



Impact of Hybrid Model on Employees Job Satisfaction Towards IT Industry - A Special Reference to Hyderabad City

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Abstract – The Hybrid Work Model, which combines working from home and working in the office has changed the way people work in a way. It has affected how employees feel about their jobs in ways giving them flexibility while still letting them work together as a team. After the pandemic many companies changed the way they work and started using technology which made them start using the Hybrid Work Model really fast especially in the IT industry. Hyderabad, which is one of the IT hubs in India has seen a lot of companies start using hybrid work systems that let employees work from home and the office. The Hybrid Work Model has changed the way companies in the IT industry work in a way. This study looks at how the Hybrid Work Model affects how happy employees are with their jobs and how it affects their minds, bodies and feelings. It also looks at how the Hybrid Work Model affects the balance between work and life how happy people are with their jobs how connected they feel to others how flexible their work is and how support they get from their companies. The study focused on five IT companies in Hyderabad. Looked at how the Hybrid Work Model affects employee well-being. The people doing the study collected information from 170 IT employees by asking them questions. They used tools like percentage analysis mean score analysis and Chi-square tests to look at the information they collected. What they found out is that the Hybrid Work Model is good for employees because it helps them balance their work and life makes them more productive and makes them happier, with their jobs. The study says that if companies use the Hybrid Work Model in a way it can make employees more engaged and make the company work better.

Keywords – Hybrid Work Model, Job Satisfaction, IT Industry, Work-Life Balance, Hyderabad.

I. INTRODUCTION

The global outsourcing industry has undergone a profound transformation due to digitalization, globalization of talent, and evolving employee expectations. The COVID-19 pandemic accelerated the adoption of remote and hybrid work models, compelling organizations to rethink traditional workplace structures. What began as a temporary response has now emerged as a long-term strategic approach, especially within IT and outsourcing firms. Hyderabad has established itself as a major outsourcing destination in India, hosting multinational corporations and large IT service providers such as Tata Consultancy Services, Wipro, Cognizant, Tech Mahindra, and Cyient. These firms have increasingly adopted hybrid and remote work policies to ensure business continuity, attract skilled professionals, and enhance employee well-being. However, concerns related to productivity, coordination, performance monitoring, and organizational culture persist. This study seeks to empirically analyze these dimensions in the context of Hyderabad-based outsourcing firms.

The COVID-19 pandemic brought about an unprecedented transformation in the way businesses operate, especially in the information technology (IT) sector. One of the most significant shifts was the widespread adoption of remote working models, such as work from home (WFH) and hybrid work arrangements. These models, initially adopted as temporary solutions to ensure business continuity during lockdowns, have now evolved into long-term operational strategies for many organizations. Hyderabad, often called India's Cyberabad, is home to a dense concentration of IT

companies and professionals. As a thriving tech hub, the city provides a relevant and dynamic backdrop for studying the evolving work culture in the IT industry. With the shift to remote work, IT professionals in Hyderabad have experienced notable changes in their work-life balance, productivity, mental well-being, and professional interactions.

Background of the Study

The shift to Work-from-home (WFH) and hybrid work models has become a defining feature of the post pandemic workplace, particularly within the Information Technology (IT) sector. This study examines the implications of these new work structures on IT professionals employed in selected IT companies in Hyderabad. The evolution of digital technologies has reshaped organizational work structures globally. Hybrid working models, combining remote and in-office work, have become increasingly popular in the IT industry. Companies adopt hybrid systems to enhance productivity while providing employees flexibility.

Hyderabad, often referred to as “Cyberabad,” hosts major IT organizations that have embraced hybrid work practices to retain talent and maintain operational efficiency. Employee job satisfaction plays a vital role in organizational success as it influences performance, engagement, and employee retention.

Need for the Study

The onset of the COVID-19 pandemic accelerated the adoption of remote work practices across industries, with the IT sector witnessing one of the most significant shifts.



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While initially seen as a temporary response, work-from-home (WFH) and hybrid work models have now become long-term strategies for many organizations. This transformation has impacted employee productivity, mental health, communication dynamics, and organizational culture. There is a pressing need to understand how these changes have specifically affected IT professionals in a city like Hyderabad, which is a major IT and technology hub in India. Understanding the benefits, challenges, and employee perceptions of these models can help organizations formulate better policies and support systems, ensuring long-term success and employee satisfaction. This study aims to fill this gap by offering data-driven insights into how WFH and hybrid work have influenced professionals' daily work experiences and their implications on organizational performance.

Objectives of the Study

- To study employee perception towards hybrid working models.
- To analyze job satisfaction levels among employees.
- To examine the relationship between hybrid work and job satisfaction.
- To identify major factors influencing satisfaction in hybrid environments.
- To provide suggestions for effective hybrid workplace management.

