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Impact of Hybrid Work arrangements on Employee Satisfaction in the IT Sector

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Abstract

This study looks into how employee satisfaction in the IT industry is affected by hybrid work modes. After the COVID-19 pandemic, hybrid work, a flexible model that combines remote and in-office work became the norm in the IT sector. The study used a quantitative methodology, gathering primary data from 104 IT company employees. Employee satisfaction and the hybrid work model are significantly positively correlated, according to data analysis. Important results show that 70% of workers felt their work-life balance had improved, and 69% of workers reported higher job satisfaction. Additionally, 67.3% of respondents said they were more productive. The study is consistent with more extensive scholarly literature (Bloom and associates. 2022) demonstrating that hybrid models enhance job satisfaction and retention without impairing performance. It concludes that by offering the required flexibility and autonomy both essential for organizational success and talent retention the hybrid work model effectively improves job satisfaction.

Keywords : Hybrid work, Employee satisfaction, Autonomy, Productivity

1.1 Introduction

From rigid, office-centric structures to adaptable models that incorporate remote work, the nature of work has completely changed. In the IT industry, which depends on digital platforms, the hybrid work mode balancing time between the physical office and remote locations is a crucial shift. This structure, which became well-known during the pandemic, is now understood to be crucial for improving job satisfaction, preventing burnout, and increasing employee well-being

1.1 Hybrid Work and Employee Satisfaction

Higher levels of satisfaction and engagement are directly correlated with employees having more control over their schedules and locations thanks to hybrid work. The degree to which workers are satisfied with their workplace, company policies, and overall experience is known as employee satisfaction. Flexible schedules have been repeatedly linked in studies to lower stress levels, better mental health, and ultimately increased employee retention and organizational performance (Allen et al. (2015).

1.2 Advantages and Challenges

Increased productivity, better work-life balance, better mental health, and greater access to a more geographically diverse talent pool are some benefits of the hybrid model. Potential communication delays, a decrease in impromptu teamwork, the possibility of digital fatigue and loneliness (Felstead and Henseke, 2017), and a blurring of the lines between work and personal life, which can result in elevated stress and burnout (Kossek et al. (2012).

2. Review of Literature

The emergence of the hybrid work model has prompted extensive academic research, largely confirming its positive influence on job satisfaction while highlighting critical areas for organizational management.

2.1 Flexibility, Autonomy, and Job Satisfaction

A large consensus in the literature points to flexibility and autonomy as the most significant drivers of satisfaction in hybrid settings.

Flexibility as a Key Predictor: Studies consistently identify work-life balance and flexibility as the most robust predictors of employee satisfaction in a hybrid model. Employees value the ability to customize their work schedules to meet personal requirements, which enhances their sense of well-being and autonomy (Choudhury et al., 2022).

The 'Win-Win-Win' Model: Bloom et al. (2022) on a sizable technology company showed that working from home two days a week enhanced job satisfaction and reduced non-managerial quit rates by 33 percent without having an adverse effect on performance or promotion rates. This presents hybrid work as a "win-win-win" for organizational outcomes, employee satisfaction, and retention

2.2 Impact on Productivity and Performance

While early concerns existed about productivity drops, current research suggests neutral to positive effects, particularly in the IT sector.

Productivity Maintenance: While simultaneously increasing satisfaction and retention, a study examining IT professionals discovered that hybrid working had no statistically significant impact on performance grades or the amount of code written by computer engineers over a two-year period. This demonstrates that granting employees autonomy can maintain performance.

Role of Trust and Control: Wang et al. (2021) and others note that when employees feel trusted and in control of their schedules, they perform better. High-impact technical roles like development and testing often adapt more smoothly and efficiently to hybrid formats.

2.3 Collaboration and Communication Challenges

One of the primary acknowledged drawbacks of hybrid work involves maintaining strong organizational ties and spontaneous interaction.

Weakening of Relationships: Yang et al. (2022) discovered that business groups became less connected as a result of a big technology company's move to remote work. Employees spent less time working with weak connections, which are essential for knowledge transfer, creativity, and filling in structural gaps in the informal network, while they spent more time working with strong ties (close colleagues).

Media Richness Theory: According to Media Richness Theory (Lengel and Daft, 1984), complex information is best communicated through "richer" channels like face-to-face interaction, which helps explain the difficulties in collaboration. This suggests that important meetings that call for a high level of participation or intricate problem-solving should make the most of the in-office days.

2.4 Well-being and Mental Health

Hybrid work has profound implications for employee welfare, largely positive due to reduced commuting and increased flexibility.

Decreased Stress and Burnout: According to surveys, hybrid workers report feeling much less exhausted (79 percent) and stressed (78 percent) than those who work full-time in an office. The time saved from commuting is frequently put back into personal pursuits, enhancing general health, exercise, and sleep quality.

The Need for Boundaries: Conversely, the lack of defined boundaries between work and personal life can increase stress, leading to *technostress* (Raghuram et al., 2019) and the risk of burnout if organizations do not provide adequate support for time management and clear policies.

