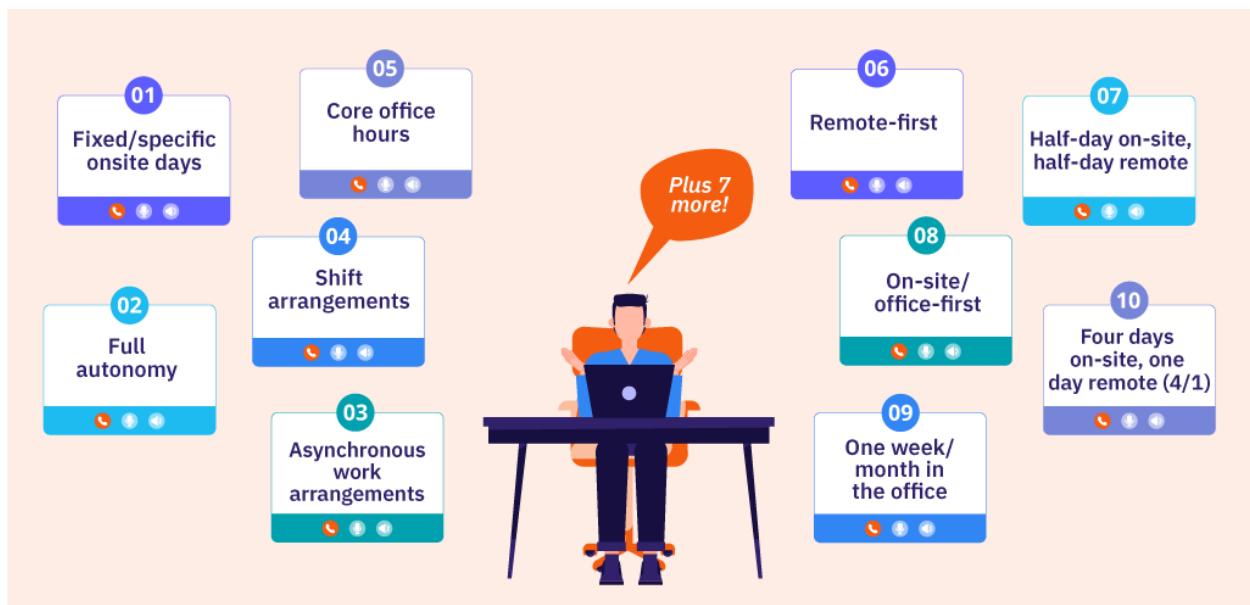


Figure 4.5: Employee Engagement Issues (Eng et al., 2024)

Similarly, Eng et al. (2024) found that the engagement of the employees can be negatively influenced by the fact that the face-to-face interaction will be reduced. However, the findings also suggest that engagement is better during office days, as it is observed that “Office days improve engagement” (P3). This confirms the argument by Choudhury et al. (2021) that flexible and social interaction may be balanced through the hybrid models that involve remote and office working. The findings, consequently, imply that the possibility to have good social relations and organisational culture determines hybrid work.

4.3.7 Organisational Support Gaps

The findings mention differences in the organisational support in the hybrid work arrangement. Participants added that “Support depends on the manager” (P5) and “Support is not equal” (P8), meaning that there are unequal experiences among employees. These conform to Contreras et al. (2020), who suggest that leadership plays a critical role in a remote work environment. Guidance, support and communication are necessary in providing leadership.

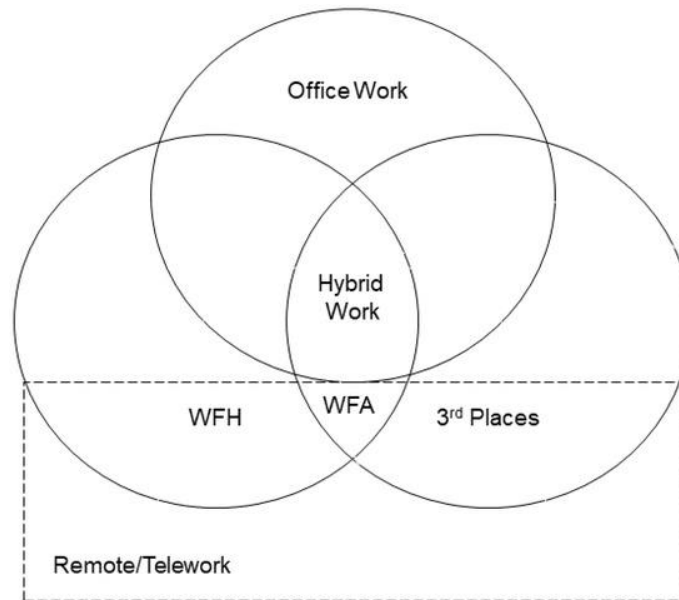


Figure 4.6: Organisational Support Gaps (De Menezes and Kelliher, 2019)

Still on the same note, according to De Menezes and Kelliher (2019), one of the factors that determine whether flexible work arrangements are effective or not is organisational support. Moreover, Magaji (2025) mentions that inconsistent support can be detrimental to employee performance and satisfaction in hybrid systems as well. The implications of the results, therefore, are that organisations must ensure that the support mechanisms are continuously the same in order to gain the most out of hybrid work.

4.3.8 Hybrid Work Challenges and Improvements

The findings demonstrate that there are several problems connected to hybrid work, including coordination and technology, and that there is a need to have more transparent policies. P3: Participants responded, “Hard to coordinate meetings”, and P1: “Improve communication tools”. These findings can be consistent with Santos et al. (2024), who note the challenges of coordination of hybrid teams. Similarly, Wang et al. (2022) emphasise the importance of having good digital infrastructure to support hybrid work. Structured processes are another significant

factor of hybrid environments, according to Khanna et al. (2024). In addition, Sharma et al. (2025) assert that organisations should develop leadership strategies and policies to balance flexibility and performance. Overall, these results show that despite the potential of hybrid work being highly effective, the operation process is to be mitigated through improved systems and tools and improved management practices.

4.3 Discussion

4.3.1 Impact of Hybrid Work on Employee Motivation

Role of Flexibility and Autonomy

The hybrid work arrangements have an enormous impact on employee motivation because the two are more flexible and autonomous, since they emerge as the centre of positive work attitude. The findings show that the workers like the flexibility of their work hours and work conditions, and they are able to balance work and personal life. This kind of independence will result in intrinsic motivation since the employees will feel that they are trusted and empowered at work. The perseverance of Bloom et al. (2024) assists in supporting this viewpoint, demonstrating that hybrid work does not have a negative impact on the outcomes of the performance and boosts the satisfaction of the employees and retention. Moreover, Choudhury et al. (2021) suppose that such flexibility as geographical and temporal can help employees to optimise their working conditions, leading to a positive motivation and engagement. This flexibility reduces stress because of commuting and rigid schedules so that employees can devote their energy more constructively to accomplishing their tasks. Additionally, the autonomy results in a sense of ownership and responsibility that also increase motivation. The findings also, however, show that there must exist some balance between the organisational structure and flexibility. Poor expectations and coordination can lead to performance and communication variances since excessive freedom is attained. De Menezes and Kelliher (2019) also highlight that flexible work practices can be the most helpful in case of developed policies and effective performance guidelines. Therefore, to ensure that flexibility and autonomy are effective motivational tools, organisational systems that encourage clarity, coordination and accountability are required in organisations.