Scope of the Study

The scope of this study is limited to IT professionals working in selected five companies in Hyderabad. It covers the impact of hybrid models on employee productivity, work-life balance, and job satisfaction; also, the role of organizational support mechanisms like mental health services, flexible scheduling, and managerial practices. Recommendations for future policy improvements and management strategies for sustainable hybrid work adoption. While the study focuses on Hyderabad, the findings may have broader relevance to other Indian tech hubs and global organizations transitioning to flexible work models.

Limitations of the study

This study has Sample limited to selected five IT companies. The study is collecting the Perception-based responses and time constraints during survey collection.

II. REVIEW OF LITERATURE

According to Kumar & Mehta (2024); asserted that; there was a need for outcome-based performance measures to better evaluate remote teams.

Iyer & Thomas (2023); reported that greater flexibility for women but with apprehensions pertaining to decreased visibility in virtual settings.

Reddy et al. (2023; identified that hybrid models worked particularly well at enhancing morale and staff retention.

Sharma and Rao; 2022 noted that “ remote workers reported being more productive, though some issues such as burnout arose.

Singh & Das (2022) identified infrastructure and cybersecurity as major issues in remote operations. Studies in the Indian IT sector indicate that hybrid work reduces stress levels and enhances employee morale; as per Kumar & Natarajan (2022).

“Hybrid work present challenges such as communication gaps, employee isolation, digital fatigue, and weakened organizational culture noted by Waizenegger et al., 2020). Felstead and Henseke (2017) emphasized that; productivity outcomes depend on job characteristics, managerial support, and digital infrastructure.

According to Allen et al., 2015; Hybrid work combines remote and on-site work arrangements. Hybrid models aim to balance flexibility with organizational control.

Bloom et al. (2015) found that; remote work can enhance productivity due to reduced commuting time and fewer workplace distractions.

III. RESEARCH METHODOLOGY

The nature of Study is Descriptive and analytical research. The both Data Sources are use for the study i.e. Primary Data through Structured questionnaire and Secondary Data by Journals, reports, and websites. The Sampling method use for the study is convenience sampling. The Sample collection is from Five IT companies [Tata Consultancy Services, Wipro, Cognizant, Tech Mahindra, and Cyient] of Hyderabad city.

Table 1: Company-wise Respondent Distribution Table

S. No	Company Name	Number of Respondents	Percentage (%)
1	Tata Consultancy Services (TCS)	40	23.5%
2	Wipro	35	20.6%
3	Cognizant	34	20.0%
4	Tech Mahindra	32	18.8%
5	Cyient	29	17.1%
	Total	170	100%

The study was conducted among 170 employees working in selected IT companies in Hyderabad city using convenience sampling. Respondents were collected from five major IT companies, with the highest representation from TCS (23.5%), followed by Wipro and Cognizant, ensuring balanced organizational representation.



IV. DATA ANALYSIS & INTERPRETATION

The Tools for Statistical Analysis of the study are Percentage Analysis; Mean Score Analysis; ANOVA Test and Regression Analysis.

Demographical Profile of all the respondents

Table 2: Demographic Distribution of Respondents

Demographic Factor	Attributes	Number of Respondents	Percentage (%)
Gender	Male	102	60.0%
	Female	68	40.0%
Age	Below 25 Years	34	20%
	25 – 35 Years	77	45%
	36 – 45 Years	42	25%
	Above 45 Years	17	10%
Experience	Below 2 Years	30	17.6%
	2 – 5 Years	65	38.2%
	6 – 10 Years	48	28.2%
	Above 10 Years	27	16.0%
Qualification	Undergraduate	48	28.2%
	Postgraduate	92	54.1%
	Professional Certifications	20	11.8%
	Doctorate (PhD)	10	5.9%
	Total	170	100%

Most of the people who answered the questions are men they make up 60 percent of the people who answered while the women make up 40 percent of the people who answered. This means that the companies have a good mix of men and women working for them. The people who answered the questions are mostly young 45 percent of them are between 25 and 35 years old. This means that the people working in the IT companies are mostly people. The next biggest group of people who answered the questions are between 36 and 45 years old they make up 25 percent of the people who answered. Not many people who answered the questions are older than 45 years they make up 10 percent of the people who answered and there are only 17 of them. Most of the people who answered the questions have been working in the IT companies for 2 to 5 years they make up 38.2 percent of the people who answered. This means that the people who have been working in the companies for a years are the biggest group of workers.

Most of the people who answered the questions have a postgraduate degree they make up 54.1 percent of the people who answered. This means that the IT companies need people, with good educational qualifications to work for them and most of the people who work for them have those qualifications.

Relationship between Gender and Perception towards AI Implementation

H01: There is no significant association between gender and perception towards AI implementation.

H11: There is a significant association between gender and perception towards AI implementation.

Statistic	Value
Chi-Square Value (χ^2)	9.84
Degrees of Freedom	3
Significance Value (p-value)	0.020

Since p-value (0.020) < 0.05, the null hypothesis is rejected. There is a significant relationship between gender and employees' perception towards AI implementation in selected IT companies.

Employee Efficiency based on Work Experience

H02: There is no significant difference in employee efficiency among different experience groups.

