

**The College of Graduate Studies and the College of Business and Economics Cordially Invite You to a
DBA Dissertation Defense**

Entitled

*POST-PANDEMIC EMPLOYEE PERSPECTIVE STUDY: A QUALITATIVE INVESTIGATION ON THE IMPACT OF HYBRID
WORKING ON EMPLOYEE WAY OF LIFE AND THE NEED TO RESHAPE THE EMPLOYEE VALUE PROPOSITION IN
THE HEALTH INSURANCE INDUSTRY OF THE UAE*

by

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Abstract

This dissertation details a post-pandemic qualitative investigation conducted to understand the impact of hybrid working solutions on reshaping the employee value proposition (EVP) in the health insurance industry of the UAE. The research aims to evaluate how the introduction of modern hybrid working solutions impacts employees in a post-pandemic environment and, in turn, whether this creates a demand for human resources to refocus drivers of the EVP. Traditionally, EVP is referred to as the overall give-and-get in an employment deal; however, the pandemic was an eye-opener for organizations to redefine what it entails. Since hybrid working has become the new norm across the corporate world, this research can be viewed as shedding light on a topical social issue. The consequences of a pandemic are cyclical; therefore, examining those at the receiving end of impacts is warranted. The study follows an interpretive research approach to investigate employee perception, awareness, and assumptions on the transformative organizational shift toward hybrid working and its impact on the employees and the EVP. Although several empirical studies have been conducted concerning remote work and work from home [WFH] in a post-pandemic environment, the author identifies a void in academic qualitative research in investigating the impact hybrid working arrangement has made on the employee way of life (i.e., quality of life and employment relationship) and organizational EVP that is essential for envisioning future talent strategies. Furthermore, the lack of theoretical frameworks to design or reshape the EVP is a crucial limitation identified in the existing literature. Existing academic research does not justify whether hybrid working is a driver or enabler of EVP. As part of the investigation, the research strategy and results of the study are sieved through the theoretical framework developed by the author based on Kurt Lewin's (1951) Force Field Analysis theory to identify possibilities of triggering negative and positive effects of change. The need to reshape EVP is determined based on the negative impacts of change. Semi-structured interviews and focus groups are utilized to provide qualitative evidence; specifically, data collected from 26 respondents are thematically analyzed using NVivo, and the impact of hybrid working on the EVP is discussed in detail. Finally, the conceptual framework crafted for the EVP gap analysis is aimed at bridging a gap in academic literature and providing guidance for the application of theory in practice.

Keywords: employee value proposition (EVP), hybrid working solutions, post-pandemic study, employee perspective, financial and nonfinancial factors.