Challenges of Isolation and Reduced Interaction

Even though flexibility is beneficial, a hybrid working system leads to such problems as a lack of social interaction and reduced communication, which can be negative in terms of motivation. The findings indicate that the degree of engagement may decline in those employees who have an

opportunity to work remotely due to lack of face-to-face communication and not being able to interact informally. This lack of social attachment can destroy the sense of belonging and attachment of the employees towards the organisation. The observation is validated by Eng et al. (2024), who add that hybrid work can reduce motivation in the case of socially disconnected employees. Similarly, Bailey and Kurland (2020) assume that telework reduces the likelihood of spontaneous communication that is essential in building relationships and ensuring that people are engaged. It can lead to isolation in the long run and loss of morale and commitment to organisational goals. Other than that, it may lack physical presence, and visibility may be limited besides recognition, which are very important in ensuring that motivation is encouraged. The employees may also feel unattended to or undermined, particularly in remote areas where they have fewer chances of being informally assessed. This can also result in lack of engagement and underperformance. Therefore, a certain degree of flexibility is provided by flexible work, such as hybrid work, but a social disconnection is also created. To stem these negative effects and stay motivated, organisations need to strive to develop interaction and teamwork.

Importance of Leadership and Organisational Support

The hybrid work environments will require organisational support and leadership to make sure that the employees are motivated. The findings mean that effective communication, frequent feedback and inclusive leadership approaches are essential in making sure that the employees are involved and motivated. Another factor that can be used to bridge the communication gap and hold organisations together in a hybrid environment where the employees are physically dispersed is leadership. Though Contreras et al. (2020) do not argue that e-leadership is an important element of managing remote and hybrid teams, they enforce the fact that leaders must be open to new communication approaches to be able to support their employees. This includes providing appropriate direction, staying in touch, and establishing a favourable work environment. Similarly, De Menezes and Kelliher (2019) also highlight that the effectiveness of flexible work arrangements largely rests on the organisational support. The findings also indicate that the absence of coherent managerial assistance can adversely affect the motivation. The difference in the leadership styles and strategies of communication might result in unequal experience for the workers, which will lead to dissatisfaction and engagement deficiency. This is also corroborated by Magaji (2025), who also adds that irregular support systems can reduce the performance and morale of the employees. Therefore, motivation in hybrid workplaces needs to be supported with strong leadership and consistent organisational support to sustain the level of

motivation. Organisations ought to ensure that they are in a position to support all the employees regardless of their location of work.

4.3.2 Impact of Hybrid Work on Employee Productivity

Productivity Gains in Remote Work Settings

The findings indicate that not working in the office, i.e. hybrid, does not negatively impact productivity since workers encounter fewer distractions and have more control over their working conditions. Working at home provides an opportunity to work without all the distractions that accompany one in the workplace, leading to improved productivity and performance. This is justified by Bloom et al. (2024), who prove that the level of productivity is not lowered or deteriorated through the way of hybrid work but also gets enhanced and the level of employee satisfaction is also improved. Another assumption that Choudhury et al. (2021) make is that flexibility would enable the employees to select the work environments that would contribute to their most productive state. This is very useful, particularly when one has to involve oneself in activities that require a lot of concentration or analytical thought or when one is alone. The hybrid work will result in effective time management and a rise in the degree of output, as it will reduce the commuting time as well as allow the employees to work when they are most productive. Also, remote working can lead to a more personalised workspace, in which the employees can customise the workspace to their preferences. This will be capable of relieving pain, reducing stress and improving performance in general. However, they are not universal and may vary based on individual working styles and jobs. Remote work is thus highly productive, particularly in those work practices that are individual and task-orientated; but its success is in how the employees can manage their working habits.

Importance of Office-Based Collaboration

Though remote work can enhance the productivity of a person, the outcomes of the study show that an office-like environment is still inevitable in teamwork. The communication, teamwork and problem-solving that are necessitated in activities that require coordination and understanding are made easy by the interaction that is attained through face-to-face interaction. This view is validated by Mo et al. (2026), who add that the hybrid teams are more efficient when they interact in offices through collaborative activities. The office environment provides the opportunity to engage in spontaneous communication, to get instant feedback and to strengthen the team unity. All these will assist in efficient decision-making and problem-solving. Furthermore, working online together leads to the development of trust and the developing of relationships with other members

of the team, which is vital in the long-term performance of organisations. However, the benefits of flexibility of the hybrid mode of work could be undermined when there is excessive reliance on the office-based collaboration unless it is managed properly. To ensure that workers have a chance to enjoy both, organisations should find the balance between working at home and at work. The best outcomes of hybrid work are therefore realised when organisations have a strategic plan of how they can allocate collaborative work to the office and individual work to working remotely in order to achieve the best outcomes.

Operational Challenges Affecting Productivity

Despite its positive aspects, there are several operation issues with hybrid work that can negatively influence productivity. The findings indicate that communication will be delayed, coordination will be problematic and reliance on digital tools can disrupt the working process and turn it less efficient. Santos et al. (2024) underline that the amount of face-to-face contact in the hybrid team is limited; hence, coordination is an issue that can slow the decision-making process. Similarly, Wang et al. (2022) affirm that communication systems of digital nature cannot be as instant and clear as face-to-face communication, and therefore, miscommunication and inefficiencies will arise. The fact that hybrid work environments need to be equipped with strong coordination systems is also emphasised by Khanna et al. (2024) to enable them to handle distributed teams. Additionally, standardised procedures and expectations are not in place, a situation that can confuse the employees, leading to the inconsistency of performance. These challenges are particularly acute in those activities which require cooperation and interaction in real-time. Therefore, hybrid work has the potential to help improve productivity, but organisational strategies are key to the success of hybrid work. There should be an investment in communication tools, and the process must be clarified and training provided so that the employees can work effectively in the hybrid environment.

4.3.3 Obstacles and Opportunities of Hybrid Work at Barclays Plc

Opportunities

The improved well-being of the employees and work-life balance at Barclays Plc is a wonderful chance of improving hybrid working. The findings indicate that shorter commuting time and flexibility are highly beneficial to the employees since they give them an opportunity to better balance their personal and professional lives. This increased balance results in less stress, more job satisfaction and motivation which is more long-term. The same argument is supported by Kusumawati (2024), who believes that hybrid work arrangements influence the welfare of

employees positively because they not only offer flexibility in the work schedules of the employees but also reduce the physical fatigue of employees who have to commute to work. In addition, Eng et al. (2024) underline that working in a hybrid format can assist workers to build healthier work routines that can lead to improved mental and physical wellbeing. All these benefits are automatic, though. The findings show that to gain all these benefits, the employees must be able to undertake to manage their time and boundaries. The flexibility allowed by a hybrid work may also lead to overworking rather than balance unless it is directed properly.

The other significant opportunity that has emerged due to hybrid work is the fact that it has raised the degree of autonomy among workers, and thus, this has boosted motivation and performance. The findings indicate that employees are glad to have the choice of the direction and location of the work, which makes them feel more accountable and own the work. Choudhury et al. (2021) state that with this form of autonomy, the employees will have the option of the environment that will maximise productivity, thereby improving its overall performance outputs. Moreover, autonomy brings about organisational trust, as the employees will feel that the management trusts them and their capability to work. This trust can be a catalyst to encourage the commitment to organisations and proactive behaviour. As the findings suggest, though, there is a risk of performance and communication inconsistency that can be induced by the absence of structure through autonomy. Therefore, organisations should maintain a balance between freedom and good expectations and accountability systems to ensure stable results.

Challenges

Despite these opportunities, communication and coordination problems are critical problems in the hybrid work environments. The findings show that absence of face-to-face communication reduces the accuracy of communication and delays the decision-making process. The issue with the hybrid team, Santos et al. (2024) highlight, is that coordination can be poor due to a fragmented communication channel that will most likely disrupt the working process and reduce efficiency. Similarly, Wang et al. (2022) also mention that digital communication tools lack the immediacy and richness of face-to-face communication and, as a result, make it even harder to convey complicated ideas and ensure that both sides of the discussion are on the same page. Another aspect that Khanna et al. (2024) bring up is that a hybrid work environment should have structured communication frameworks to facilitate effective work by dispersed teams. These challenges may be particularly acute with regard to the work requiring teamwork and a rapid reaction. The absence of an effective communication framework may lead to inefficiencies and low productivity in hybrid work, so organisations need to be strategic. The findings also reveal

that disparities in organisational support exist, which predetermine disproportional experiences of employees. Some workers believe that the remote workers are not well attended to, offered opportunities or have restricted access to resources compared to those in the office.

