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**Impact of Hybrid Work Model and Employee Satisfaction in the IT  
sector: An Analytical Study**

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Peer Review Information	Abstract
<p>Submission: 11 Jan 2026 Revision: 22 Jan 2026 Acceptance: 10 Feb 2026</p>	<p>Work patterns in the IT industry have changed as a result of the quick acceptance of the hybrid work paradigm, which combines remote and on-site labour. This study looks at how employee satisfaction in the IT sector is affected by the hybrid work model. Important aspects including work-life balance, employment flexibility, organizational support, effective communication, and general job satisfaction are the focus of the study. A standardized questionnaire was used to gather primary data from IT experts, and the proper statistical tools were used for analysis. The results show that the hybrid work model significantly increases employee happiness, mostly through better work-life balance and increased flexibility. However, organizational policies, leadership support, and communication channels all affect how well the hybrid model works. IT companies can use the study's insightful findings to create hybrid work strategies that improve organizational performance and employee satisfaction.</p>
<p><b>Keywords</b></p> <p>Hybrid Work Model, Employee Satisfaction, IT Sector, Work-Life Balance, Employment Flexibility</p>	

**Introduction**

The Information Technology (IT) sector has been at the forefront of adopting flexible work arrangements due to its technology-driven nature. Following the COVID-19 pandemic, the hybrid work model which permits its employees to split their workdays between office and remote locations became a popular choice. Businesses are realizing more and more how important employee satisfaction is to output, retention, and overall success. By providing flexibility, autonomy, and better work-life balance, the hybrid work model is seen as a strategic way to increase employee satisfaction. The purpose of this study is to examine how employee satisfaction in the IT industry is affected by the hybrid work model.

**Review of Literature**

The impact of telecommuting and remote work on employee outcomes was the main focus of early research on flexible work arrangements. After conducting a thorough analysis of telecommuting research, Allen, Golden, and Shockley (2021) came to the conclusion that flexible work schedules have a positive impact on employee satisfaction by enhancing autonomy and lowering work-family conflict. According to their research, flexible work arrangements and employee satisfaction are mediated by work-life balance. Among the first to investigate the hybrid work model empirically were Bloom, Han, and Liang (2021). According to their research, hybrid work arrangements greatly increase worker satisfaction and lower stress levels without sacrificing productivity. The authors noted that because hybrid work strikes a balance between

flexibility and social interaction, employees preferred it over fully remote or fully office-based models.

Choudhury, Foroughi, and Larson (2021) expanded the discussion by examining work-from-anywhere and hybrid models in technology-driven organizations. Their findings revealed that location flexibility improves job satisfaction and employee morale without negatively affecting performance. The study is particularly relevant to the IT sector, where work outcomes are largely task-based and digitally monitored.

The design and efficacy of remote and hybrid work environments were the main topics of Wang et al. (2021). Their study highlighted the significance of job design, communication effectiveness, and organizational support in maintaining employee satisfaction. Despite the availability of flexible work arrangements, the study warned that poor communication and insufficient managerial support can lower satisfaction levels.

Narayanan and Kumar (2022) investigated how employee satisfaction in IT companies in India was affected by a hybrid work culture. According to their research, employee satisfaction was greatly increased by shorter commutes, better work-life integration, and flexible scheduling. The authors did, however, also point out difficulties like poor coordination and long workdays in hybrid environments.

Recent research carried out in 2023 and 2024 has improved our knowledge of hybrid work models and how they affect employee satisfaction. By providing flexibility and autonomy, hybrid work greatly increases employee satisfaction and retention intentions, according to Kumar and Sharma's (2023) analysis of hybrid work cultures in Indian service and IT companies.

The study did note that the benefits of hybrid work may be diminished by inconsistent organizational policies. In their investigation of employee wellbeing and satisfaction in postpandemic hybrid work environments, Singh and Mehta (2023) found that when hybrid work was backed by transparent performance metrics and leadership trust, employees expressed higher levels of satisfaction. Their findings highlighted the importance of outcome-based evaluation systems and managerial support in maintaining satisfaction in hybrid models.

