

# A Study on the Impact of Hybrid Working Policy on the Productivity and Satisfaction of Employees in IT Sector

<sup>1</sup>Rahul V & <sup>2</sup>Dr. Rajeshwari R R

<sup>1</sup>DA22BA034, Dept. of MBA, Dr. Ambedkar Institute of Technology

<sup>2</sup>Assistant Professor, Dept. of MBA, Dr. Ambedkar Institute of Technology  
VTU, Belagavi,

## Abstract

The COVID-19 pandemic has dramatically transformed the work environment, particularly within the IT sector, leading to the widespread adoption of hybrid work models. This research investigates the impact of hybrid working policies on employee productivity and satisfaction, focusing on IT professionals. The hybrid work model, combining remote and in-office work, has provided employees with flexibility and a better work-life balance, while also presenting challenges such as isolation, miscommunication, and managing personal and professional boundaries. The study explores how these hybrid arrangements influence productivity, job satisfaction, and work-life integration among IT employees. It also examines organizational support mechanisms, technological tools, and the role of flexibility in enhancing employee performance. The findings highlight that while hybrid working models generally improve productivity and job satisfaction, they also present challenges related to communication, access to resources, and feelings of isolation. Through quantitative analysis, including ANOVA and chi-square tests, the research provides insights into the effectiveness of hybrid working policies, emphasizing the need for tailored organizational strategies to address both the positive and negative aspects of hybrid work.

**Keywords:** Covid 19, Professionals, Job satisfaction, productivity, working policies, IT employees

## 1. Introduction.

IT sector is known for its fast-paced and innovation-driven nature, Hybrid Model combines remote work with office-based activities, allowing employees to work from home or other locations while also spending some time in the office. This study aims to explore the impact of hybrid working policies on employee productivity and satisfaction within the IT sector. Productivity and job satisfaction are critical factors that influence the overall performance and success of organizations. Understanding how hybrid working arrangements affect these factors is essential for IT companies as they refine their work policies to meet the changing needs of their workforce. In the IT sector, known for its high adaptability and reliance on technology, the hybrid working policy has become a popular approach to meeting employee needs while maintaining operational efficiency. The flexibility offered by this model is seen as a way to enhance work-life balance, improve job satisfaction, and attract top talent. At the same time, organizations are grappling with questions about how this new model impacts overall employee productivity, team collaboration, and corporate culture. This study seeks to investigate the impact of hybrid working policies on both the productivity and satisfaction of employees in the IT sector. It will explore the experiences of IT professionals who have adopted this model, assess its influence on their work output, and analyze how it affects their job satisfaction and personal well-being.

## 2. Title of the study

“A study on the impact of hybrid working policy on the productivity and satisfaction of employees in IT sector”.

## 3. Statement of the problem

The rapid adoption of hybrid working policies in the IT sector, accelerated by the COVID-19 pandemic, has fundamentally altered the traditional work environment. While this new model offers flexibility and the potential for increased productivity, it also introduces challenges that can impact employee satisfaction and overall organizational performance.

## 4. Objectives Of The Study

- To identify how hybrid working arrangements influence the productivity in the IT sector.
- Investigation on the role of work-life balance and to examine the degree of hybrid working affects job satisfaction among IT employees due to Hybrid working models
- To explore significant impact of technological tools provided by the organization.

## 5. Hypothesis for the study Hypothesis 1

Ho: There is no significant impact in the hybrid working model on the overall productivity of employees.

H1: There is a significant impact in the hybrid working model on the overall productivity of employees.

### Hypothesis 2

Ho: There is no significant impact in work life balance on job satisfaction of employees.

H1: There is a significant impact in work life balance on job satisfaction of employees.

### Hypothesis 3

Ho: There is no significant impact of technological tools provided by the organization on the employees productivity in a hybrid working model.

H1. There is a significant impact of technological tools provided by the organization on the employees' productivity in a hybrid work mode.

## 6. Review of literature

Allen, T.D., Golden, T.D., & Shockley, K.M. (2015) This study explores the evolution of telecommuting, a precursor to hybrid work policies, and its effects on employee productivity and satisfaction. The authors found that telecommuting improves employee satisfaction by providing flexibility and a better work-life balance. However, productivity levels depend on factors such as job complexity, individual work styles, and organizational support

**Bloom, N., Liang, J., Roberts, J., & Ying, Z.J. (2015)** This experimental study conducted with a Chinese travel agency offers insights into the hybrid model by examining both home and office working conditions. The results revealed a significant improvement in employee productivity by 13%, attributed to reduced breaks and sick days. Additionally, employee satisfaction increased due to reduced commuting time. However, a key finding was that a hybrid approach, where employees alternated between home and office, led to sustained productivity growth and avoided issues related to social isolation. For the IT sector, which relies heavily on collaboration and problem-solving, this study implies that a well-structured hybrid policy can enhance productivity without sacrificing teamwork.

