



# Work–Life Balance in Hybrid Work Environments: A Systematic Review of Its Impact on Women’s Job Satisfaction and Retention in the NCR IT Sector

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**Abstract** – The rapid transformation of workplace practices following the COVID-19 pandemic has accelerated the adoption of hybrid work models across the global information technology (IT) industry. While hybrid work provides flexibility and autonomy, it also introduces challenges in maintaining a healthy work–life balance (WLB), particularly for women employees who frequently manage both professional and domestic responsibilities. This review paper systematically examines existing literature to analyze the impact of work–life balance on women’s job satisfaction and retention within hybrid work environments, with specific emphasis on the IT sector in the National Capital Region (NCR) of India. A systematic literature review approach was employed using databases such as Scopus, Web of Science, and Google Scholar covering studies from 2015–2025. The findings indicate that effective work–life balance significantly enhances job satisfaction, organizational commitment, and employee retention among women professionals. Key determinants include flexible work policies, managerial support, workload management, and organizational culture. However, hybrid work also presents challenges such as blurred work–home boundaries, digital fatigue, and increased workload expectations. The review highlights research gaps related to region-specific studies in India and proposes a conceptual framework linking work–life balance, job satisfaction, and retention. The findings provide valuable insights for organizations seeking to create gender-inclusive hybrid workplaces and improve long-term workforce sustainability.

**Keywords** – Work-Life Balance, Women Employees, Hybrid Work Model, Job Satisfaction, Employee Retention, IT Sector, NCR Region.

## I. INTRODUCTION

The rapid advancement of digital technologies and the globalization of business operations have significantly transformed modern workplace structures. In recent years, organizations across the world have increasingly adopted hybrid work models, which combine remote work with traditional office-based work. This transformation was accelerated during the COVID-19 pandemic, which compelled organizations to redesign work practices and rely heavily on digital communication technologies. Hybrid work arrangements are now widely implemented in knowledge-intensive industries such as the information technology (IT) sector because they provide flexibility, reduce commuting time, and allow employees to manage work responsibilities more autonomously (Chung, 2019; Yerkes et al., 2020). In India, the National Capital Region (NCR)—including Delhi, Gurugram, and Noida—represents one of the most important IT and corporate employment hubs where hybrid work practices have rapidly expanded.

One of the most critical issues associated with hybrid work environments is the concept of work–life balance (WLB). Work–life balance refers to an individual's ability to effectively manage professional obligations and personal responsibilities in a way that minimizes conflict between the two domains (Sánchez-Vergara et al., 2023). Maintaining a healthy balance between work and personal life is essential for employee well-being, productivity, and

long-term organizational commitment. Studies have consistently shown that employees who achieve better work–life balance experience lower levels of stress and burnout and demonstrate higher job satisfaction and engagement (Allen et al., 2020; Buchheit et al., 2016; Karkoulou et al., 2016). However, the increasing use of digital technologies and constant connectivity in hybrid work environments may blur the boundaries between professional and personal life, creating new challenges for employees.

The issue of work–life balance is particularly significant for women employees, who often face additional responsibilities related to family care, household management, and social expectations. Although female participation in the professional workforce has increased significantly in recent decades, women continue to encounter greater levels of work–family conflict compared to men (Althammer et al., 2021). In the IT sector, demanding workloads, tight project deadlines, and continuous digital connectivity can further intensify these challenges. Hybrid work arrangements can provide flexibility that helps women manage professional and domestic responsibilities more effectively; however, they may also increase domestic workload and reduce opportunities for workplace interaction and career visibility.

Another key organizational outcome associated with work–life balance is job satisfaction, which refers to an employee’s positive emotional response to their job and



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workplace environment (Giurge et al., 2021). Employees who experience a supportive work environment and maintain balance between work and personal life are more likely to demonstrate higher levels of job satisfaction and organizational commitment. Research suggests that flexible work arrangements, supportive leadership, and employee-friendly policies can significantly enhance job satisfaction in modern workplaces (Nilsson, 2020). In the highly competitive IT industry, where employees often face long working hours and demanding project schedules, maintaining job satisfaction is essential for sustaining productivity and organizational performance.