Contreras et al. (2020) argue that one of the factors that encourage fairness and inclusiveness in the hybrid work environments is leadership. Another claim made by Magaji (2025) is that the absence of the constant supportive attitude of the manager can adversely affect the work and satisfaction of the staff, in particular, when they believe they are disrespected or excluded. These differences may lead to low morale, low engagement and potential performance variations among teams. Organisations must thus ensure that the leadership practices are the same and that they engage and equally support all employees regardless of the location of work. Hybrid work is more flexible, but, at the same time, it is an issue with creating clear work and personal life boundaries. The findings suggest that employees may not be able to quit work easily and will end up working long hours and stressing out. Sulaiman and Onah (2025) point out that in the absence of effective management of boundaries, burnout could be a result of the hybrid workplaces. Of particular interest is remote environments where there is no physical separation of work and home and where it becomes difficult to establish boundaries. This can negatively impact health and productivity in the long term.

4.4 Chapter Conclusion

The chapter has described and critically discussed the findings of the study on the efficacy of the hybrid work model towards employee motivation and productivity at Barclays Plc. The thematic analysis enabled the chapter to come up with the following areas as key: flexibility, motivation, productivity, communication, work-life balance, engagement, organisational support and implementation challenges. As the discussion has revealed, the idea of hybrid work has numerous benefits, in particular, the field of flexibility, autonomy, and work-life balance, which positively affects employee motivation and satisfaction. At the same time, the findings indicated the lack of homogeneity of motivation and productivity and its reliance on the kind of task, effective communication, and support of the managers.

Chapter 5: Conclusion, Recommendations and Research Limitations

5.1 Conclusion

The study investigated the impact of the hybrid work model on employee motivation and productivity at Barclays Plc, using qualitative data collected using semi-structured interviews. The findings indicate that hybrid work is a complex and multi-dimensional phenomenon which can lead to either positive or negative effects, depending on how the practice is implemented and handled. The ability to be flexible and autonomous is one of the most significant findings of the research that are essential in employee motivation. This characteristic enables the employees to be in control of their work schedules and work environments, therefore enhancing job satisfaction and engagement.

This aligns with Bloom et al. (2024) and Choudhury et al. (2021), who indicate that flexible job setups increase the well-being and performance of employees. The research postulates, on the other hand, that not every employee is motivated. The reduced interaction and isolation can negatively influence the engagement, which proves the arguments presented by Eng et al. (2024) and Bailey and Kurland (2020). In productivity, the findings reveal that remote working may be productive, particularly in the case of individual tasks that are carried out under remote working conditions. At the same time, an office-based environment is also obligatory due to teamwork and collaboration.

This is in line with the findings of Mo et al. (2026), who emphasise the need to ensure that the work is aligned to the appropriate working conditions. Nonetheless, productivity can be an issue because of communication obstacles and coordination issues unless it is tackled effectively (Santos et al., 2024; Wang et al., 2022). Overall, the study concludes that hybrid work options have huge potential in boosting motivation, productivity, and the well-being of employees. These benefits, though, require good leadership, good communication tactics and organisational support. Lack of the following can lead to disengagement, inefficiencies, and unequal employee experiences in hybrid work.

5.2 Recommendations

It is against this backdrop that some practical suggestions are put across on how to enhance the efficacy of hybrid work models in Barclays Plc. Firstly, organisations need to have well-structured and clear hybrid work policies. The study has discovered that uncertainty in expectations can bring about confusion, absence of accountability and inconsistency in performance. In this regard,

organisations should come up with clear standards regarding work schedules, communication expectations and performance standards. De Menezes and Kelliher (2019) assert that the best form of flexible working is when it has well-established organisational structures.

Clear policies will be in place that will facilitate uniformity and clarity among teams. Secondly, digital communication and collaboration tools are to be invested in. Communication barriers were one of the biggest challenges that were experienced in the hybrid work settings. Organisations need to adopt high-quality systems that can be utilised in real-time communication and collaborations as well as sharing of information. The key to remaining productive in a hybrid environment is having a proper digital infrastructure, as Wang et al. (2022) underline. Furthermore, Khanna et al. (2024) believe that the impact of coordination among distributed teams and the reduction of misunderstandings would be achieved through organised communication systems.

Thirdly, organisations should invest to develop leadership in favour of hybrid work. Virtual communication, employee interaction and performance surveillance should be used as the basis of new leadership skills of managers. Contreras et al. (2020) quote the fact that e-leadership plays a vital role in maintaining motivation and productivity within the hybrid environment. A training programme should be offered to the managers to equip them with skills to manage the dispersed teams. Fourthly, a hybrid work should have a task-based approach. The findings indicate that productivity does not coincide in terms of the nature of tasks. Personal work (that requires attention) should be done at home, and group work is to be done in the office.

This is an established strategy which is confirmed by Mo et al. (2026), who assert that matching the work with the appropriate working environment increases efficiency and performance. Organisations should be able to explain the jobs that can be performed at home or in the office. Fifthly, organisations should implement strategies to initiate employee engagement and integration. The existence of working hybrids will reduce the possibility of informal communication and relationship building, which are crucial in promoting organisational culture. Face-to-face activities, occasional meetings and virtual teamwork sessions of the team will be encouraged.

According to Bailey and Kurland (2020), social interaction plays a crucial role in ensuring a high level of employee engagement and motivation. Sixthly, organisations must aim at supporting all employees of the organisation in a similar way. The findings show that there are differences in the support of the employees working in the office and those working remotely, which can also lead to the perception of inequality. In organisations equal access to resources, training and

managerial support needs to be provided. According to Magaji (2025), insufficient support systems, which are consistent, can negatively affect the performance and satisfaction of employees.

This can be addressed by the presence of standardised support systems. Seventhly, organisations should be able to set up a balance between work and life by motivating staff to draw clear boundaries between work and life. Hybrid work can lead to the blurring of these boundaries, leading to burnout and overworking. Some of the policies that can help employees have a good balance include flexible working hours, specification of times and breaks and restrictions of after-hours communication. Sulaiman and Onah (2025) note the need to manage the boundaries in preventing burnout in hybrid workplaces.

Finally, organisations should continuously re-examine and modify their hybrid work methods. Feedback needs to be collected on the employees regularly to identify the areas of problems and issues. The notion of working hybrid is a new trend, and organisations are supposed to be flexible in their approach in order to succeed in the long run. In general, these recommendations are likely to optimise the positive aspects of hybrid work and address its challenges to realise the sustainability of the organisational performance.

5.3 Limitations of the Research

Even though this research may be useful, it has several limitations that one may observe. First of all, the research is based on a limited number of respondents (10 subjects) that may limit the extrapolation of the findings. Even though in the qualitative research the focus is on the depth, a larger sample will provide more different points of view and reinforce the results. Secondly, the study is restricted to a single organisation of Barclays Plc, and this restricts the externalisation of the findings to the other industries or organisations. Yin (2023) argues that the case study research is very descriptive and may not be applicable in other contexts. Thirdly, the qualitative interviews would suggest that the findings will be on the subjective experiences and perceptions of the interviewees.

This may be biased because responses may be influenced by the personal attitudes, memory or life circumstances. Bryman (2021) points out that qualitative research may be interpretive and may be biased by both the participants and the researcher. Moreover, the research is cross-sectional in nature, and it is, therefore, impossible to monitor the changes with time. Hybrid work is an evolutionary phenomenon, and the experiences of the employee may evolve as organisations change their practices. Longitudinal research may be able to explain these

changes. However, the research has worthwhile information to contribute to the knowledge on hybrid work and a strong foundation on which to undertake additional studies.

