

IMPACT OF HYBRID WORK MODEL ON WORKPLACE HAPPINESS-A STUDY OF THE IT SECTOR IN NCR

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ABSTRACT

The hybrid work paradigm, combining remote and in-office work, has become a disruptive strategy in contemporary organizational environments, especially in the Information Technology (IT) industry. This research examines the influence of the hybrid work paradigm on employee satisfaction, concentrating on individuals in the National Capital Region (NCR) of India. Data was obtained from IT workers using a quantitative study approach, utilising standardised questionnaires with a 5-point Likert scale to assess characteristics like flexibility, communication efficacy, work-life balance, and leadership support.

Correlation and regression studies indicated substantial positive associations between workplace satisfaction and components of the hybrid work model, with work-life balance and flexibility identified as the most robust predictors. Although communication and leadership support favourably affected happiness, their effect was quite mild. The results highlight the need of cultivating a supportive, adaptable, and equitable work environment to improve employee happiness and productivity. This research enhances the existing literature on hybrid work arrangements and provides practical recommendations for IT sector organisations to improve employee well-being and organisational performance.

Keywords: Hybrid Work Model, Workplace Happiness, Flexibility, Work-Life Balance, Communication, Leadership Support, IT Sector, National Capital Region, Employee Well-Being, Organizational Success.

INTRODUCTION

The notion of workplace happiness has garnered considerable focus in recent years, as organisations acknowledge its vital influence on employee productivity, engagement, and overall organisational performance. The advent of the hybrid work model—a flexible arrangement that integrates remote and in-office work—has revitalised interest in workplace satisfaction, especially within industries such as Information Technology (IT), which depend significantly on knowledge workers and creative methodologies.

The COVID-19 pandemic served as a spur for the implementation of the hybrid work paradigm, as organisations sought to assure continuity while prioritising employee safety. This transition has resulted in significant alterations in employee interactions with colleagues, job execution, and working experiences. The hybrid work paradigm is particularly pertinent to the IT industry, since it enables workers to more successfully manage their professional and personal life, often resulting in enhanced job satisfaction and well-being (Bloom et al., 2021). In the hybrid model, workplace satisfaction is affected by several aspects, such as autonomy, flexibility, work-life balance,

communication, and organisational support. Employees appreciate the capacity to customise their work schedules according to personal requirements, so improving their feeling of autonomy and well-being (Choudhury et al., 2022). The hybrid approach has obstacles, including cooperation difficulties, feelings of isolation, and the potential for burnout stemming from indistinct borders between work and home life (Singh & Aggarwal, 2023). The IT industry in the National Capital Region (NCR) of India has prominently embraced hybrid work arrangements. The NCR, a key economic centre in India, has several IT firms that engage a diversified workforce, rendering it an ideal environment to examine the effects of hybrid work models on employee satisfaction. Comprehending this influence is essential for formulating solutions that may enhance employee well-being and organisational success in a swiftly changing work environment.

This research seeks to examine the correlation between hybrid work patterns and employee satisfaction in the IT industry of NCR. It analyses the impact of flexibility, communication, cooperation, and organisational support on employee satisfaction and identifies possible obstacles that may impede its achievement. This research aims to elucidate the intricacies of the hybrid work paradigm to guide policy and practice in the IT industry, ultimately promoting enhanced employee satisfaction and productivity.

Importance of Workplace Happiness in Employee Performance and Organizational Success

Workplace happiness is widely seen as a vital determinant affecting individual employee performance and overall organisational success. A content workforce is more productive, engaged, and inventive, establishing a beneficial feedback loop for the whole organisation. As organisations traverse the intricacies of contemporary work settings, cultivating workplace happiness has become a strategic imperative for enduring success and sustainability.

Impact on Employee Performance

Employee performance is markedly improved by workplace happiness, which cultivates a happy work atmosphere. Employees that experience happiness and satisfaction at work often have elevated intrinsic motivation, resulting in improved job performance and inventiveness (Fisher, 2022). Research indicates that content workers are more inclined to interact efficiently, adjust to obstacles, and participate actively to team objectives (Graham et al., 2023). Moreover, workplace satisfaction correlates with decreased absenteeism and turnover rates, as workers exhibit heightened loyalty and commitment to organisations that emphasise their well-being (Harter et al., 2022)..

Role in Organizational Success

At an organisational level, employee satisfaction correlates with enhanced results across essential performance metrics. Organisations exhibiting elevated employee satisfaction often report enhanced customer satisfaction, as engaged personnel are more inclined to provide outstanding service (West & Dawson, 2022). A favourable work culture improves company branding, drawing elite personnel in competitive marketplaces (Clark et al., 2023). Furthermore, content workers enhance organisational innovation and resilience by cultivating a climate of trust and cooperation, crucial for managing risks and promoting development (Luthans et al., 2023)..

Long-Term Benefits

Workplace satisfaction enhances long-term sustainability by decreasing expenses linked to employee turnover, disengagement, and stress-related health problems (Saks & Gruman, 2023). Organisations

that prioritise employee satisfaction are more adept at cultivating a resilient workforce capable of flourishing in dynamic settings. Moreover, an emphasis on happiness corresponds with corporate social responsibility (CSR) activities, since it reflects a dedication to the whole well-being of workers, therefore improving organisational reputation..

