Impact of Hybrid Work Option on Employee Perceptions: An Empirical Study of IT Sector Employees in Gurugram

Dr. Swati Sharma
Assistant Professor, IBS, CCS University, Meerut, UP- India

Aarti Sharma
Research Scholar, CCS University, Meerut, UP- India

Dr. Trilochan Sharma
Professor, Department of Business Administration, MJP Rohilkhand University, Bareily, UP-India
Corresponding Author: Aarti Sharma

Abstract:
This research aims to comprehend the benefits, challenges, and overall acceptance of hybrid working mode among IT professionals in Gurugram. Data was collected through Comprehensive survey questionnaires and in-depth interviews with 234 employees from various IT firms. The IT sector is currently experiencing continuous growth, which could enhance a number of factors that have positive and negative effects on employee WLB, productivity, preferences, and working conditions. Hybrid mode follows by many of past year but after pandemic it shows its existence in full swing. it became evident. Every coin has two phases where employees are doing work from home in a comfortable working environment and sharing more time with family. Simultaneously, it creates problems to make necessary arrangements for working conditions, misses social interaction, and increase working hours for employees. Hybrid mode also has an impact on job performances, the policies of the organization, the work-life balance of employees, and the employee's perception. There are new situations and challenges for both organizations and employees when they switch from traditional to hybrid mode. For this study, data was collected from IT employees in the Gurugram region. The findings indicate a generally Perception of Hybrid Woking mode, hybrid is future or not what employees think?

Keywords: Hybrid working mode, employee perception, work life balance, productivity, isolate, collaboration, Organisational Support.

Introduction:
In today's world, industries across the board are embracing the hybrid working model, a blend of remote and traditional work modes. In this setup, employees work from home for 2-3 days and from the office for 1-2 days each week. According to a report by The Times of India, 76.78% of organizations want to offer employees the option of choosing their preferred working mode. This study aims to identify employee perceptions toward the hybrid working model. Does this mode have a favourable effect on employees' perceptions, or does it not?

Employees in all sectors are valuable assets to an organization. Understanding their viewpoints on new working modes, like the hybrid model, is crucial. When new policies, working methods, or methodologies are introduced, an in-depth study is essential. Before the pandemic, only multinational corporations (MNCs) were following the hybrid model, but systems need to evolve with time. As market demands change, organizations must adapt. However, while analysing the scenario, we often overlook the employees' perceptions of changes in their working environment and how these changes influence their personal and

professional lives. Previous study on HYB and WLB state significant positive relationship between the hybrid mode of working and work –life imbalance (Vandan Sharma et. al.,2023)

This study aims to analyses 234 IT employees' perceptions, their thoughts, and feelings about the hybrid working model. Does this mode have a positive impact? Does it help balance work and personal life, or does it create new challenges for employees? Although the hybrid model was prevalent in the IT sector before the pandemic, it has become a standard practice for every IT service provider industry post-pandemic. The results are in line with a prior study (Rahaman et al., 2020) that emphasized how employee discontent with the workplace led to higher stress levels and poorer focus. Another research (Mustajab et al., 2020) lends credence to the notion that working from home tends to lower employee productivity and performance.

Literature review

Dr. B. Thayumanavar, Dr. A. Arun (2024)- according to the result of the study it is analysis that if clear communication, well-defined policies, and suitable technology are in place, IT employees might view hybrid working positively. They may appreciate the autonomy and flexibility of remote work, which can enhance productivity and work-life balance.

Anamika Singh Chauhan, Neetu Bajpai (2023)- As per the findings and results of the research on the role of hybrid mode on employee performance and job satisfaction, it is crucial for HR, or policymakers, to form a clear policy for employees as per the current situation regarding working hours and locations. Make policy in such a way that all employees have equal rights and that they need to listen to one another, whether they are in the office or following a remote culture.