**Kossek, E.E., Thompson, R.J., & Lautsch, B.A. (2015)** - This study discusses the need to balance employer and employee perspectives in implementing workplace flexibility. In the IT sector, hybrid working models offer flexibility, which the authors argue can lead to greater employee satisfaction and loyalty. However, they warn of potential disparities in productivity due to differences in home working environments, technology access, and work discipline. Organizations must therefore offer support through adequate technological infrastructure and training.

**Ford, R.C., & Butts, M.M. (1991)** Although this is an earlier study on telecommuting, it provides foundational insights relevant to hybrid work policies. The authors argue that organizational readiness is key to the success of flexible working arrangements. In the IT sector, where rapid changes in technology and high levels of autonomy exist, hybrid work policies could boost productivity and satisfaction. However, the study cautions against assuming that all employees are equally suited for remote work. Organizational culture, management style, and the nature of work tasks must be aligned with flexible work policies .

**Gajendran, R.S., & Harrison, D.A. (2007)** This meta-analysis covers multiple studies on telecommuting and highlights key psychological factors affecting remote work outcomes. The study finds that hybrid working models, by offering a blend of home and office work, can mitigate some of the negative consequences of full-time remote work, such as isolation and burnout. In the IT sector, hybrid work can provide employees with a balance between deep work that requires concentration at home and collaborative tasks at the office.

**Beauregard, T.A., & Henry, L.C. (2009)** - Making the Link Between the Work-Life Balance Practices and Organizational Performanc. This paper explores relationship between work-life balance policies, including hybrid work arrangements, and organizational performance. It suggests that hybrid work models can enhance employee productivity by reducing stress and providing flexibility in managing personal and professional commitments.

## 7. Research gap

Existing research often focuses on the immediate or short-term effects of hybrid working policies on employee productivity and satisfaction within the IT sector, leaving a significant gap in understanding the long-term implications. Longitudinal studies are necessary to track how hybrid work evolves over time, providing a deeper understanding of its long-term impact on performance and satisfaction within the IT sector. While hybrid work has been analyzed across various industries, the specific challenges and opportunities of the IT sector—such as its reliance on advanced technology, remote tools, and innovation—are often overlooked. Tailored research that addresses these unique factors is essential for optimizing hybrid working arrangements within the IT sector.

The research gap identified includes a lack of comprehensive studies on long-term effects of hybrid policies specifically within the IT sector. Most existing literature focuses on short-term impacts, leaving a need for longitudinal studies that examine how these models evolve over time. Additionally, there is limited analysis on how different hybrid models affect productivity and satisfaction across diverse cultural contexts.

## 8. Research Methodology

It employs a descriptive research method to analyze how hybrid working policies affect employee productivity and satisfaction in the IT sector. Data is collected through structured questionnaires (primary data) and supplemented with secondary data from journals and online sources. The study focuses on the impact of transitioning to hybrid work across various IT roles. The population consists of IT employees, with a sample size of 60 selected through convenience sampling. The analysis is conducted using statistical tools like chi-square, correlation, and ANOVA.