Closely linked with job satisfaction is employee retention, which refers to an organization's ability to retain skilled employees over time. High employee turnover remains a major challenge in the IT sector due to intense competition for skilled professionals. Organizations that fail to address employee well-being and work-life balance often experience higher turnover rates, which can lead to increased recruitment costs and loss of institutional knowledge. Research indicates that work-life balance policies—such as flexible work schedules, remote work options, and family-friendly organizational practices—can significantly improve employee retention by enhancing workplace satisfaction and reducing work-family conflict (Dee et al., 2023).

In the context of the NCR IT sector, the relationship between work-life balance, job satisfaction, and employee retention is particularly relevant for women professionals working in hybrid environments. Although hybrid work offers flexibility and autonomy, it may also create challenges such as digital fatigue, extended working hours, and blurred boundaries between work and personal life. Understanding these relationships is essential for organizations aiming to design gender-inclusive workplace policies that support employee well-being and career sustainability.

To illustrate the theoretical relationships among the key variables examined in this study, Figure 1 presents the conceptual model, which demonstrates how work-life balance influences women employees' job satisfaction and subsequently affects employee retention in hybrid IT workplaces. The model highlights work-life balance as the primary independent factor, while job satisfaction functions as a mediating outcome that ultimately contributes to long-term employee retention within organizations.



Figure 1. Conceptual Model of the Study

Therefore, the objective of this review paper is to systematically analyze existing literature on the impact of work-life balance on women's job satisfaction and retention in hybrid IT work environments, particularly within the NCR region of India. By synthesizing research findings from studies published between 2015 and 2025, the study aims to identify key determinants of work-life balance, explore challenges faced by women professionals in hybrid workplaces, and provide insights that can help organizations design inclusive and sustainable work policies.

## II. RESEARCH METHODOLOGY

This study adopts a systematic literature review (SLR) approach to synthesize existing scholarly research related to work-life balance (WLB), job satisfaction, and employee retention among women employees in hybrid work environments. A systematic review method enables researchers to collect, evaluate, and synthesize prior studies in a structured and transparent manner, ensuring the reliability and reproducibility of findings. Compared with traditional narrative reviews, systematic literature reviews follow a predefined protocol that includes search strategies, screening procedures, and inclusion criteria (Bellini et al., 2019; Zhang et al., 2020).

The present review follows widely accepted systematic review procedures and is guided by the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) framework to ensure transparency in the identification, screening, eligibility assessment, and final inclusion of relevant studies (Matulevicius et al., 2021). The overall research methodology includes four major stages: literature identification, screening, eligibility assessment, and final study selection.

### Literature Search Strategy

To ensure comprehensive coverage of relevant literature, academic studies were collected from major scholarly databases that publish peer-reviewed research in the fields of management, organizational behavior, and information systems. The databases used for the literature search include Scopus, Web of Science, Google Scholar, ScienceDirect, and Emerald Insight. These databases were selected because they provide access to high-quality peer-reviewed journal articles widely used in management and social science research. The search was conducted using combinations of keywords related to hybrid work, work-life balance, job satisfaction, and employee retention. Boolean operators such as AND and OR were used to refine the search queries and retrieve relevant studies.

The review considered articles published between 2015 and 2025, as this period reflects the most recent developments in hybrid and remote work practices, particularly after the COVID-19 pandemic when flexible work arrangements became more prevalent (Krukowski et al., 2021; Schur et al., 2014). Table 1 summarizes the key search keywords used to retrieve relevant studies from the selected databases.



Table 1. Search Keywords Used for Literature Review

Category	Keywords
Work Environment	Hybrid Work, Remote Work, Flexible Work
Employee Outcomes	Job Satisfaction, Employee Retention
Demographic Focus	Women Employees, Gender Equality
Sector Focus	IT Industry, Technology Workforce

The search strategy involved combining keywords such as “work-life balance AND hybrid work AND job satisfaction”, “women employees AND remote work AND retention”, and “flexible work AND IT sector AND work-family balance.” This approach ensured that relevant research studies addressing the relationships among work–life balance, job satisfaction, and employee retention were systematically identified.

### Inclusion and Exclusion Criteria

To ensure the relevance and quality of the selected literature, specific inclusion and exclusion criteria were applied during the screening process. Only studies that met predefined criteria related to publication type, language, time period, and research focus were considered for inclusion in the review. This filtering process helps eliminate irrelevant or low-quality sources and improves the reliability of the synthesized findings (Golisch et al., 2023). The criteria used for selecting studies are summarized in Table 2.