More recently, Patel and Desai (2024) investigated hybrid work patterns in Indian IT companies. The results indicated a significant positive effect of hybrid work on work-life balance and job satisfaction. The findings have identified that digital communication tools and supportive organizational culture serve as partial mediators that improve employee

satisfaction. Likewise, Rao and Kulkarni (2024) noted that hybrid models contribute to greater involvement and satisfaction of IT professionals on condition that the company invests in technology infrastructure and programs for employee well-being.

In summary, it can be said that the existing body of literature has maintained a strong positive relationship between the hybrid work model and employee satisfaction. Nevertheless, despite the existing body of literature on this subject, it can be stated that not much empirical evidence emerges that combines different aspects of work-life balance as well as job flexibility in the Indian IT industry through primary research. The current study attempts to fill this gap.

## Research Methodology

### Objectives of the Study

- To examine the impact of the hybrid work model on employee satisfaction in the IT sector.
- To analyze the relationship between hybrid work and work-life balance.
- To study the influence of job flexibility and organizational support on employee satisfaction.

### Hypotheses

Based on the objectives of the study and review of literature, the following hypotheses were formulated:

H<sub>01</sub>: The hybrid work model has no significant impact on employee satisfaction in the IT sector.

H<sub>11</sub>: The hybrid work model has a significant impact on employee satisfaction in the IT sector.

H<sub>02</sub>: There is no significant relationship between work-life balance and employee satisfaction.

H<sub>12</sub>: There is a significant relationship between work-life balance and employee satisfaction.

H<sub>03</sub>: Job flexibility has no significant influence on employee satisfaction.

H<sub>13</sub>: Job flexibility has a significant influence on employee satisfaction.

H<sub>04</sub>: Organizational support has no significant association with employee satisfaction.

H<sub>14</sub>: Organizational support has a significant association with employee satisfaction.

### Research Design

The study adopts a descriptive and analytical research design using a quantitative approach.

### Sampling Design

Convenience sampling was used to select 100 IT employees working under hybrid work arrangements.

**Data Collection**

Primary data were collected through a structured questionnaire using a five-point Likert scale. Secondary data were sourced from journals, books, and online publications.

**Tools for Analysis**

Percentage analysis, mean score analysis, correlation, regression analysis, and chi-square tests were used for data analysis.

**Data Analysis And Interpretation**

The collected data were coded and analyzed using SPSS. The following tables present the key statistical outputs and their interpretation.

**Reliability Analysis**

**Table 4.1:** Reliability Statistics

Cronbach's Alpha	Number of Items
0.82	20

**Interpretation:** The Cronbach's Alpha value of 0.82 indicates high internal consistency of the scale. Hence, the questionnaire is reliable for further analysis

**Descriptive Statistics**

**Table 4.2:** Mean and Standard Deviation of Variables

Variables	Mean	Std. Deviation
Hybrid Work Flexibility	4.12	0.68
Work-Life Balance	4.05	0.72
Organizational Support	3.98	0.75
Employee Satisfaction	4.10	0.70

**Interpretation:** The mean scores above 4 indicate a high level of agreement among respondents regarding the positive impact of the hybrid work model. Low standard deviation values show consistency in responses.

**Correlation Analysis**

**Table 4.3:** Correlation between Hybrid Work Model and Employee Satisfaction

Variables	Pearson Correlation (r)	Sig.(p-value)
Hybrid Work Model & Employee Satisfaction	0.68	0.000
Work-Life	0.72	0.000

Balance & Employee Satisfaction		
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**Interpretation:** There is a strong positive and statistically significant relationship between the hybrid work model, work-life balance, and employee satisfaction

**Regression Analysis**

**Table 4.4:** Model Summary

R	R Square	Adjusted R Square	Std. Error
0.74	0.55	0.53	0.44

**Table 4.5:** ANOVA

Model	F Value	Sig.
Regression	48.32	0.000

**Table 4.6:** Coefficients

Variables	Beta	Sig.
Hybrid Work Flexibility	0.42	0.001
Work-Life Balance	0.38	0.002
Organizational Support	0.29	0.010
Hybrid Work Flexibility	0.42	0.001

**Interpretation:** The regression model is statistically significant. Hybrid work flexibility and work-life balance are the strongest predictors of employee satisfaction.