## 9. Data analysis and Interpretation

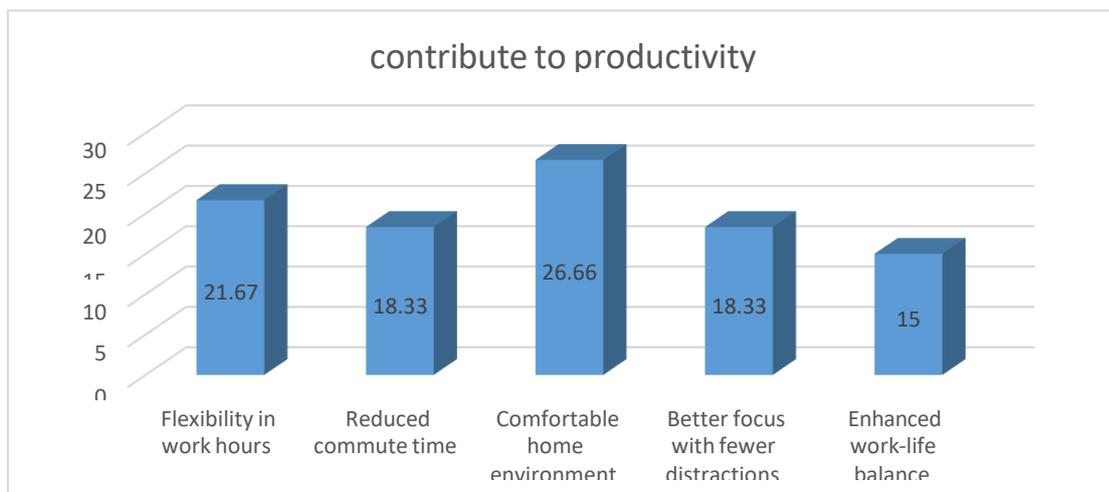
### 9.1 Table showing factors in hybrid model that contribute to productivity

contribute to productivity	No of respondents	Percentage
Flexibility in work hours	13	21.6667
Reduced commute time	11	18.3333
Comfortable home environment	16	26.6667
Better focus with fewer distractions	11	18.3333
Enhanced work-life balance	9	15

### Analysis

26.67% respondents contribute to comfortable home environment in the hybrid working model. 21.67% contribute to flexibility in working hours and 18.77%equally distributed to commute time and fewer distractions and 15% contribute to enhanced work life balance.

### 9.1 Graph showing factors in hybrid model that contribute to productivity



### Interpretation

Majority respondents contribute to comfortable home environment in the hybrid working model. Moderate contribute to flexibility in working hours and few are equally distributed to commute time and fewer distractions and very few contribute to enhanced work life balance. This suggests that employees appreciate the efficiency gains , ultimately improving productivity

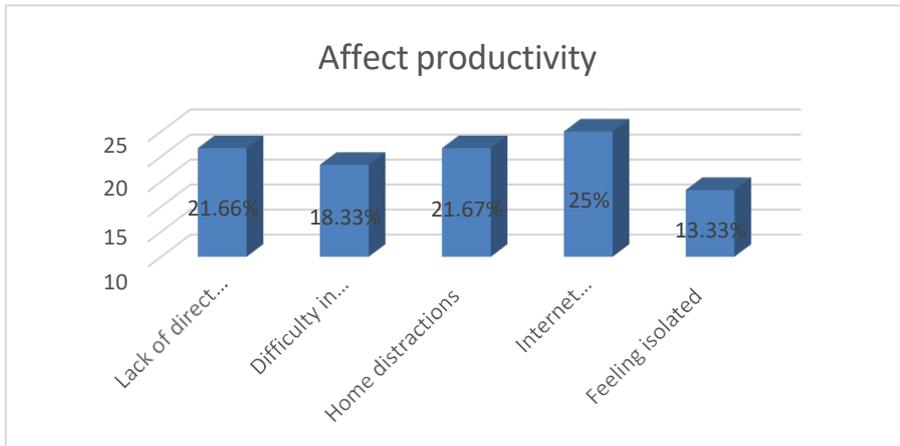
9.2 Table showing challenges affecting productivity when working remotely

Affect productivity	No of respondents	Percentage
Lack of direct communication with team	13	21.66
Difficulty in accessing resources	11	18.33
Home distractions	13	21.67
Internet connectivity issues	15	25
Feeling isolated	8	13.33

Analysis

15 respondents are having the connectivity issues, 13 are having communication and home distractions, 11 respondents are having difficulty in accessing resources and 8 are having challenges in feeling isolated.

9.2 Graph showing challenges affecting productivity when working remotely



Interpretation

Majority respondents are having the connectivity issues, few are having communication and home distractions, moderate respondents are having difficulty in accessing resources and very few are having challenges in feeling isolated .It shows that without addressing key barriers, productivity may be compromised to mitigate the negative effects.