Table 2. Inclusion and Exclusion Criteria for Study Selection

Criteria	Inclusion	Exclusion
Publication Type	Peer-reviewed journals	Non-peer reviewed articles
Time Period	2015–2025	Before 2015
Language	English	Non-English
Study Focus	Work-life balance, retention	Irrelevant topics

During the screening process, duplicate articles retrieved from multiple databases were removed. The remaining studies were evaluated based on their title, abstract, and full-text relevance to the research objectives. Articles that did not focus on work–life balance, hybrid work environments, or women employees were excluded.

The final selection process followed the PRISMA systematic review framework, which illustrates how studies were identified, screened, assessed for eligibility, and included in the final review. The detailed study selection procedure is presented in Figure 2, which shows the number of records identified from databases, duplicates removed, studies screened, full-text articles assessed for eligibility, and the final number of studies included in the review.

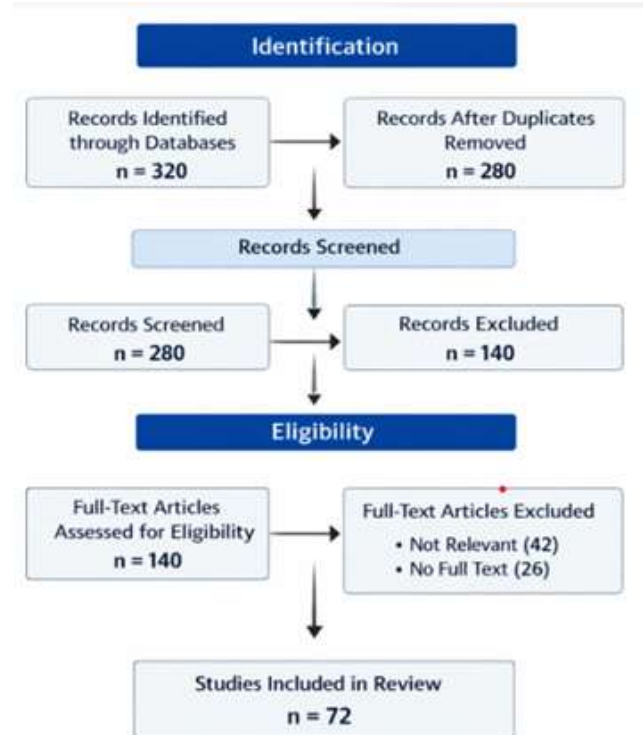


Figure 2. PRISMA Flow Diagram for Literature Review Selection

## III. RESULTS AND DISCUSSION

The systematic review of literature indicates that work–life balance (WLB) plays a crucial role in influencing women employees’ job satisfaction and long-term retention in hybrid work environments. The reviewed studies consistently demonstrate that flexible work arrangements can enhance employees’ well-being, productivity, and organizational commitment. However, hybrid work environments also introduce challenges such as digital fatigue, blurred work–home boundaries, and increased domestic workload, particularly for women employees who often manage both professional and household responsibilities. The results of the review are organized into four major thematic areas: work–life balance determinants, job satisfaction outcomes, employee retention implications, and challenges faced by women in hybrid workplaces.

### Work–Life Balance in Hybrid Work Environments

Hybrid work models have emerged as a dominant workplace structure in the post-pandemic era. In these models, employees divide their working time between remote locations and physical office environments. Research suggests that hybrid work offers several advantages, including reduced commuting time, increased flexibility, and improved autonomy in managing work schedules (Lafaver et al., 2018; Sonnentag et al., 2017). For women professionals, particularly in the IT sector, hybrid work can facilitate better management of family responsibilities and childcare duties.

However, while hybrid work provides flexibility, it may also lead to extended working hours, increased digital



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monitoring, and constant connectivity, which can negatively affect work–life balance (Fonner & Stache, 2012). Studies indicate that the effectiveness of hybrid work arrangements largely depends on organizational policies, leadership support, and access to appropriate digital infrastructure.

The literature review identified several factors that significantly influence work–life balance in hybrid work environments. These determinants are summarized in Table 3.