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Appendix

Data collection

Q\Participant	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10
Q1: Hybrid work arrangement	"I usually work 3 days from home and 2 in office."	"Mostly remote, I only go in when needed."	"It's flexible, depends on workload."	"Fixed hybrid schedule weekly."	"Mostly office with some remote days."	"Balanced split between home and office."	"Hybrid but team decides schedule."	"Remote-heavy setup."	"Office-focused hybrid."	"Flexible, varies every week."
Q2: Effect on motivation	"Flexibility boosts my motivation."	"I feel more relaxed, so more motivated."	"Motivation drops when I'm isolated."	"Office days keep me motivated."	"Depends on team interaction."	"Hybrid gives me control, which helps."	"Some times I feel less driven at home."	"Motivation is inconsistent."	"Office environment motivates me more."	"It improved my motivation overall."
Q3: Productivity impact	"More productive at home."	"I focus better remotely."	"Office helps me finish tasks faster."	"Productivity is balanced."	"Depends on the type of work."	"Home is better for deep work."	"Office is better for collaboration."	"Remote work increases my efficiency."	"I get distracted at home some times."	"Hybrid gives me the best of both."

Q4: Motivation drivers	"Flexibility is key for me."	"Less commuting stresses helps."	"Team interaction motivates me."	"Clear goals increase motivation."	"Support from managers matters."	"Autonomy drives my motivation."	"Recognition keeps me motivated."	"Work-life balance is important."	"Structure helps me stay motivated."	"Feedback motivates me a lot."
Q5: Challenges	"Communication gaps are frustrating."	"Sometimes I feel isolated."	"Hard to coordinate meetings."	"Switching environments is tiring."	"Tech issues can slow things down."	"Lack of supervision at home."	"Unequal workload distribution."	"Feeling disconnected from team."	"Managing time is difficult."	"Unclear expectations sometimes."
Q6: Communication differences	"Online communication feels slower."	"Less spontaneous discussions."	"Emails replace quick talks."	"Office communication is clearer."	"Virtual meetings feel less engaging."	"Messages get delayed some times."	"Face-to-face is more effective."	"Communication lacks depth online."	"Hard to explain things virtually."	"Office chats are more productive."
Q7: Organizational support	"Support is decent but can improve."	"Managers try to stay connected."	"Remote support feels limited."	"Office staff get more attention."	"Support varies by manager."	"Training is helpful."	"Communication from leaders is okay."	"Sometimes support feels unequal."	"Resources are available but not always"	"Management is supportive overall."

									accessible.”	
Q8: Work-life balance	“Much better than before.”	“I can manage personal life easily.”	“Work some times overlaps with home life.”	“Balanced but depends on workload.”	“Hybrid improved my balance.”	“Less commuting helps a lot.”	“Still struggle to switch off.”	“Work-life balance is better now.”	“Blurred boundaries sometimes.”	“Overall, it’s positive.”
Q9: Engagement	“I feel less connected remotely.”	“Engagement depends on team effort.”	“Office days improve engagement.”	“Hybrid reduces team bonding.”	“Sometimes I feel disconnected.”	“Engagement is moderate.”	“Remote work lowers engagement.”	“Hard to stay involved.”	“Office boosts engagement.”	“Hybrid slightly affects engagement.”
Q10: Suggestions	“Improve communication tools.”	“More team meetings would help.”	“Better coordination needed.”	“Clearer hybrid policies.”	“More support for remote staff.”	“Flexible scheduling should continue.”	“More recognition for remote workers.”	“Improve collaboration tools.”	“Better time management guidance.”	“More structured hybrid system.”

Appendix

Component 1: Portfolio

Element 2

Title: Impact of Hybrid Work Models on Employee Motivation and Productivity: A Case Study of Barclays Plc.

Gibbs' Reflective Cycle

Introduction

To understand the research process that was followed to work on this study about hybrid work models and their effects on employee motivation and productivity, one can apply the reflective cycle developed by Gibbs in the given reflection. The importance of reflection practice as a form of academic practice cannot be overestimated because it can help one learn through doing and become more competent in the manner in which they will go on practising in the future (Gibbs, 1988).

Description

The study was conducted based on a research protocol of research design and how to conduct qualitative research through interviewing ten participants in semi-structured interviews. The objective was to find out about employee experiences in a hybrid workplace, motivation and productivity. The processes involved were the formulation of research questions, collection of data, analysis of data and correlation of the findings with the literature. I was also involved in every step of the research that helped me to comprehend how the research is conducted by going through with planning to final analysis (Moon, 2013).

Feelings

I was not sure at the outset of the study of how to choose the right methods and how to handle the qualitative data. It is an inherent aspect of the reflective learning process, as people are more likely to enter the process with confusion and gradually attain clarity (Gibbs, 1988). I was also certain when the research went on, especially when the interview and analysis were taking place. I too was interested in the process, and the process of identifying patterns in responses of the participants specifically.

Evaluation

One of the strengths of the research process consists in receiving hands-on experience of how to conduct good research and how to analyse real-life data. The interviews were very enlightening, and the answers were discussed, and this enhanced my critical thinking. Boud, Keogh and Walker (2015) state that reflection can be beneficial since it can assist an individual in reevaluating and reconsidering his/her experiences to improve his/her learning. This was clear, as I went on reading my research approach.

Analysis

The research process brought to light the fact that reflection is key in building up both academic and professional capabilities. The reflections enabled me to understand my strengths and weaknesses, including the ability to be more confident and early uncertainty and data management problems. According to Moon (2013), reflection is also good in learning, as it promotes critical thinking and self-awareness. This was especially essential in the cases where data were under analysis, where they had to be deciphered well in order to be accurate and relevant.

Action Plan

Next time I get engaged in a study, I will exercise time management and planning in order to transform it into a programmed process. The skill of reflection will be enhanced as well because I will have a chance to analyse my progress on a consistent basis. Secondly, I would like to become more confident in working with qualitative information and critical inquiry that would enable me to enhance the quality of my research.

Conclusion

On the whole, it was a great learning experience, and the process of conducting research assisted me in being aware of qualitative research and self-development. The reflection enabled me to discover my strong points and weaknesses to improve on, and this has enabled me to become a better researcher.

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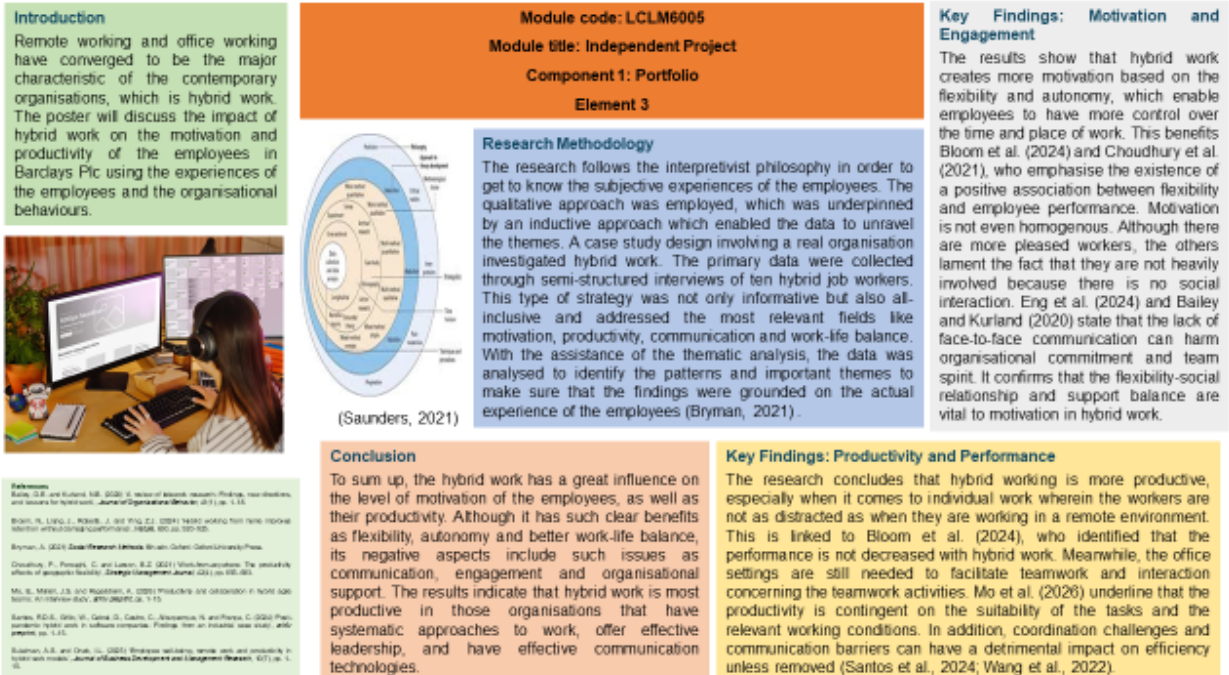
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Component 1: Portfolio

Element 3

Title: Impact of Hybrid Work Models on Employee Motivation and Productivity: A Case Study of Barclays Plc.