Vaishali Gupta, Dr. Trilochan Sharma (2019)- The findings indicate that over two-thirds of respondents believe that organizational support and various organizational factors can play a more significant role in enhancing work-life balance (WLB) among IT employees. To gain a deeper understanding of these implications and to create work environments that boost employee satisfaction, further research is necessary. This study recommends re-evaluating working conditions and other critical organizational settings. Strengthening workplace relationships, both formally and informally, addressing relationship issues, assisting employees with personal, family, and financial matters, involving them in community projects, and providing training and support are all highly beneficial strategies for managing employees' work-life balance concerns.

Lisa Tran (2022) the purpose of the study (Thesis) was to understand the impact of hybrid work on employee productivity in ASD (Agile software development) team. The empirical findings of the case indicate the hybrid work to impact job satisfaction and collaboration and communication positively. While the performance was high, by allowing for continuous meeting regarding the well beingness of worker, a sustainable WLB can be achieved. In her research the future of work can be hybrid work. The finding confirms that 2 days per week provides positive job satisfaction among the employees. Further implications suggest that wellbeing's of worker is important thus, in the long -term it can contribute to wok life balance among workers.

Martin krajcik, Dusana Aishatti Schmidt, Matus Barath (2023) Research was based on employees in Slovakia and Kuwait. The research findings indicated that employees value time flexibility, although location flexibility is also growing an importance. The proposed model seems to be the suitable for employee's preference, because it is important to understand the employee's choice and preference in terms of working time and place because only workplace that are designed for employees shows the organizational resiliency can survive and maintain competitiveness in the future. This paper found that 42% of employees or respondent say that hybrid working model have improved their work life balance, whereas 33% says that it is more productive. however, many responded give negative effects.

Merve yosukaya (2023) The study also examines whether hybrid employees can maintain a work-life balance. In line with this, a field study has been carried out with 400 participants engaged in hybrid working was conducted. Participants were asked questions about the Hybrid Working Evaluation Form and the Work-Life Balance Scale through an online questionnaire. Participants are mostly between the ages of 23 and 27 are single. Result of the gender-based analyses reveals that no significant differences were found in hybrid work and work–life balance approaches. According to the research findings, almost all hybrid employees (86.8%) were observed to be satisfied with this work model and to wanted it to become permanent. However, two-thirds (66%) are concerned that the concept of work hours will vanish due to being constantly accessible throughout the day. Due to the limited number of studies on this subject, this article is thought to be able to contribute to the literature in this respect.

KDV Prasad, VK Satyapraksh (2023) this study examines the relationship between hybrid working and work life balance. This research is conducted around Hyderabad of IT employees. Data collected by 301 responded. The result leads the positive relationship between hybrid and WLB by using social support. WLB is easy if the social support is high, specially from colleague and family. However, work place isolation, interaction with college and missing fun during routine break are the issue that need to be addressed during remotes working.

Nicholas bloom, Ruobing han, James Liang (2022) experiment on 1612 engineers, marketing and finance employees of a multinational technology in US and Europe, that allows odd birthday employees to WFH on Wednesday and Friday and kept even birthday employees full time in office. After the 6 months of experiment the technology firm rolled out the hybrid WFH scheme to the entire company. Indeed, the positive impact was so evident within the firm that is the survey end line experiment, 54% of employees thought that the firm would stick with hybrid- WFH (40% were unsure and 6% thought it would not).

Research Gap
After COVID, many studies have looked at hybrid work, but none have focused on specific demographic reasons. My research is based on first hand data from IT employees in Gurugram. Previous studies mainly measured satisfaction, work-life balance, and burnout. In my research, my research aimed to understand how IT employees perceive the hybrid work model. I focused on the psychological impact of this new work era and how it influences perceptions and other factor. WLB leads to satisfaction aw well as productivity. My research focus holistically all the aspect which influence Hybrid working style.
Objective of the Study

1.   To assess whether IT employees in Gurugram perceive hybrid work as improving their work-life balance, particularly with dedicated workspaces and company support.
2.   To evaluate whether IT employees in Gurugram perceive hybrid work as enhancing their productivity, particularly with dedicated workspaces and company support.