Table 3. Key Determinants of Work–Life Balance in Hybrid Work Settings

Factor	Description
Flexible Working Hours	Enables employees to schedule work around family responsibilities and personal needs
Organizational Support	HR policies, managerial support, and flexible workplace culture
Workload Management	Balanced distribution of tasks and realistic deadlines
Technology Access	Availability of reliable digital tools and remote work platforms
Family Support	Support from family members in managing household responsibilities
Organizational Culture	Inclusive workplace environment encouraging work–life balance
Autonomy in Work	Employee control over work schedules and tasks

Flexible working arrangements are particularly beneficial for women employees because they allow better coordination between professional responsibilities and family commitments. However, organizations must ensure that flexibility does not translate into unstructured work schedules or increased work pressure. Research suggests that clear organizational policies and supportive leadership are essential to maintain sustainable work–life balance (Mas & Pallais, 2020),(Trinkenreich et al., 2022).

#### Impact of Work–Life Balance on Job Satisfaction

A significant number of studies reviewed in this research indicate that work–life balance is strongly associated with job satisfaction among employees. Job satisfaction refers to the extent to which individuals feel positively about their work environment and job roles (Johnson et al., 2019). Employees who experience balanced work conditions tend to demonstrate higher levels of motivation, engagement, and organizational commitment.

Hybrid work arrangements can positively influence job satisfaction by providing employees with flexibility and autonomy. Research conducted in different organizational contexts suggests that flexible work policies contribute to improved psychological well-being and reduced workplace stress (Mathew & Panchanatham, 2011). For women employees, work–life balance is especially important because it helps reduce work–family conflict and enhances overall career satisfaction.

Several empirical studies have examined the relationship between work–life balance and job satisfaction. A summary of key studies identified during the review is presented in Table 4.

Table 4. Summary of Previous Studies on Work–Life Balance and Job Satisfaction

Author	Year	Country	Key Finding
(Gerull et al., 2020)	2015	USA	Work–life balance positively affects employee satisfaction and performance
(Felstead & Henseke, 2017)	2018	USA	Flexible work arrangements enhance employee well-being and satisfaction
(Bajaj & Khattar, 2026)	2014	New Zealand	Balanced work environments improve mental health and job satisfaction
(Musyaju et al., 2025)	2020	India	Work–life balance significantly improves productivity and engagement
(Kroth et al., 2019)	2023	India	Hybrid work environments increase job satisfaction among women professionals

The literature identifies several organizational and psychological factors that significantly influence job satisfaction in hybrid workplaces. Work flexibility and schedule autonomy allow employees to manage professional and personal responsibilities more effectively, thereby reducing stress and improving overall job satisfaction. A supportive organizational culture and leadership play a critical role in fostering trust, inclusiveness, and employee engagement. Additionally, effective supervisor support and clear communication help employees navigate hybrid work arrangements and maintain strong connections with their teams. Balanced workloads and realistic deadlines further contribute to job satisfaction by preventing burnout and excessive work pressure.

Employee well-being initiatives, including mental health support programs, are also essential in maintaining a healthy work environment. Moreover, access to reliable digital collaboration tools enables efficient communication and coordination in hybrid settings. Overall, organizations that prioritize employee well-being, flexible work policies, and supportive leadership tend to achieve higher levels of employee satisfaction, productivity, and long-term organizational commitment.



### Work–Life Balance and Employee Retention

Employee retention is a critical organizational objective, particularly in industries characterized by intense competition for skilled professionals such as the IT sector. High turnover rates can lead to increased recruitment costs, loss of organizational knowledge, and reduced productivity. Consequently, organizations are increasingly focusing on work–life balance initiatives to improve employee retention.

Research suggests that employees who experience a healthy work–life balance are more likely to remain committed to their organizations and demonstrate long-term loyalty (Bloom et al., 2011). Flexible work arrangements, family-friendly policies, and supportive workplace cultures play a significant role in retaining talented employees.

Hybrid work models provide opportunities for organizations to implement policies that support employee well-being while maintaining productivity. The impact of various work–life balance policies on employee retention is summarized in Table 5.

Table 5. Impact of Work–Life Balance Policies on Employee Retention

WLB Policy	Impact on Retention
Flexible Work Hours	High
Remote Work Options	High
Childcare Support	Moderate
Employee Wellness Programs	High
Paid Family Leave	High
Reduced Workload Programs	Moderate
Mental Health Support	High

Organizations that adopt comprehensive work–life balance strategies often experience higher employee engagement, improved job satisfaction, and reduced turnover intentions. In hybrid work environments, policies that promote flexibility and employee autonomy are particularly effective in improving retention rates.

### Challenges Faced by Women in Hybrid Work

Despite the potential benefits of hybrid work arrangements, women employees continue to face several challenges that can negatively affect work–life balance and career progression. Research indicates that hybrid work can sometimes increase the dual burden of professional and domestic responsibilities, especially for women with caregiving roles.

