

# IMPACT OF HYBRID WORK MODELS ON IT SECTOR EMPLOYEE PRODUCTIVITY AND SATISFACTION: A STATISTICAL ANALYSIS

**Dr. Soniya K**

Associate Professor, Department of Management, St. Francis College, Bengaluru, Karnataka  
soniyaofficial@gmail.com | 9751016657

## *Abstract*

*The way we work has changed—perhaps forever. With the rise of hybrid work models blending remote and in-office setups, IT professionals now find themselves navigating a new normal. This study explores how these hybrid models are shaping two vital aspects of the workplace: employee productivity and job satisfaction. Using both survey data and secondary literature, and applying statistical tools like t-tests, ANOVA, and regression analysis, we analyzed responses from 120 IT employees working under hybrid arrangements. The results? A strong, positive link between hybrid work and both productivity and satisfaction. These insights aim to help HR teams, managers, and decision-makers build smarter, more human-centric work environments that balance performance with well-being.*

**Keywords:** Hybrid Work, Employee Productivity, Job Satisfaction, Flexible Work, IT Sector, ANOVA, Regression

## INTRODUCTION

The COVID-19 pandemic was more than a global health crisis—it was a turning point in how we work. For the IT sector, which already thrived on digital tools and platforms, the shift to remote work was swift and surprisingly smooth. But as the world started to recover, organizations faced a critical question: Should we go back to the old way of working, stick with remote work, or find something in between?

Enter the **hybrid work model**—a thoughtful blend of working from home and working from the office. Hybrid work isn't just a convenience; it represents a new mindset around trust, flexibility, and results. It acknowledges that people are different, and that productivity doesn't always require a desk in a cubicle.

But how does this shift really affect people on the ground—especially in the high-pressure, fast-moving world of IT? Do employees actually feel more productive? Are they more satisfied with their jobs? Or does the lack of daily interaction take a toll?

This research digs into those questions. We don't just speculate; we ask real IT professionals, analyze real data, and offer insights backed by evidence. Our goal is to provide clarity in a world where the rules of work are still being rewritten.

## OBJECTIVES OF THE STUDY

1. To investigate how hybrid work models affect **employee productivity** in the IT industry.
2. To assess the impact of hybrid work on **job satisfaction** among IT professionals.
3. To recommend practical strategies for **enhancing hybrid work effectiveness** in IT organizations.

## SCOPE OF THE STUDY

- The study focuses on IT professionals based in **Bengaluru**, India's leading tech city.
- It includes employees across departments—software development, testing, IT support, HR, and analytics.
- Both junior and senior-level professionals participated, allowing for diverse insights.
- Findings aim to guide **HR teams, project leaders, and corporate strategists** in creating people-friendly hybrid work policies.

## LIMITATIONS OF THE STUDY

- The data relies on **self-reported responses**, which can be influenced by personal interpretation.
- The study is limited to **urban employees** and might not fully capture the experiences of remote workers in non-metro regions.
- With a sample size of **120 respondents**, the study offers trends rather than definitive conclusions.
- Since hybrid work is still evolving, the results reflect a **snapshot in time**, not long-term effects.

## LITERATURE REVIEW

### 5.1 Hybrid Work and Productivity

Hybrid work allows employees to shape their day in ways that suit their natural rhythms and personal lives. Wang et al. (2021) found that when employees feel trusted and in control of their schedules, they perform better. Bloom et al. (2015) conducted a study in China and discovered that remote employees had 13% higher productivity, thanks to fewer distractions and better focus. But it's not always smooth sailing. Gajendran and Harrison (2007) noted that without the right digital tools and team processes, collaboration can suffer—especially in technical environments like software development where constant feedback loops are vital.

### 5.2 Hybrid Work and Job Satisfaction

When it comes to happiness at work, flexibility often plays a starring role. Allen et al. (2015) highlight how flexible schedules can reduce stress and increase overall job satisfaction. Choudhury et al. (2020) showed that employees who could "work from anywhere" were more engaged and more likely to stay with their company.

However, Felstead and Henseke (2017) remind us that human connection still matters. Too many video calls and too little real-life interaction can lead to **digital fatigue**, **loneliness**, and eventually **disengagement**.

### 5.3 Research Gap

While hybrid work has been widely discussed, most existing studies are global or generalized. There's a lack of **data-driven research specific to the Indian IT sector**, especially in a post-pandemic context. This study aims to fill that gap by applying rigorous statistical analysis to understand how hybrid work impacts the very people building our digital future.

## RESEARCH METHODOLOGY

### 6.1 Research Design

The study is **quantitative**, **descriptive**, and **cross-sectional**, capturing the current impact of hybrid work on IT professionals.