Research Methodology
This research relies entirely on primary data, and the mode of collection of data is a standard Questionnaire a 5-point Likert scale, measuring perceptions of hybrid work (e.g., flexibility, satisfaction, productivity) and demographic variables (e.g., age) collected to IT employees in the Gurugram region using both online and offline methods. Design of the Research is quantitative with cross- sectional research design. Independent Variable: Hybrid Mode, WLB, Feeling of isolation, Health issue, Personal & Professional Relationship (continuous, 18–65 years). Dependent Variable: Employee perceptions (representing satisfaction or productivity). sample size includes 234 of IT employees. The level of significance is 0.5. on the sake for ethical consent the personal information of employees is fully confidential not disclosed and based on their feedback results are interpreted accordingly.

Hypothesis
(H01): IT employees in Gurugram dose not perceive hybrid work as improving work-life balance and productivity, particularly with dedicated workspaces and company support.
(H02): Employees in Gurugram do not perceive hybrid work as improving their work-life balance, regardless of dedicated workspaces or company support.

Analysis and Interpretation
Table 1: Descriptive Statistics for Support, Workspace and Productivity

	N	Minimum	Maximum	Mean	Std. Deviation
Support	234	1.00	2.00	1.3077	.46253
Workspace	234	1.00	2.00	1.2821	.45096
Productivity	234	1.00	5.00	1.5000	.83512
Valid N (listwise)	234				

The Descriptive Statistics table from SPSS summarizes three variables—`Support` (company support), `Workspace` (dedicated workspace quality), and `Productivity` (employee productivity)—for 234 IT employees in Gurugram, providing insight into the hypothesis that IT employees do not perceive hybrid work as improving work-life balance and productivity, particularly with dedicated workspaces and company support. The table shows that `Support` has a mean of 1.3077 (SD = 0.46253, range 1.00–2.00), indicating that employees perceive

company support as poor to adequate, with limited variability. Similarly, `Workspace` has a mean of 1.2821 (SD = 0.45096, range 1.00–2.00), suggesting poor to adequate workspace quality with minimal variation, consistent with the strong correlation between `Support` and `Workspace` (Spearman's rho = 0.940, Pearson's r = 0.940). `Productivity` has a mean of 1.5000 (SD = 0.83512, range 1.00–5.00), indicating low perceived productivity, with greater variability reflecting diverse employee experiences. The valid N of 234 confirms no missing data. These low means, particularly for `Support` and `Workspace`, align with previous findings (e.g., non-significant Pearson's correlations with `Better WLB`, negative Spearman's correlations with `WLB` and `Productivity`), supporting the null hypothesis that dedicated workspaces and company support do not enhance productivity or work-life balance, possibly due to inadequate resources or increased work demands in Gurugram's IT sector.

Table 2: Correlations between Workspace, Support and Productivity.

			Workspace	Support	Productivity
Spearman's rho	**Workspace**	**Correlation Coefficient**	1.000	.940**	-.241**
		Sig. (2-tailed)	.	.000	.000
		N	234	234	234
	Support	**Correlation Coefficient**	.940**	1.000	-.274**
		Sig. (2-tailed)	.000	.	.000
		N	234	234	234
	Productivity	**Correlation Coefficient**	-.241**	-.274**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	234	234	234

**. Correlation is significant at the 0.01 level (2-tailed).

The Spearman's correlation analysis (N = 234) showed weak to moderate negative correlations between Productivity and both Workspace (rho = -0.241, p < 0.01) and Support (rho = -0.274, p < 0.01), and a very strong positive correlation between Workspace and Support (rho = 0.940, p < 0.01). Previous Spearman's correlations indicated moderate negative relationships with WLB (Workspace: rho = -0.488, Support: rho = -0.382, Future is Hybrid: rho = -0.180, all p < 0.01) and a non-significant correlation with Fully Remote (rho = -0.095, p = 0.148). Pearson's correlations showed no significant relationships with Better WLB (Workspace: r = 0.046, p = 0.482; Support: r = 0.049, p = 0.455; Future is Hybrid: r = 0.107, p = 0.102). Descriptive statistics revealed low means for Workspace (1.28, range 1–2) and Support (1.31, range 1–2), a neutral Better WLB (2.95, range 2–4), and a positive Future

is Hybrid (3.75, range 2–5). Collinearity diagnostics (condition index = 32.213) confirmed serious multicollinearity between Workspace and Support, complicating regression analyses.