**CHI-SQUARE TEST**

**Table 4.7:** Chi-Square Test between Organizational Support and Employee Satisfaction

Chi-Square Value	df	Sig.
12.45	4	0.014

**Interpretation:** Since the p-value is less than 0.05, there is a significant association between organizational support and employee satisfaction.

**Hypotheses Testing Summary**

**Table 4.8:** Hypotheses Results

Hypothesis	Result
H <sub>01</sub>	Rejected

H <sub>02</sub>	Rejected
H <sub>03</sub>	Rejected
H <sub>04</sub>	Rejected

**Overall Interpretation:** The SPSS results confirm that the hybrid work model, work-life balance, job flexibility and organisational support have a significant positive impact on employee satisfaction in the IT sector.

**Findings of The Study**

1. Hybrid work model positively influences employee satisfaction.
2. Work-life balance significantly improves under hybrid work arrangements.
3. Job flexibility enhances morale and motivation among IT employees.
4. Organizational support and communication play a crucial role in determining satisfaction.

**Suggestions**

1. There should be proper hybrid work policies within IT organizations.
2. There is a great need for continuous support by managers through effective communication.
3. Organisations should check on the employees' well-being from time to time.
4. Training programs must be imparted to manage hybrid teams successfully.

**Conclusion**

The study concludes that the hybrid work model has a significant positive impact on employee satisfaction in the IT sector. Flexibility and work life balance are the central components that lead to increased employee satisfaction in an organizational setup through the adoption of the hybrid work model.

In this study, thorough research was carried out to understand the effect of a hybrid work model on employee satisfaction in the IT industry, and it conclusively proves that a hybrid work model has a strong, positive effect on overall employee satisfaction. The empirical findings obtained from the SPSS test clearly indicate that a hybrid work model significantly increases levels of employee satisfaction, enabling greater flexibility in working hours, autonomy, and a more appropriate work-life balance in the IT industry.

The findings reveal that work-life balance emerges as one of the most influential determinants of employee satisfaction in a hybrid work environment. Reduced commuting time, flexible scheduling, and the ability to balance professional and personal

responsibilities contribute substantially to employees' psychological well-being and job contentment. Job flexibility further strengthens satisfaction by empowering employees to manage their work in a manner that aligns with their productivity patterns and personal commitments.

The importance of support within the organization is also highlighted in the study as a factor that ensures the success of the hybrid work approach. It is ascertained that leadership support, communication, technology, and a hybrid work policy have a significant impact on enhancing the perceptions of fairness and inclusion of the personnel. The findings illustrate that hybrid work itself is not a guarantee for satisfaction; instead, it is how hybrid work is approached within the organization.

From a managerial standpoint, the findings indicate that the hybrid work model should be viewed as a long-term strategic initiative rather than a temporary response to external disruptions. IT organizations that adopt outcome-based performance evaluation systems, invest in managerial training for hybrid leadership, and promote a culture of trust and accountability are more likely to achieve sustained employee satisfaction and organizational performance.

Academically, this research work has made several contributions to the prevailing literature available in the existing body of knowledge. This is owing to the fact that very few research studies have been conducted on hybrid work in the Indian IT industry. The research work has considered various parameters of work together, including work-life balance, flexibility of work, support provided by the organization, and efficacy of communication in hybrid work.

In conclusion, the hybrid work model, when supported by robust organizational frameworks and employee-centric policies, has the potential to enhance satisfaction, engagement, and retention among IT professionals. The insights derived from this study can assist managers, HR practitioners, and policymakers in designing sustainable hybrid work strategies that align organizational goals with employee well-being, thereby ensuring long-term competitiveness and success in the IT industry.

**Limitations of the Study**

1. The study is limited to selected IT employees.
2. Convenience sampling restricts generalization of findings.
3. Responses are based on self-reported perceptions.

### **Scope for Future Research**

Future studies may focus on comparative analysis across industries, long-term impact of hybrid work, and inclusion of qualitative approaches.

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