Poster Summary: Research Process and Findings



Introduction

Remote working and office working have converged to be the major characteristic of the contemporary organisations, which is hybrid work. The poster will discuss the impact of hybrid work on the motivation and productivity of the employees in Barclays Plc using the experiences of the employees and the organisational behaviours.

Research Methodology

The research follows the interpretivist philosophy in order to get to know the subjective experiences of the employees. The qualitative approach was employed, which was underpinned by an inductive approach which enabled the data to unravel the themes. A case study design involving a real organisation investigated hybrid work. The primary data were collected through semi-structured interviews of ten hybrid job workers. This type of strategy was not only informative but also all-inclusive and addressed the most relevant fields like motivation, productivity, communication and work-life balance. With the assistance of the thematic analysis, the data was analysed to identify the patterns and important themes (Bryman, 2021) to make sure that the findings were grounded on the actual experience of the employees.

Key Findings: Motivation and Engagement

The results show that hybrid work creates more motivation based on the flexibility and autonomy, which enable employees to have more control over the time and place of work. This benefits Bloom et al. (2024) and Choudhury et al. (2021), who emphasise the existence of a positive association between flexibility and employee performance. Motivation is not even homogenous. Although there are more pleased workers, the others lament the fact that they are not heavily involved because there is no social interaction. Eng et al. (2024) and Bailey and Kurland (2020) state that the lack of face-to-face communication can harm organisational commitment and team spirit. It confirms that the flexibility-social relationship and support balance are vital to motivation in hybrid work.

Key Findings: Productivity and Performance

The research concludes that hybrid working is more productive, especially when it comes to individual work wherein the workers are not as distracted as when they are working in a remote environment. This is linked to Bloom et al. (2024), who identified that the performance is not decreased with hybrid work. Meanwhile, the office settings are still needed to facilitate teamwork and interaction concerning the teamwork activities. Mo et al. (2026) underline that the productivity is contingent on the suitability of the tasks and the relevant working conditions. In addition, coordination challenges and communication barriers can have a detrimental impact on efficiency unless removed (Santos et al., 2024; Wang et al., 2022).

Conclusion

To sum up, the hybrid work has a great influence on the level of motivation of the employees, as well as their productivity. Although it has such clear benefits as flexibility, autonomy and better work-life balance, its negative aspects include such issues as communication, engagement and organisational support. The results indicate that hybrid work is most productive in those organisations that have systematic approaches to work, offer effective leadership, and have effective communication technologies.

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APPLICATION FOR ETHICAL APPROVAL



RESEARCH STUDENTS

This form is to be completed by the student within **SIX** months for full-time students and **TWELVE** months for part-time students, after the commencement of the research degree or following progression to Part Two of your course.

Once complete, submit this form via the MyTSD Doctoral College Portal at (<https://mytsd.uwtsd.ac.uk>).

This document is also available in Welsh.

RESEARCH STAFF ONLY

All communications relating to this application during its processing must be in writing and emailed to pgresearch@uwtsd.ac.uk, with the title 'Ethical Approval' followed by your name.

STUDENTS ON UNDERGRADUATE OR TAUGHT MASTERS PROGRAMMES should submit this form (and receive the outcome) via systems explained to you by the supervisor/module leader.

In order for research to result in benefit and minimise risk of harm, it must be conducted ethically. A researcher may not be covered by the University's insurance if ethical approval has not been obtained prior to commencement.

The University follows the OECD Frascati manual definition of research activity: "creative work undertaken on a systematic basis in order to increase the stock of knowledge, including knowledge of man, culture and society, and the use of this stock of knowledge to devise new applications". As such this covers activities undertaken by members of staff, postgraduate research students, and both taught postgraduate and undergraduate students working on dissertations/projects.

The individual undertaking the research activity is known as the "principal researcher".

Ethical approval is not required for routine audits, performance reviews, quality assurance studies, testing within normal educational requirements, and literary or artistic criticism.

Please read the notes for guidance before completing ALL sections of the form.

This form must be completed and approved prior to undertaking any research activity. Please see Checklist for details of process for different categories of application.

SECTION A: About You (Principal Researcher)

1	Full Name:	Georgiana ~~Rebennic~~			
2	Tick all boxes that apply:	Member of staff:	☐	Honorary research fellow:	☐
	Undergraduate Student	☒	Taught Postgraduate Student	☐	Postgraduate Research Student
3	Institute/Academic Discipline/Centre:	University of Wales Trinity Saint David			
4	Campus:	London			
5	E-mail address:	2214103@student.uwtsd.ac.uk			
6	Contact Telephone Number:	07341725651			
For students:					

7	Student Number:	2214103
8	Programme of Study:	BA Leadership and Management skills in the workplace
9	Director of Studies/Supervisor:	~~Olusoji Osoye~~ Richard

SECTION B: Approval for Research Activity

1	Has the research activity received approval in principle? (please check the Guidance Notes as to the appropriate approval process for different levels of research by different categories of individual)	YES	☐	NO	☒
					Date
2	If <u>Yes</u> , please indicate source of approval (and date where known): <i>Approval in principle must be obtained from the relevant source prior to seeking ethical approval</i>	Research Degrees Committee	☐		
		Institute Research Committee	☐		
		Other (write in)	☐		

SECTION C: Internal and External Ethical Guidance Materials

Please list the core ethical guidance documents that have been referred to during the completion of this form (including any discipline-specific codes of research ethics, location-specific codes of research ethics, and also any specific ethical guidance relating to the proposed methodology). Please <u>tick</u> to confirm that your research proposal adheres to these codes and guidelines. You may add rows to this table if needed.		
1	UWTSD Research Ethics & Integrity Code of Practice	☒
2	UWTSD Research Data Management Policy	☒
3	[List any other relevant documents here]	☐

SECTION D: External Collaborative Research Activity

If there are external collaborators then you should gain consent from the contact persons to share their personal data with the university. If there are no external collaborators then leave this section blank and continue to section E.

1	Institution	
2	Contact person name	
3	Contact person e-mail address	
4	Is your research externally funded?	YES ☐ NO ☒
5	Are you in receipt of a KESS scholarship?	YES ☐ NO ☒
6	Are you specifically employed to undertake this research in either a paid or voluntary capacity?	Voluntary YES ☐ NO ☒
7		Employed YES ☐ NO ☒
8	Is the research being undertaken within an existing UWTSD ~~Athrops~~ Professional Learning Partnership (APLP)?	If <u>YES</u> then the permission question below does not need to be answered. YES ☐ NO ☒



9	Has permission to undertake the research has been provided by the partner organisation?	(If YES attach copy) If NO the application cannot continue	YES	☐	NO	☒
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Where research activity is carried out in collaboration with an external organisation

10	Does this organisation have its own ethics approval system?	YES	☐	NO	☒
If Yes, please attach a copy of any final approval (or interim approval) from the organisation (this may be a copy of an email if appropriate).					