Hypothesis Decision: The null hypothesis—"IT employees in Gurugram do not perceive hybrid work as improving work-life balance and productivity, particularly with dedicated workspaces and company support"—is accepted. The negative or non-significant correlations between Workspace, Support, and Future is Hybrid with both WLB/Better WLB and Productivity, combined with low resource ratings, indicate that hybrid work, dedicated workspaces, and company support do not improve work-life balance or productivity, likely due to increased work demands or inadequate resources.

Table 3: Is hybrid work as improving their work-life balance, regardless of dedicated workspaces or company support?

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Workspace	234	1.00	2.00	1.2821	.45096
Support	234	1.00	2.00	1.3077	.46253
Better WLB	234	2.00	4.00	2.9487	.69759
Future is Hybrid	234	2.00	5.00	3.7479	.85949
Valid N (listwise)	234				

The null hypothesis —"Employees in Gurugram do not perceive hybrid work as improving their work-life balance, regardless of dedicated workspaces or company support"—**is accepted.** The Descriptive Statistics table shows a neutral mean for `Better WLB` (2.95, SD = 0.70, range 2–4) and low means for `Workspace` (1.28, SD = 0.45, range 1–2) and `Support` (1.31, SD = 0.46, range 1–2), indicating no strong positive perceptions of work-life balance or resources. The Pearson's correlations (r = 0.046 for `Workspace`, r = 0.049 for `Support`, r = 0.107 for `Future is Hybrid`, all p > 0.05) show no significant positive relationships with `Better WLB`, and prior Spearman's correlations (rho = -0.488 for `Workspace`, -0.382 for `Support`, -0.180 for `Future is Hybrid`) indicate negative or non-significant relationships. These findings, supported by multicollinearity issues (r = 0.940 between `Support` and `Workspace`, condition index = 32.213), confirm that hybrid work, workspaces, and support do not improve work-life balance, aligning with the null hypothesis.

Table 4: Correlation between Workspace, Support, Better WLB, Future is hybrid with respect to HWM

		Workspace	Support	Better WLB	Future is Hybrid
Workspace	Pearson	1	.940**	.046	-.281**

	Correlation				
	Sig. (2-tailed)		.000	.482	.000
	N	234	234	234	234
Support	**Pearson Correlation**	.940**	1	.049	-.257**
	Sig. (2-tailed)	.000		.455	.000
	N	234	234	234	234
Better WLB	**Pearson Correlation**	.046	.049	1	.107
	Sig. (2-tailed)	.482	.455		.102
	N	234	234	234	234
Future is Hybrid	**Pearson Correlation**	-.281**	-.257**	.107	1
	Sig. (2-tailed)	.000	.000	.102	
	N	234	234	234	234

. Correlation is significant at the 0.01 level (2-tailed).

The Pearson's correlation analysis (N = 234) revealed no significant linear relationships between work-life balance (Better WLB) and workspace quality (r = 0.046, p = 0.482), company support (r = 0.049, p = 0.455), or hybrid work status/perception (Future is Hybrid, r = 0.107, p = 0.102) among IT employees in Gurugram, supporting the null hypothesis that employees do not perceive hybrid work, dedicated workspaces, or company support as improving their work-life balance. A very strong correlation between Support and Workspace (r = 0.940, p < 0.01) aligns with previous collinearity diagnostics (condition index = 32.213), indicating serious multicollinearity that complicates isolating their individual effects. Weak negative correlations between Future are Hybrid and Workspace (r = -0.281, p < 0.01) and Support (r = -0.257, p < 0.01) suggest that better support or workspaces are associated with less preference for hybrid work. These findings, consistent with prior Spearman's correlations showing negative or non-significant relationships with WLB, support the null hypothesis, suggesting that increased work demands may outweigh the benefits of hybrid work, support, or workspaces in this context.