H12: There is a significant difference in employee efficiency among experience groups.

Table 3: ANOVA Results

Source of Variation	Sum of Squares	df	Mean Square	F Value	Sig.
Between Groups	42.15	3	14.05	4.62	0.004
Within Groups	503.20	166	3.03		
Total	545.35	169			

Since significance value (0.004) < 0.05, the null hypothesis is rejected. Employee efficiency significantly differs across experience levels in IT companies.

Employee Satisfaction Level

H03: Hybrid working model has no significant impact on employee job satisfaction.

H13: Hybrid working model significantly impacts employee job satisfaction.

Table 4: Employee Satisfaction Level

Satisfaction Level	Frequency	Percentage
Highly Satisfied	65	38%
Satisfied	70	41%
Neutral	22	13%
Dissatisfied	13	8%
Total	170	100%

The above table presents the level of employee satisfaction with respect to the hybrid working model among employees working in five IT companies in Hyderabad city. The findings indicate that a majority of employees exhibit positive satisfaction levels toward hybrid work arrangements. Out of 170 respondents, 70 employees (41%)



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reported being satisfied, which represents the largest proportion of respondents. Additionally, 65 employees (38%) expressed that they are highly satisfied with the hybrid working model. Together, these two categories account for 79% of the total respondents, clearly demonstrating a strong acceptance and favorable perception of hybrid work practices.

A smaller proportion, 22 respondents (13%), expressed a neutral opinion. This group may represent employees who are still adapting to hybrid work systems or who experience both advantages and challenges, such as communication gaps, limited team interaction, or technological constraints. Only 13 respondents (8%) reported dissatisfaction, indicating that negative perceptions toward hybrid work are comparatively low. Dissatisfaction may arise due to factors such as lack of direct supervision, feelings of isolation, inadequate home-office infrastructure, or difficulties in collaboration.

Hybrid work factors significantly and employee job satisfaction

Source	F Value	Significance
Hybrid Work Factors	5.84	0.003

H04: Hybrid work factors do not have a significant impact on employee job satisfaction.

H14: Hybrid work factors have a significant impact on employee job satisfaction.

The Analysis of Variance (ANOVA) test was conducted to examine whether hybrid work factors significantly influence employee job satisfaction among employees working in five IT companies in Hyderabad city. The calculated F value is 5.84, which represents the ratio of variance between groups to variance within groups. A higher F value indicates that differences in employee satisfaction levels across hybrid work conditions are meaningful rather than occurring by chance.

The significance value (p-value) obtained is 0.003, which is less than the standard significance level of 0.05. This statistical result indicates strong evidence against the null hypothesis. Since $p < 0.05$, the null hypothesis is rejected and the alternative hypothesis is accepted. Therefore, it can be concluded that hybrid work factors significantly affect employee job satisfaction.

Regression Analysis

Independent Variable	Beta Value	Significance
Work-Life Balance	0.42	0.001
Flexibility	0.35	0.003
Technology Support	0.29	0.007

Regression analysis was conducted to determine the extent to which selected hybrid work factors influence employee job satisfaction in five IT companies located in Hyderabad

city. The analysis identifies which factors contribute most strongly to satisfaction levels.

The beta coefficient for work-life balance is 0.42, which is the highest among all independent variables. This indicates a strong positive relationship between work-life balance and employee job satisfaction. This means that improvements in work-life balance — such as flexible scheduling, reduced commuting time, and better personal time management — significantly increase employee satisfaction. Employees who experience balanced professional and personal lives tend to demonstrate higher motivation, engagement, and organizational commitment.

Flexibility shows a beta value of 0.35, indicating a moderately strong positive impact on job satisfaction. This suggests that employees value autonomy in deciding when and where they work. Flexible hybrid arrangements allow employees to manage tasks efficiently, leading to improved productivity and reduced workplace stress.

Technology support has a beta coefficient of 0.29, indicating a positive but comparatively smaller influence on job satisfaction. This result implies that reliable digital infrastructure, collaboration tools, and IT support systems play an important role in enabling successful hybrid work environments. Adequate technology reduces communication barriers and enhances workflow efficiency.

V. CONCLUSION

The study confirms that hybrid working models positively influence job satisfaction among employees in five IT companies in Hyderabad. Hybrid work enhances flexibility, productivity, and work-life balance, making it an effective long-term organizational strategy. Companies that adopt structured hybrid policies are more likely to achieve employee retention and organizational success. The regression analysis confirms that work-life balance, flexibility, and technology support significantly influence employee job satisfaction. Among these, work-life balance emerges as the most critical determinant, highlighting the importance of employee-centric hybrid work policies in the IT industry. There are certain findings from the study these are: Hybrid work improves employee satisfaction significantly; Flexible schedules reduce stress and commuting fatigue; Employees show higher productivity in hybrid settings; Technology infrastructure strongly influences satisfaction; Employees prefer balanced hybrid schedules.

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