3. Research Methodology

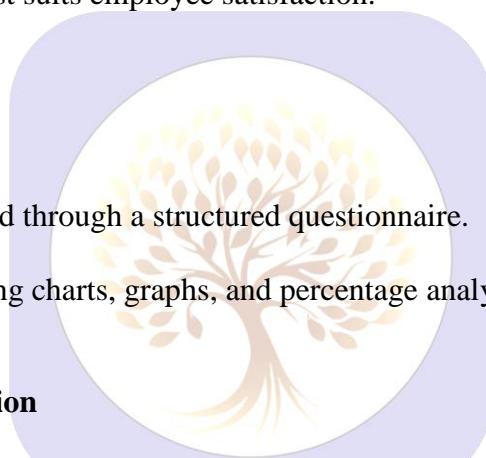
3.1 Objectives and Scope

The study aimed:

- 1) To analyze the impact of the flexible/hybrid work mode on employee satisfaction.
- 2) To examine how remote and office-based modes affect employee satisfaction in terms of monetary and non-monetary benefits.
- 3) To analyze which mode best suits employee satisfaction.

3.2 Data Collection and Analysis

Sample Size: 104 IT employees.



Data Source: Primary data collected through a structured questionnaire.

Analysis: Data was interpreted using charts, graphs, and percentage analysis.

4. Data Analysis and Interpretation

The analysis of the 104 responses provides strong evidence for the positive impact of hybrid work on various dimensions of employee satisfaction in IT companies.

4.1 Overall Satisfaction with Hybrid Arrangement

Satisfaction Level with Hybrid Work Arrangement	Number of Individuals	Percentage (%)
Very Satisfied	40	38.5%
Satisfied	30	28.8%
Neutral	20	19.2%
Dissatisfied	14	13.5%
Total	104	100%

Interpretation: A combined 67.3% of employees reported being satisfied or very satisfied. This high level of acceptance is critical and indicates that the current hybrid policy successfully meets the needs and expectations of the workforce, directly correlating with the literature's findings that flexibility is a primary driver of job contentment.

4.2 Impact on Job Satisfaction

Job Satisfaction Level	Number of Individuals	Percentage (%)
Strongly Agree	39	37.5%
Agree	33	31.7%
Neutral	22	21.2%
Disagree	10	9.6%
Total	104	100%

Interpretation: An overwhelming 69.2% (Strongly Agree + Agree) confirmed an increase in job satisfaction. This reinforces the findings of Bloom et al. (2022) and others, positioning the hybrid model as a powerful tool for improving employee morale and retention in the technology sector.

4.3 Impact on Productivity

Productivity Satisfaction	Number of Individuals	Percentage (%)
Very Satisfied	40	38.5%
Satisfied	30	28.8%
Neutral	20	19.2%
Dissatisfied	14	13.5%
Total	104	100%

Productivity: 67.3% (Very Satisfied + Satisfied) of employees felt their productivity had improved. This supports the notion that, for knowledge workers in IT, the autonomy provided by hybrid work allows for better focused work and efficiency.

4.4 Impact on Work life balance

Response Category	Number of Respondents	Percentage (%)
Strongly Agree	41	39.4%
Agree	32	30.8%
Neutral	20	19.2%
Disagree/Strongly Disagree	11	10.6%
Total	104	100%

Work-Life Balance: 70.2% of respondents (Strongly Agree + Agree) indicated that the hybrid work mode positively impacted their work-life balance. This outcome is highly consistent with global research highlighting reduced commuting stress and greater time management as key benefits.

4.5 Impact on Collaboration

Collaboration Impact	Number of Individuals	Percentage (%)
Significantly Improved	30	28.8%
Somewhat Improved	35	33.7%
No Change	20	19.2%
Somewhat Declined	19	18.3%
Total	104	100%

Interpretation: 62.5% of employees reported a positive impact on collaboration (Significantly Improved + Somewhat Improved). This finding is particularly notable as it counteracts common literature concerns (e.g., Yang et al., 2022) about collaboration decline in hybrid settings. This suggests that the organizational strategy at IT companies likely involving effective technology and structured in-office time—is successfully mitigating the potential communication barriers.

5. Conclusion and Suggestions

Conclusion

The study unequivocally shows that employee job satisfaction in the IT industry is strongly positively impacted by the hybrid work model. This satisfaction is mainly fueled by the increased flexibility, significantly improved work-life balance (70.2 percent), and perceived increase in productivity (67.3 percent). The findings are firmly backed by scholarly research from around the world, demonstrating that the hybrid model is a useful tool for businesses looking to increase employee engagement and retention rates rather than just a passing fad. A major contributor to the general positive sentiment is the organization's ability to sustain positive collaboration (62.5 percent positive impact).

Suggestions

Sustained and Adaptive Policy: The company should keep implementing and improving the hybrid work system. To address the small percentage of employees who report dissatisfaction or a decline in collaboration, regular feedback loops are required.

Invest in Digital and Social Infrastructure: To sustain the current favorable collaboration results, ongoing investments in collaboration tools and required, excellent, in-person meetings for crucial tasks (aligned with Media Richness Theory) should be given top priority.

Promote Boundary Management: To combat potential burnout and stress identified in the literature, management must actively provide training and support for employees to establish clear boundaries between work and personal life in the remote setting.

Continuous Evaluation: To make sure the policy continues to be inclusive and effective for all demographic segments of the workforce, management should periodically reevaluate the impact of the hybrid model, paying particular attention to the 9.6 percent who reported lower job satisfaction.

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