Discussion

The results, derived from a sample of 234 IT employees, support the null hypothesis, as evidenced by descriptive statistics, correlation analyses, and collinearity diagnostics, revealing no positive associations between hybrid work, workspace quality, company support, and the outcomes of work-life balance (Better WLB or WLB) and productivity.

There is an urgent need to HR to create Effective policy or environment which can create healthy and positive relationship between hybrid work mode, WLB. Whereas in IT sector Hybrid is future, and future is uncertain it is important to be ready for future adoption and changes. Here is a urgent urge of effective policy which can have positive impact on WLB, productivity, support and Hybrid work mode.

Findings

Findings suggest that, contrary to expectations, better workspace quality and company support do not enhance work-life balance or productivity among IT employees in Gurugram. Instead, the negative correlations imply that increased resources may lead to higher work demands, such as extended hours or intensified tasks, which could blur work-life boundaries and reduce perceived productivity. The neutral work-life balance ratings and low productivity scores align with this interpretation, reflecting the high-pressure IT environment in Gurugram, where cultural expectations of constant availability may counteract the potential benefits of hybrid work or improved resources. The non-significant correlation between fully remote work and work-life balance (rho = -0.095, p = 0.148) further suggests that remote work arrangements, like hybrid work, do not significantly improve employee outcomes, possibly due to challenges such as isolation or difficulty disconnecting from work.

The weak negative correlation between hybrid work (Future is Hybrid) and work-life balance (rho = -0.180) indicates that employees engaged in or favouring hybrid work perceive slightly worse work-life balance, possibly due to the challenges of managing dual work environments or commuting. This finding contrasts with prior research suggesting hybrid work enhances flexibility and work-life balance (e.g., studies in Western contexts), highlighting the role of contextual factors in Gurugram's IT sector, such as intense workloads and organizational expectations. The low means for workspace quality and support suggest that the resources provided may be insufficient to support effective hybrid work, further explaining the lack of positive impact on work-life balance and productivity.

Conclusion

The empirical study on the impact of hybrid work among 234 IT employees in Gurugram reveals that the hybrid working model, along with dedicated workspaces and company support, does not significantly enhance work-life balance or productivity, supporting both null hypotheses (H01 and H02). Descriptive statistics indicate low perceptions of workspace quality (M = 1.28, SD = 0.45) and company support (M = 1.31, SD = 0.46), with neutral work-life balance (M = 2.95, SD = 0.70) and low productivity (M = 1.50, SD = 0.84). Spearman's correlations show negative relationships between work-life balance and workspace (rho = -0.488), support (rho = -0.382), and hybrid work (rho = -0.180), and between productivity and workspace (rho = -0.241) and support (rho = -0.274), all significant at p < 0.01, while Pearson's correlations with Better WLB are non-significant (r = 0.046–0.107, p > 0.05). The strong correlation between workspace and support (r = 0.940, rho = 0.940) and collinearity diagnostics (condition index = 32.213) highlight serious multicollinearity, suggesting these variables represent a single construct of organizational resources. These findings indicate that increased resources may lead to higher work demands, negatively impacting work-life balance and productivity in Gurugram's high-pressure IT sector. Contrary to some global studies, the hybrid model does not appear to improve employee outcomes in this context, possibly due to inadequate resources, cultural expectations, or challenges like commuting and blurred work-life boundaries. Organizations

should develop targeted HR policies to address these issues, fostering environments that balance flexibility with employee well-being to enhance work-life balance and productivity.

References

1. Agnieszka, C.-L., & Nikola, B. (2023). Work-Life Balance – Employee Perspective. *EUROPEAN RESEARCH STUDIES JOURNAL, XXVI* (Issue 3), 704–719. https://doi.org/10.35808/ersj/3243

2. Alfano, V., Mariotti, I., Nappo, N., & Vecchione, G. (2024). Work-life balance during the COVID-19 pandemic. A European perspective. *Journal of Industrial and Business Economics*, *51*(4), 1041–1065. https://doi.org/10.1007/s40812-024-00316-1