### 9.3 Satisfaction of employees towards hybrid working policy?

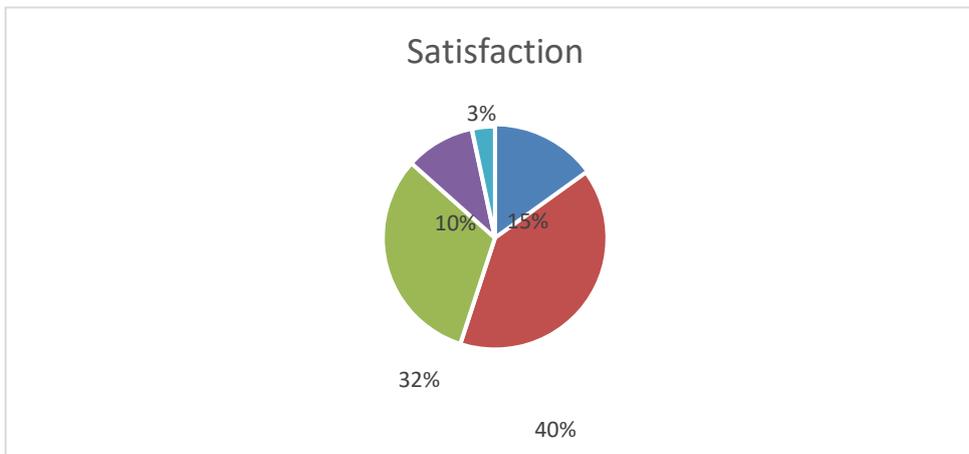
Table showing satisfaction in hybrid policy

Satisfaction	No of respondents	Percentage
Very satisfied	9	15
Satisfied	24	40
Neutral	19	31.67
Dis satisfied	6	10
Very dis satisfied	2	3.33

#### Analysis

24 respondents are satisfied with the hybrid policy, 19 respondents are satisfied neutrally, 9 are very much satisfied, 6 are dissatisfied, and 2 are very dissatisfied with the job under hybrid working policy.

### 9.3 Graph showing satisfaction of employees towards hybrid policy



#### Interpretation

Hybrid working policy satisfied majority, feeling neutral, few very much satisfied and dissatisfied, while some are very dissatisfied with the job under this policy. Organisation should investigate the reasons behind the neutral responses to convert them into positive sentiments, maintain high satisfaction levels of who feel indifferent.

### 9.4 Hypothesis Testing Using One-Way ANOVA

Evaluates whether there are statistically significant differences between group means to determine the impact of independent factors on a dependent variable.

#### Hypothesis 1

Ho: There is no significant impact in the hybrid working model on the overall productivity of employees.

H1: There is a significant impact in the hybrid working model on the overall productivity of employees.

#### 9.4.1 Table showing Impact of Hybrid Work on Productivity

SOS –Sum of squares                      df-degree of freedom F-frequency Sig-Significance

ANOVA						
		SOS	df	M.S	F	Sig.
remote	Between Groups	1.657	5	0.331	0.541	0.744
	Within Groups	33.076	54	0.613		
	Total	34.733	59			
office	Between Groups	10.998	5	2.2	1.326	0.267
	Within Groups	89.585	54	1.659		
	Total	100.583	59			

#### Interpretation

For the "office" group, the between-group sum of squares is 10.998, and the within-group sum of squares is 89.585, with a total of 100.583. The F-value is 1.326, and the p-value is 0.267, which is also higher than 0.05. **This means that there is no significant difference between the groups in the "office" condition either.** While there may be some variation between groups, it is not large enough to be statistically meaningful. Both analyses suggest that the differences observed in conditions are not very strong to indicate real differences in group behavior or outcomes.

### 9.5 Hypothesis Testing Using Chi-Square

Analyzing the Relationship between work life balance and their Impact on job satisfaction.

#### Hypothesis 2

H<sub>0</sub>: There is no significant impact in better work-life balance and higher job satisfaction for employees.

H<sub>1</sub>: There is no significant impact in better work-life balance and higher job satisfaction for employees.

#### 9.5.1 Table showing Work-Life Balance and Job Satisfaction

	Observed N	Expected N	Residual
very satisfied	14	10	4
satisfied	18	10	8
neutral	15	10	5
dissatisfied	7	10	-3
very dissatisfied	5	10	-5
32	1	10	-9
Total	60		

Chi-Square	satisfaction
df	22.000 <sup>a</sup>
Asymp. Sig.	.5

#### Interpretation

Looking at the residuals, the "satisfied" and "neutral" categories had higher-than-expected responses (residuals of 8.0 and 5.0, respectively), while the "dissatisfied," "very dissatisfied," and "32" categories had fewer respondents than expected (residuals of -3.0, -5.0, and -9.0, respectively). This indicates that more people were satisfied or neutral about the subject in question than dissatisfied, and that the category "32" significantly underperformed compared to the expected count. The test demonstrates **that satisfaction levels are not uniformly distributed among the participants.**

### 9.6 Hypothesis Testing Using Correlation

Evaluating the Relationship between technical tools and productivity of employees toward hybrid policy.