SECTION E: Details of Research Activity

1	Indicative title:	Impact of Hybrid Work Models on Employee Motivation and Productivity- A Case Study of Barclays Plc			
2	Proposed start date:	07/04/2026	Proposed end date:	11/04/2026	
3	Introduction to the Research (maximum 300 words per section) Ensure that you write for a Non-Specialist Audience when outlining your response to the points below: <i>Purpose of Research Activity</i> <i>Proposed Research Question</i> <i>Aims of Research Activity</i> <i>Objectives of Research Activity</i> Demonstrate, briefly, how Existing Research has informed the proposed activity and explain <i>What the research activity will add to the body of knowledge</i> <i>How it addresses an area of importance.</i> Purpose of Research Activity The present study aims to investigate the effects of hybrid work models on employee productivity and motivation at Barclays Plc. The purpose of this study is to explore employees' actual experiences working in a hybrid environment and to pinpoint the advantages and disadvantages of such work arrangements. Furthermore, it will attempt to offer useful suggestions which can enhance employee performance, engagement as well as overall organisational productivity in a flexible work environment (Barclays Plc, 2025). The present study will utilise findings from previous research by emphasising important topics including flexibility, work-life balance including higher job satisfaction linked to hybrid work arrangements. Researchers notably Alexander <i>et al.</i> (2021) along with Castaneda <i>et al.</i> (2022) have proved the fact that hybrid working offers more autonomy which can boost motivation and productivity. However, some studies have found issues such poor team cohesion, employee isolation as well as communication difficulties. Such considerations will direct the formulation of interview questions as well as contribute to the interpretation of the results around an actual organisational setting. Through offering particular insights about hybrid work within Barclays Plc that have not been extensively examined in prior studies, the current study will contribute to the database of knowledge (Barclays Plc, 2025). Instead of relying solely on broad or quantitative conclusions, this will include qualitative evidence derived from employee experiences. The gap among theory and practice could be lessened as a result of this research activity. The present research study will focus on a crucial topic because many organisations utilise hybrid working as a long-term strategy. Improving employee well-being, sustaining productivity, while encouraging efficient management techniques in the contemporary workplace will depend on an understanding of its implications in real-world context such as in Barclays Plc (Barclays Plc, 2025). <i>(this box should expand as you type)</i>				
4	Research Question(s) This research critically investigates the impact of hybrid work models on employee motivation within Barclays Plc, analyses the relationship between employee productivity and hybrid work				



	arrangements, <u>examines</u> the key factors shaping both motivation and productivity in hybrid contexts, and <u>evaluates</u> the strategies through which Barclays Plc may enhance employee outcomes under evolving hybrid work practices. (this box should expand as you type)
5	Aims of Research Activity The main aim of this research is to examine how hybrid work models influence employee productivity and motivation in Barclays Plc. Additionally, the study also aims to offer insights <u>of</u> effective hybrid policies, thus helping <u>organisations</u> sustain motivation and improve the overall business productivity of Barclays. (this box should expand as you type)
6	Objectives of Research Activity This study aims to investigate how hybrid work arrangements influence employee motivation within Barclays Plc, examine the relationship between such arrangements and employee productivity, and identify the key factors that either enhance or hinder motivation and productivity in hybrid work settings. To suggest suitable measures for improving employee performance and engagement in hybrid work environments (this box should expand as you type)
	Proposed methods (maximum 600 words) Provide a <u>brief summary</u> of all the methods that <u>may</u> be used in the research activity, making it clear what specific techniques may be used. If methods other than those listed in this section are deemed appropriate later, additional ethical approval for those methods will be needed. You do not need to <u>justify</u> the methods <u>here</u>, <u>but</u> should instead describe how you intend to collect the data necessary for you to complete your project.
7	Research Design The current study will use a qualitative approach towards research design which will be beneficial for understanding the perceptions as well as experiences of the participants based on working under hybrid working models in Barclays Plc. Therefore, the current study will employ an exploratory research design which will be beneficial to identify the patterns, attitudes and <u>behaviours</u> of the participants (Olawale <i>et al.</i>, 2023). Furthermore, this design will help in maintaining flexibility throughout the study which will be useful for understanding the complex human experiences from the participants within the real <u>organisational</u> setting. Research Approach and Philosophy The present research will employ an interpretivism research philosophy and this will be significant for understanding the focus of the research by understanding the personal experiences in the hybrid work settings in Barclays Plc in the UK (Pervin and Mokhtar, 2022). Alongside this, an inductive research approach will be used which will be beneficial in qualitative methods and will help this study by developing reasoning (<u>Years</u> and Gillam, 2022). This will further help in developing themes <u>emerged</u> from the findings which <u>is</u> more suitable than testing an existing hypothesis or theory. Data Collection Method This study will employ a primary data collection approach in which semi-structured interviews will be conducted. A set of open-ended questions related to hybrid working, employee motivation and productivity will be added in this process (Nii Laryea and Ogbewe, 2023). Furthermore, participants will be given freedom to share their individual opinion or experiences. Online platforms such as Microsoft Teams or Zoom will be used for conducting <u>the interviews</u>. Sampling Technique This study will use a purposive sampling technique as the participants will be selected <u>that have</u> direct knowledge or experience of hybrid working <u>model</u> within Barclays Plc in the UK. Ten managers from different departments of Barclays Plc will be selected as main participants as they will discuss the topic more from a managerial perspective (Tajik <i>et al.</i>, 2025). Therefore, this will help in developing diverse knowledge and prospective related to the hybrid working practices in Barclays Plc.



	Data Recording and Management The data collected from the interviews will be stored in password-protected laptops and the audio recordings will be transcribed into written format for better understanding and analysis. Any type of personal information including name, job role or any identifiable data will not be collected and stored in final data management for maintaining anonymity in the research (Nii Larveafio and Ogbewe, 2023). The data will be handled by maintaining confidentiality and will only be used for academic purposes and will be destroyed after six months from the final submission date. Data Analysis Techniques A thematic analysis method will be used for analysing the data collected from the interviews. It will include careful reading and consideration of the interview data and transcripts for generating common themes and patterns to ensure motivation and productivity during data analysis (Braun and Clarke, 2023). Similar responses will be selected together for developing meaningful themes and this will help in understanding the impacts of hybrid work models in Barclays Plc. Ethical Considerations Information sheet for voluntary participation will be provided to the participants prior to the interviews. This will explain the sole purpose of the interviews and a consent form will be sent for each participant. However, participants can withdraw from the interview at any time without any question asked as confidentiality and privacy will be maintained accurately during the interviews (Nii Larveafio and Ogbewe, 2023). Alongside this, GDPR will be considered to ensure data safety and protection. Limitations One main limitation of this study is that it includes a small sample size which can limit the generalisation for the findings (Braun and Clarke, 2023). However, the responses will completely depend upon the experiences and honesty of participants and will be based solely upon this which represents another limitation. (this box should expand as you type)		
	Location of research activity Identify all locations where research activity will take place.		
8	United Kingdom (UK) (this box should expand as you type)		
	Research activity outside of the UK If research activity will take place overseas, you are responsible for ensuring that local ethical considerations are complied with and that the relevant permissions are sought. Specify any local guidelines (e.g. from local professional associations/learned societies/universities) that exist and whether these involve any ethical stipulations beyond those usual in the UK (provide details of any licenses or permissions required). Also specify whether there are any specific ethical issues raised by the local context in which the research activity is taking place, for example, particular cultural and/or legal sensitivities or vulnerabilities of participants. If you live in the country where you will do the research then please state this.		
9	N/A (this box should expand as you type)		
10	Use of documentation not in the public domain: Are any documents NOT publicly available?	NO ☒ YES ☐	
11	If Yes, please provide details here of how you will gain access to specific documentation that is not in the public domain and that this is in accordance with the current data protection law of the country in question and that of England and Wales. (this box should expand as you type)		