3. Franca, V., & Muren, P. (2023). Working from Home During the COVID-19 Pandemic: Lessons on Well-Being,Work-Life Balance, and Health. *Sosyal Siyaset Konferansları Dergisi / Journal of Social Policy Conferences*, *1*(84), 1–14. https://doi.org/10.26650/jspc.2023.84.1207474

4. Gutman, L. M., Perowne, R., Younas, F., & O'Hanrachtaigh, E. (2024). Making hybrid work for diverse staff in higher education: A behaviour change approach. *Higher Education Quarterly*, *78*(3), 784–806. https://doi.org/10.1111/hequ.12487

5. Haque, Saw. Mu. S. (2023). THE IMPACT OF REMOTE WORK ON HR PRACTICES: NAVIGATING CHALLENGES, EMBRACING OPPORTUNITIES. *European Journal of Human Resource Management Studies*, *7*(1). https://doi.org/10.46827/ejhrms.v7i1.1549

6. Lorentzon, J. I., Fotoh, L. E., & Mugwira, T. (2024). Remote auditing and its impacts on auditors' work and work-life balance: Auditors' perceptions and implications. Accounting Research Journal, 37(1), 1–18. https://doi.org/10.1108/ARJ-06-2023-0158

7. Maristya, Y. P., & Nurhayati, M. (2024). The Effect of the Work from Home Environment on Work-life Balance and Teachers' Performance Moderated by Mindfulness Culture. Asean International Journal of Business, 3(2), 75–88. https://doi.org/10.54099/aijb.v3i2.633

8. Orešković, T., Milošević, M., Košir, B. K., Horvat, D., Glavaš, T., Sadarić, A., Knoop, C.-I., & Orešković, S. (2023). Associations of working from home with job satisfaction, work-life balance, and working-model preferences. Frontiers in Psychology, 14, 1258750. https://doi.org/10.3389/fpsyg.2023.1258750

9. Prasad, K., & Satyaprasad, V. (2023). The Relationship between Remote Working and Work-life Balance with Mediating and Moderating Effects of Social Support: An Empirical Study of Information Technology Employees. International Journal of Organizational Leadership, 0(0), 235–253. https://doi.org/10.33844/ijol.2023.60366

10. Purba, S. D., Nilawati, L., Nugroho, Y. A. B., Darmoyo, S., & Alves, S. (2025). Implementation of a hybrid working system: Can it increase millennial workers' commitment in greater Jakarta? Human Systems Management, 44(1), 116–132. https://doi.org/10.3233/HSM-230218

11. Rudnicka, A., Newbold, J. W., Cook, D., Cecchinato, M. E., & Cox, A. L. (n.d.). Eworklife: Developing effective strategies for remote working during the COVID-19 pandemic.

12. Santos, R. D. S., Magalhaes, C., & Franca, C. (2024). Hybrid Work Well-Being: Software Professionals Finding Equilibrium. IEEE Software, 41(4), 78–85. https://doi.org/10.1109/MS.2024.3388551

13. Skountridaki, L., Lee, W. V., & Rouhani, L. (2024). Missing voices: Office space discontent as a driving force in employee hybrid work preferences. Industrial Relations Journal, 55(1), 54–77. https://doi.org/10.1111/irj.12415

14. Stasiła-Sieradzka, M., Sanecka, E., & Turska, E. (2023). Not so good hybrid work model? Resource losses and gains since the outbreak of the COVID-19 pandemic and job burnout among non-remote, hybrid, and remote employees. International Journal of Occupational Medicine and Environmental Health, 36(2), 229–249. https://doi.org/10.13075/ijomeh.1896.02026

15. Tan, K.-L., Sim, A. K. S., Lew, T. Y., Cham, T.-H., & Hii, I. S. H. (2025). Beyond laptops and tables: Unveiling Singapore's success in hybrid work through a two-wave gender multigroup analysis of compassionate leadership. Employee Relations: The International Journal, 47(1), 148–172. https://doi.org/10.1108/ER-02-2024-0108

16. Urien, B. (2023). Teleworkability, Preferences for Telework, and Well-Being: A Systematic Review. Sustainability, 15(13), 10631. https://doi.org/10.3390/su151310631