### 6.2 Population and Sample

- **Sample size:** 120 IT employees
- **Location:** Bengaluru
- **Sampling method:** Stratified random sampling to ensure department and experience-level representation

### 6.3 Data Collection Tool

A **structured questionnaire** designed to capture:

- Demographics
- Perceptions of productivity
- Job satisfaction
- Communication and collaboration experiences
- Work-life balance

Responses were rated using a **5-point Likert scale** (1 = Strongly Disagree to 5 = Strongly Agree).

### 6.4 Hypotheses

- **H<sub>01</sub>:** Hybrid work does not significantly affect employee productivity.
- **H<sub>11</sub>:** Hybrid work significantly affects employee productivity.
- **H<sub>02</sub>:** Hybrid work does not significantly affect job satisfaction.
- **H<sub>12</sub>:** Hybrid work significantly affects job satisfaction.

### 6.5 Statistical Tools Used

- Descriptive Statistics (mean, SD)
- Independent t-test
- One-Way ANOVA
- Linear Regression (predictive analysis)

## DATA ANALYSIS AND INTERPRETATION

### 7.1 Descriptive Statistics

- **Mean productivity score:** 4.2
- **Mean satisfaction score:** 4.1

These high scores suggest that employees generally view hybrid work positively.

### 7.2 Independent t-Test

- **Productivity (Hybrid vs Remote):**  $t = 3.45, p = 0.001 \rightarrow \text{Significant}$
- **Satisfaction (Hybrid vs Remote):**  $t = 2.89, p = 0.004 \rightarrow \text{Significant}$

This indicates that hybrid workers reported higher productivity and satisfaction compared to fully remote workers.

## 7.3 ANOVA

- Significant productivity differences across departments ( $F = 4.12$ ,  $p = 0.019$ ). Development and testing teams reported higher adaptability and efficiency in hybrid settings.

## 7.4 Regression Analysis

- $R = 0.61$ ,  $R^2 = 0.37$
- Regression coefficient  $B = 0.45$  ( $p = 0.000$ )

This shows a **strong predictive relationship** between hybrid work and productivity.

## KEY FINDINGS

- Hybrid work models are **positively associated** with both productivity and job satisfaction.
- Teams involved in **core development** and **testing** adapted more smoothly to hybrid formats.
- Employees value **work-life balance**, **autonomy**, and **reduced commuting** the most.
- The biggest challenge? Lack of **spontaneous team interaction** and occasional **communication delays**.

## RECOMMENDATIONS

1. **Tailor hybrid work policies** to suit project type and team roles.
2. **Invest in robust digital tools** and cybersecurity to enable seamless collaboration.
3. **Encourage regular team sync-ups**, both virtual and in-person, to maintain camaraderie.
4. Offer **mental health resources** and **remote ergonomics training** to support well-being.
5. Conduct **periodic surveys** to adapt hybrid work strategies based on employee feedback.

## CONCLUSION

The hybrid work model is more than a trend—it's becoming the future of work, especially in tech-driven industries like IT. This study shows that when done right, hybrid work can be a **win-win**: employees feel more satisfied, and companies get better performance. But it's not just about letting people work from home—it's about building trust, improving communication, and designing flexible systems that keep people connected and productive.

As organizations continue to evolve, they must treat hybrid work not as an experiment, but as a strategic asset. The key lies in **listening to employees**, **adapting practices**, and staying committed to creating work environments where both people and performance thrive.

## REFERENCES

- [1] Allen, T. D., Golden, T. D., & Shockley, K. M. (2015). How effective is telecommuting? *Psychological Science in the Public Interest*, 16(2), 40–68.
- [2] Bloom, N., Liang, J., Roberts, J., & Ying, Z. J. (2015). Does working from home work? *Quarterly Journal of Economics*, 130(1), 165–218.
- [3] Choudhury, P., Foroughi, C., & Larson, B. Z. (2020). Work-from-anywhere: The productivity effects of geographic flexibility. *Strategic Management Journal*, 41(3), 399–420.
- [4] Felstead, A., & Henseke, G. (2017). Assessing the expansion of remote work and its implications. *New Technology, Work and Employment*, 32(3), 195–212.
- [5] Gajendran, R. S., & Harrison, D. A. (2007). The good, the bad, and the unknown about telecommuting. *Journal of Applied Psychology*, 92(6), 1524–1541.
- [6] Wang, B., Liu, Y., Qian, J., & Parker, S. K. (2021). Achieving effective remote working during the COVID-19 pandemic. *Applied Psychology*, 70(1), 16–59.