#### Hypothesis 3: Technological Tools and Productivity

H<sub>0</sub>: There is no significant impact of technological tools provided by the organisation on the employees' productivity in a hybrid working model.

H<sub>1</sub>: There is a significant impact of technological tools provided by the organisation on the employees' productivity in a hybrid work model

#### M- Mean SD- Standard Deviation N-Number of respondents

Correlations			
		technical tools	productivity
technicaltools	Pearson Correlation	1	-0.078
	Sig. (2-tailed)		0.553
productivity	Pearson Correlation	-0.078	1
	Sig. (2-tailed)	0.553	
	N	60	60

#### Interpretation

The Pearson correlation analysis between "technical tools" and "productivity" reveals a very weak negative correlation -0.078. However, the significance value (p-value) is 0.553, which is far above the conventional threshold of 0.05, indicating that this correlation is not statistically significant. **This means that there is no meaningful linear relationship between the usage of technical tools and productivity in this dataset**, and the small negative correlation observed is likely due to random variation. In summary, change in the level of technical tools usage don't appear to have any significant effect on productivity

## 10. Summary of Findings:

- **Hybrid Work Frequency:** 43.33% of respondents work in the office 3-4 days a week, indicating that a balanced hybrid model with both remote and office work is common.
- **Factors Contributing to Productivity:** The top contributor to productivity is a comfortable home environment (26.67%), followed by flexibility in work hours (21.67%), showing the importance of flexibility in the hybrid model.
- **Challenges Affecting Productivity:** Internet connectivity issues are the most significant challenge (25%) affecting productivity when working remotely.
- **Satisfaction with Hybrid Work:** 55% of respondents are satisfied or very satisfied with their jobs under the hybrid work policy, indicating general approval of the hybrid model.
- **Negative Aspects of Hybrid Work:** The most significant negative factor is limited access to in-office resources (38.33%), highlighting the need for better resource management in hybrid setups.

## 11. Suggestions:

- **Enhanced Communication Strategies:** To combat feelings of isolation, companies should consider improving virtual team-building exercises and increasing in-person meeting opportunities for employees in hybrid work models.
- **Technological Infrastructure:** Ensuring all employees have access to reliable internet and collaboration tools should be a priority. Companies could offer subsidies or allowances to improve home office setups.
- **Support Work-Life Balance:** Organizations should provide clear guidelines to help employees maintain boundaries between work and personal life. Offering mental health resources or structured breaks can reduce stress and prevent burnout.
- **Tailored Flexibility:** While hybrid work is widely appreciated, companies should offer personalized flexibility to accommodate employees who may thrive in different working environments, ensuring that both in-office and remote workers feel supported.

## 12. Conclusion:

The hybrid working model has proven to be beneficial in terms of increasing productivity, enhancing job satisfaction, and supporting work-life balance for many employees in the IT sector. However, challenges such as feelings of isolation, communication difficulties, and technological barriers need to be addressed. Companies adopting hybrid work must remain adaptable, providing robust support structures that can mitigate the downsides while maximizing its benefits for diverse employee needs.

## References

1. **McKinsey & Company (2021)** - Study on flexible work options and employeesatisfaction.
2. **Bailey, D., & Kurland, N. B. (2002)** - Research on remote work, isolation, and hybridwork models.
3. **Golden, T. D., Veiga, J. F., & Simsek, Z. (2006)** - Insights into telecommuting and work-life balance.
4. **Gallup (2020)** - Study on employee engagement and hybrid work.
5. **Vanderkam, L. (2021)** - Research on hybrid working and career progression.
6. **Gensler (2020)** - Analysis of evolving office spaces in hybrid work.
7. **Avolio, B. J., Walumbwa, F. O., & Weber, T. J. (2014)** - Study on adaptive leadershipin hybrid work settings.
8. **Martin, B. H., & MacDonnell, R. (2012)** - Research on flexible work and organizationalperformance.
9. **Gartner (2021)** - Projections on the growth of hybrid work models.

## Web links

Google Scholar: <https://scholar.google.com/>

McKinsey & Company reports: <https://www.mckinsey.com>

Harvard Business Review: <https://hbr.org/>