One of the most common challenges associated with hybrid work is the blurring of boundaries between work and personal life. Continuous digital connectivity and frequent virtual meetings can lead to digital fatigue and extended working hours. Additionally, remote work may reduce

opportunities for networking and career visibility, which are important factors for professional advancement. The major challenges experienced by women employees in hybrid work environments are summarized in Table 6.

Table 6. Challenges Experienced by Women Employees in Hybrid Work

Challenge	Description
Work–Home Boundary Blur	Difficulty separating professional and personal responsibilities
Digital Fatigue	Continuous online meetings and screen exposure
Domestic Responsibilities	Increased household workload and caregiving duties
Reduced Visibility	Limited interaction with supervisors and colleagues
Career Progression Barriers	Fewer networking opportunities
Work Overload	Increased expectations due to flexible work arrangements

Women employees in hybrid work environments face several challenges that can negatively affect their work–life balance and career progression. These challenges include work overload and unrealistic deadlines, which often increase stress levels and reduce personal time. Many women also experience work–family conflict, as they frequently balance professional responsibilities with household and caregiving duties. Additionally, continuous online meetings and prolonged screen exposure can lead to digital stress and technology fatigue, further impacting mental well-being. Hybrid work arrangements may also limit opportunities for professional networking and workplace visibility, which can hinder career growth and promotion prospects.

As a result, women may encounter career stagnation and barriers to advancement in competitive organizational environments. Addressing these challenges requires organizations to adopt gender-sensitive workplace policies, provide supportive leadership, and promote inclusive organizational cultures. The findings of this systematic review indicate that work–life balance acts as a critical mediating factor linking hybrid work environments with job satisfaction and employee retention among women professionals in the IT sector. Organizations that implement flexible work arrangements, supportive management practices, and comprehensive employee wellness initiatives are more likely to enhance workforce satisfaction, improve productivity, and ensure long-term employee retention.

## IV. CONCLUSION

This systematic review examined the relationship between work–life balance, job satisfaction, and employee retention among women employees working in hybrid IT environments, with a particular focus on the National Capital Region (NCR) of India. The findings of the review indicate that the transition toward hybrid work models has



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significantly transformed organizational work structures and employee experiences in the IT sector. Hybrid work arrangements provide greater flexibility, reduced commuting time, and improved autonomy in managing work schedules, which can positively influence employees' work-life balance. For women professionals, especially those managing both career and family responsibilities, such flexibility can contribute to improved psychological well-being, higher job satisfaction, and enhanced organizational commitment.

The review also highlights that work-life balance serves as a critical factor influencing employee satisfaction and retention in hybrid workplaces. Organizations that provide flexible work policies, supportive leadership, and inclusive workplace cultures are more likely to experience higher levels of employee engagement and reduced turnover rates. Flexible work schedules, remote work options, employee wellness programs, and family-friendly policies play a crucial role in supporting women employees and promoting long-term workforce stability. Furthermore, access to reliable digital infrastructure and effective communication systems can help employees maintain productivity while working remotely or in hybrid arrangements.

Despite these benefits, the review identifies several challenges faced by women employees in hybrid work environments, including work overload, digital fatigue, blurred boundaries between work and personal life, and limited opportunities for professional networking and career advancement. These challenges highlight the importance of developing gender-sensitive organizational policies that address the unique needs of women professionals. Organizations must implement structured workload management systems, provide mental health support programs, and promote equitable opportunities for career growth in hybrid workplaces.

Overall, the findings suggest that work-life balance acts as a mediating mechanism linking hybrid work practices with job satisfaction and employee retention. Organizations that prioritize employee well-being and adopt inclusive management practices are better positioned to retain skilled employees and maintain sustainable workforce productivity. In the context of the rapidly evolving digital workplace, it is essential for organizations to continuously adapt their policies to support diverse employee needs.

Future research should focus on empirical investigations within specific regional contexts such as the NCR IT sector, as most existing studies are concentrated in Western organizational settings. Additionally, longitudinal studies examining the long-term impact of hybrid work on women's career progression, mental well-being, and leadership representation would provide deeper insights into sustainable workforce development. By addressing these research gaps, scholars and practitioners can contribute to the development of more inclusive and resilient workplace environments that support both organizational performance and employee well-being.

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