Does your research relate to one or more of the seven aims of the Well-being of Future Generations (Wales) Act 2015?		YES	NO
12	A prosperous Wales	☐	☒
13	A <u>resilient</u> Wales	☐	☒
14	A healthier Wales	☐	☒
15	A more equal Wales	☐	☒
16	A Wales of cohesive communities	☐	☒
17	A Wales of vibrant culture and thriving Welsh language	☐	☒
18	A globally responsible Wales	☐	☒
19	If YES to any of the above, please give details:		
(this box should expand as you type)			

SECTION F: Scope of Research Activity

Will the research activity include:		YES	NO
1	Use of a questionnaire or similar research instrument?	☐	☒
2	Use of interviews?	☒	☐
3	Use of focus groups?	☐	☒
4	Use of participant diaries?	☐	☒
5	Use of video or audio recording?	☐	☒
6	Use of computer-generated log files?	☐	☒
7	Participant observation with their knowledge?	☐	☒
8	Participant observation without their knowledge?	☐	☒
9	Access to personal or confidential information without the participants' specific consent?	☐	☒
10	Administration of any questions, test stimuli, presentation that may be experienced as physically, mentally or emotionally harmful / offensive?	☐	☒
11	Performance of any acts which may cause embarrassment or affect self-esteem?	☐	☒
12	Investigation of participants involved in illegal activities?	☐	☒
13	Use of procedures that involve deception?	☐	☒
14	Administration of any substance, agent or placebo?	☐	☒
15	Working with live vertebrate animals?	☐	☒
16	Procedures that may have a negative impact on the environment?	☐	☒
17	Other primary data collection methods. Please indicate the type of data collection method(s) below.	☐	☒
	Details of any other primary data collection method:	☐	☒

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If NO to every question, then the research activity is (ethically) low risk and may be exempt from some of the following sections (please refer to Guidance Notes).

If YES to any question, then no research activity should be undertaken until full ethical approval has been obtained.

SECTION G: Intended Participants

If there are no participants then do not complete this section, but go directly to section H.

+	Who are the intended participants:	YES	NO
1	Students or staff at the University?	☐	☒
2	Adults (over the age of 18 and competent to give consent)?	☒	☐
3	Vulnerable adults?	☐	☒
4	Children and Young People under the age of 18? (Consent from Parent, Carer or Guardian will be required)	☐	☒
5	Prisoners?	☐	☒
6	Young offenders?	☐	☒
7	Those who could be considered to have a particularly dependent relationship with the investigator or a gatekeeper?	☐	☒
8	People engaged in illegal activities?	☐	☒
9	Others. Please indicate the participants below, and specifically any group who may be unable to give consent.		
	Details of any other participant groups: (this box should expand as you type)	☐	☒

	Participant numbers and source Provide an estimate of the expected number of participants. How will you identify participants and how will they be recruited?	
10	How many participants are expected?	10 participants (this box should expand as you type)
11	Who will the participants be?	Managers from different departments of Barclays Plc (this box should expand as you type)
12	How will you identify the participants?	By analysing their experiences in respective departments in Barclays Plc (this box should expand as you type)

	Information for participants:	YES	NO	N/A
13	Will you describe the main research procedures to participants in advance, so that they are informed about what to expect?	☒	☐	☐



14	Will you tell participants that their participation is voluntary?	☒	☐	☐
15	Will you obtain written consent for participation?	☒	☐	☐
16	Will you explain to participants that refusal to participate in the research will not affect their treatment or education (if relevant)?	☐	☐	☒
17	If the research is observational, will you ask participants for their consent to being observed?	☒	☐	☐
18	Will you tell participants that they may withdraw from the research at any time and for any reason?	☒	☐	☐
19	With questionnaires, will you give participants the option of omitting questions they do not want to answer?	☒	☐	☐
20	Will you tell participants that their data will be treated with full confidentiality and that, if published, it will not be identifiable as theirs?	☒	☐	☐
21	Will you debrief participants at the end of their participation, in a way appropriate to the type of research undertaken?	☒	☐	☐
22	If NO to any of above questions, please give an explanation			
 (this box should expand as you type)				

Information for participants:		YES	NO	N/A
24	Will participants be paid?	☐	☒	☐
25	Is specialist electrical or other equipment <u>to be used</u> with participants?	☐	☒	☐
26	Are there any financial or other interests to the investigator or University arising from this study?	☐	☒	☐
27	Will the research activity involve deliberately misleading participants in any way, or the partial or full concealment of the specific study aims?	☐	☒	☐
28	If YES to any question, please provide full details			
Interview will be conducted through virtual <u>meeting</u> using Microsoft Teams.				
 (this box should expand as you type)				

SECTION H: Anticipated Risks

Outline any anticipated risks that may adversely affect any of the participants, the researchers and/or the University, and the steps that will be taken to address them. If you have completed a full risk assessment (for example as required by a laboratory, or external research collaborator) you may append that to this form.						
1	Full risk assessment completed and appended?	<table border="1"> <tr> <td>Yes</td> <td>☐</td> </tr> <tr> <td>No</td> <td>☒</td> </tr> </table>	Yes	☐	No	☒
Yes	☐					
No	☒					
2	Risks to participants For example: sector-specific health & safety, emotional distress, financial disclosure, physical harm, transfer of personal data, sensitive ~~organisational~~ information					
	Risk to participants: This study involves minimal risk despite participant interaction through interviews, with possible minor emotional discomfort and a small risk of sharing sensitive ~~organisational~~ information at Barclays Plc, which will be	How you will mitigate the risk to participants: Risks will be ~~minimised~~ by ensuring voluntary participation, allowing participants to skip questions or withdraw at any time, avoiding sensitive topics, and maintaining strict				



	~~minimised~~ through voluntary participation, the right to skip questions, and strict confidentiality measures (this box should expand as you type)	confidentiality and secure data handling for all participants from Barclays Plc. (this box should expand as you type)
3	If research activity may include sensitive, embarrassing or upsetting topics (e.g. sexual activity, drug use) or issues likely to disclose information requiring further action (e.g. criminal activity), give details of the procedures to deal with these issues, including any support/advice (e.g. helpline numbers) to be offered to participants. Note that where applicable, consent procedures should make it clear that if something potentially or ~~actually illegal~~ is discovered ~~in the course of~~ a project, it may need to be disclosed to the proper authorities	
	This study does not involve highly sensitive topics; however, if any participant feels uncomfortable, they will be informed they can skip questions or withdraw at any time, and appropriate support resources will be suggested if needed, while any disclosure of illegal activity will be handled in line with ethical and legal requirements. (this box should expand as you type)	
4	Risks to the investigator For example: personal health & safety, physical harm, emotional distress, risk of accusation of harm/impropriety, conflict of interest	
	Risk to the investigator: The risks to the researcher are minimal, with possible minor emotional strain and risk of misinterpretation during interviews, which will be mitigated by maintaining professional boundaries, clear communication, and following ethical guidelines throughout the study. (this box should expand as you type)	How you will mitigate the risk to the investigator: Risks will be ~~minimised~~ by conducting interviews in a professional and controlled online environment, maintaining clear boundaries, following ethical guidelines, and ensuring all interactions are documented and handled appropriately. (this box should expand as you type)
5	University/institutional risks For example: adverse publicity, financial loss, data protection	
	Risk to the University: Risks to the University are minimal but may include data protection or reputational concerns, which will be mitigated by ensuring confidentiality, ~~anonymising~~, all data, and complying with ethical and data protection guidelines throughout the study. (this box should expand as you type)	How you will mitigate the risk to the University: These risks will be ~~minimised~~ by ~~anonymising~~, all data, maintaining strict confidentiality, securely storing information, and fully complying with university ethical guidelines and data protection regulations. (this box should expand as you type)
6	Environmental risks For example: accidental spillage of pollutants, damage to local ecosystems	
	Risk to the environment: This study poses no environmental risk, as it involves online interviews only and does not include any activities that could <u>impact</u> the environment. (this box should expand as you type)	How you will mitigate the risk to environment: No mitigation measures are required as the study involves online interviews only and poses no risk to the environment. (this box should expand as you type)

Disclosure and Barring Service



	If the research activity involves children or vulnerable adults, a Disclosure and Barring Service (DBS) certificate must be obtained before any contact with such participants.	YES	NO	N/A
7	Does your research require you to hold a current DBS Certificate?	☐	☒	☐
8	If YES, please give the certificate number. If the certificate number is not available please write "Pending"; in this case any ethical approval will be subject to providing the appropriate certificate number.			

SECTION I: Feedback, Consent and Confidentiality

1	Feedback What de-briefing and feedback will be provided to participants, how will this be done and when?
	Following the interview, participants will receive a brief debriefing outlining their rights, the objective of the study, as well as the way the data will be used. Within a week, an email containing feedback and a synopsis of the results will be sent. If further information is required, the participants selected from Barclays Plc might enquire for it. (this box should expand as you type)
2	Informed consent Describe the arrangements to inform potential participants, before providing consent, of what is involved in participating. Describe the arrangements for participants to provide full consent before data collection begins. If gaining consent in this way is inappropriate, explain how consent will be obtained and recorded in accordance with prevailing data protection legislation.
	Before participating, participants will get an information sheet outlining the goal, procedure including their rights. To verify to their voluntary involvement, they must complete a consent form. Consent regarding online interviews will be electronically recorded prior to the start of data collection. Every process of the interview will adhere to UK data protection regulations such as the GDPR. (this box should expand as you type)
3	Confidentiality / Anonymity Set out how anonymity of participants and confidentiality will be ensured in any outputs. If anonymity is not being offered, explain why this is the case.
	All research outcomes associated with Barclays Plc will use codes rather than names to maintain participant anonymity. Every piece of information will be kept private and safely saved on password-protected laptops. No personal information will be disclosed or published and only the individual conducting the study will have access to the data. (this box should expand as you type)

SECTION J: Data Protection and Storage

	Does the research activity involve personal data (as defined by the General Data Protection Regulation 2016 "GDPR" and the Data Protection Act 2018 "DPA")?	YES	NO
1	"Personal data" means any information relating to an identified or identifiable natural person ("data subject"). An identifiable natural person is one who can be identified, directly or indirectly, in particular by reference to an identifier such as a name, an identification number, location data, an online identifier or to one or more factors specific to the physical, physiological, genetic, mental, economic, cultural or social identity of that natural person. Any video or audio recordings of participants is considered to be personal data.	☐	☒
	If YES, provide a description of the data and explain why this data needs to be collected:		



2	(this box should expand as you type)		
	Does it involve special category data (as defined by the GDPR)?	YES	NO
3	"Special category data" means sensitive personal data consisting of information as to the data subjects' – (a) racial or ethnic origin, (b) political opinions, (c) religious beliefs or other beliefs of a similar nature, (d) membership of a trade union (within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992), (e) physical or mental health or condition, (f) sexual life, (g) genetics, (h) biometric data (as used for ID purposes).	☐	☒
	If YES, provide a description of the special category data and explain why this data needs to be collected:		
4	(this box should expand as you type)		

	Will data from the research activity (collected data, drafts of the thesis, or materials for publication) be stored in any of the following ways?	YES	NO
5	Manual files (i.e. in paper form)?	☐	☒
6	University computers?	☐	☒
7	Private company computers?	☐	☒
8	Home or other personal computers?	☒	☐
9	Laptop computers/ CDs/ Portable disk-drives/ memory sticks?	☒	☐
10	"Cloud" storage or websites?	☒	☐
11	Other – specify:	☐	☐
12	For all stored data, explain the measures in place to ensure the security of the data collected, data confidentiality, including details of backup procedures, password protection, encryption, ~~anonymisation~~ and ~~pseudonymisation~~ :		
	GDPR will be followed to ensure security of data, alongside password-protected laptop will be used for storing the information. Interview results will be stored by following an end-to-end data encryption process and will be stored anonymously. (this box should expand as you type)		

Data Protection			
	Will the research activity involve any of the following activities:	YES	NO
13	Electronic transfer of data in any form?	☐	☒
14	<u>Sharing of</u> data with others at the University outside of the immediate research team?	☐	☒
15	<u>Sharing of</u> data with other ~~organisations~~ ?	☐	☒
16	Export of data outside the UK or importing of data from outside the UK?	☐	☒
17	Use of personal addresses, postcodes, faxes, emails or telephone numbers?	☐	☒



18	Publication of data that might allow identification of individuals?	☐	☒
19	Use of data management system?	☐	☒
20	Data archiving?	☐	☒
21	If YES to any question, please provide full details, explaining how this will be conducted in accordance with the GDPR and Data Protection Act (2018) (and any international equivalents, where appropriate):		
	(this box should expand as you type)		
22	List all who will have access to the data generated by the research activity:		
	(this box should expand as you type)		
23	List who will have control of, and act as custodian(s) for, data generated by the research activity:		
	(this box should expand as you type)		
24	Give details of data storage arrangements, including security measures in place to protect the data, where data will be stored, how long <u>for</u> , and in what form. Will data be archived – if so how and if <u>not why not</u> .		
	(this box should expand as you type)		
25	Please indicate if your data will be stored in the UWTSD Research Data Repository (see https://researchdata.uwtsd.ac.uk/). If <u>so</u> please explain. (Most relevant to academic staff)		
	(this box should expand as you type)		
26	Confirm that you have read the UWTSD guidance on data management (see https://www.uwtsd.ac.uk/library/research-data-management/)	YES	☒
27	Confirm that you are aware that you need to keep all data until after your research has completed or the end of your funding	YES	☒



SECTION K: Declaration

The information which I have provided is correct and complete to the best of my knowledge. I have attempted to identify any risks and issues related to the research activity and acknowledge my obligations and the rights of the participants. In submitting this <u>application</u> I hereby confirm that I undertake to ensure that the <u>above named</u> research activity will meet the University's Research Ethics and Integrity Code of Practice which is published on the website: https://www.uwtsd.ac.uk/research/research-ethics/		
1	Signature of applicant:	Rebenciu Georgian Date: 28.03.2026

For STUDENT Submissions:

2	Director of Studies/Supervisor:	Dr Olusoyi Richard Ashaye	Date:
3	Signature:		28/03/2026

For STAFF Submissions:

4	Academic Director/ Assistant Dean:		Date:
5	Signature:		

Checklist: Please complete the checklist below to ensure that you have completed the form according to the guidelines and attached any required documentation:

☒	I have read the guidance notes supplied before completing the form.
☒	I have completed ALL RELEVANT sections of the form in full.
☒	I confirm that the research activity has received approval in principle
☐	I have attached a copy of final/interim approval from external organisation (where appropriate)
☐	I have attached a full risk assessment (where appropriate) ONLY TICK IF YOU HAVE ATTACHED A FULL RISK ASSESSMENT
☒	I understand that it is my responsibility to ensure that the <u>above named</u> research activity will meet the University's Research Ethics and Integrity Code of Practice.
☒	I understand that before commencing data collection all documents aimed at respondents (including information sheets, consent forms, questionnaires, interview schedules etc.) must be confirmed by the DoS/Supervisor, module tutor or Academic Director.

RESEARCH STUDENTS ONLY

Once complete, submit this form via the **MyTSD Doctoral College Portal** at (<https://mytsd.uwtsd.ac.uk>).

RESEARCH STAFF ONLY

All communications relating to this application during its processing must be in writing and emailed to pgresearch@uwtsd.ac.uk, with the title 'Ethical Approval' followed by your name.

STUDENTS ON UNDERGRADUATE OR TAUGHT MASTERS PROGRAMMES should submit this form
(and receive the outcome) via systems explained to you by the supervisor/module leader.

References

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