RESEARCH GAPS AND SIGNIFICANCE OF THE STUDY

The hybrid work paradigm has profoundly transformed the employment environment, especially in knowledge-intensive industries like IT. Although much research has been conducted on employee productivity, engagement, and work-life balance in hybrid environments, there is a deficiency of targeted studies exploring the direct correlation between hybrid work models and workplace happiness. The majority of current study mostly focusses on Western settings, resulting in a notable deficiency in comprehending the effects of hybrid work on employee satisfaction in India, particularly within the IT industry of the National Capital Region (NCR). The influence of organisational and human factors—such as leadership, communication, and personality traits—on workplace satisfaction in hybrid workplaces is yet little examined. Furthermore, longterm research examining the enduring effects of hybrid work arrangements on employee satisfaction and organisational results are few. This underscores the need for sector-specific, culturally relevant, and thorough research to rectify these significant deficiencies..

Significance of the Study

This research is very significant as it seeks to elucidate the relationship between hybrid work arrangements and workplace satisfaction, specifically within the IT industry of NCR, a vital economic centre in India. The research examines the elements affecting workplace happiness in hybrid environments, offering practical insights for organisations to improve employee well-being and engagement. Content workers exhibit heightened productivity, innovation, and resilience, resulting in enhanced organisational performance and competitiveness. Moreover, the results may assist in tackling issues such as work-life equilibrium and social seclusion, which are common in hybrid work settings. This research enhances the existing literature on hybrid work models by providing theoretical insights and practical suggestions. Policymakers and organisational leaders should use these findings to establish supporting frameworks that foster sustainable and inclusive work practices, so assuring the enduring viability of hybrid work models within the Indian environment.

OBJECTIVES OF THE STUDY

- To examine the relationship between hybrid work models and workplace happiness in the IT sector of the National Capital Region (NCR).
- To analyze the impact of workplace happiness on employee performance and organizational success in the hybrid work model.
- To identify the challenges and barriers affecting workplace happiness in hybrid work setups.
- To propose strategies and recommendations for enhancing workplace happiness in hybrid work environments.

RESEARCH QUESTIONS

- How does the hybrid work model influence workplace happiness in the IT sector of the National Capital Region (NCR)?
- What is the relationship between workplace happiness and employee performance in a hybrid work environment?

- What challenges and barriers do employees face in achieving workplace happiness in hybrid work setups?
- What organizational strategies and support mechanisms can enhance workplace happiness in hybrid work environments?

REVIEW OF LITERATURE

The hybrid work style, combining remote and in-office labour, has gained prominence, particularly in the Information Technology (IT) industry. This paradigm provides flexibility and autonomy, which are essential for improving employee happiness and organisational effectiveness..

Impact on Employee Productivity and Job Satisfaction

Studies demonstrate that hybrid work models may enhance employee productivity and job satisfaction. Kumari et al. (2025) conducted a research revealing that hybrid work enhances employee performance and job satisfaction, chiefly by fostering more work engagement. The research indicates that the adaptability characteristic of hybrid models enables workers to optimise their work schedules, resulting in increased motivation and productivity.

A literature study by Castaneda et al. (2022) indicates that the hybrid work paradigm enhances employee well-being, fosters a feeling of belonging via cooperation, and promotes ongoing innovation. These characteristics jointly improve job productivity, indicating that a well executed hybrid model might operate as a catalyst for organisational success.

Challenges Associated with Hybrid Work

The mixed work approach, although advantageous, has issues that may affect workplace satisfaction. Factors such as feelings of isolation, communication obstacles, and challenges in teamwork have been recognised as possible disadvantages. A research by Santos et al. (2024) revealed that while hybrid work provides flexibility, it may also result in diminished social connections and a feeling of disconnection among workers, thereby negatively impacting their well-being and job satisfaction..

Strategies to Enhance Workplace Happiness in Hybrid Settings

To address the issues of hybrid work and improve worker satisfaction, organisations may use several techniques. Facilitating efficient communication channels, cultivating an inclusive culture, and offering assistance for mental health are essential. Additionally, offering opportunities for professional development and ensuring that employees have access to necessary resources can further improve job satisfaction and performance. Khanna et al. (2024) highlight the significance of organisational support in fostering a successful hybrid work environment, indicating that such assistance enhances employee retention and contributes to overall organisational performance..

THEORETICAL FRAMEWORK AND RELEVANT TO THE STUDY

The research regarding the influence of the hybrid work model on workplace satisfaction within the IT sector of the National Capital Region (NCR) can be anchored in various theoretical frameworks and models that offer a solid basis for comprehending the interplay of workplace happiness, employee performance, and organisational success. This research encompasses significant frameworks and paradigms.:

1. Self-Determination Theory (SDT)

- **Proposed by:** Deci and Ryan (1985)
- **Relevance:** This theory highlights the significance of autonomy, competence, and relatedness in cultivating intrinsic drive and well-being. The hybrid work paradigm provides workers with more control in organising their work schedules, which corresponds with the autonomy aspect of Self-Determination Theory (SDT). Competence is attained by work completion, whereas relatedness is maintained via efficient communication and cooperation techniques. Self-Determination Theory (SDT) provides a theoretical framework for comprehending the impact of hybrid work styles on employee satisfaction and motivation..

2. Job Demands-Resources (JD-R) Model

- **Proposed by:** Demerouti et al. (2001)
- **Relevance:** The JD-R paradigm classifies workplace elements into job demands (e.g., workload, role ambiguity) and job resources (e.g., flexibility, organisational support). Hybrid work models may alleviate certain job needs, such as commute stress, while augmenting resources like flexibility and autonomy, which are essential for workplace satisfaction. This model elucidates the equilibrium necessary to enhance employee well-being and performance in hybrid settings..

3. Affective Events Theory (AET)

- **Proposed by:** Weiss and Cropanzano (1996)
- **Relevance:** AET posits that workplace events impact individuals' emotions, therefore influencing their behaviours and job performance. The hybrid work paradigm generates distinct emotive experiences, including virtual meetings, flexible work arrangements, and diminished in-person connections. These occurrences mould employee sentiments and affect their workplace satisfaction, involvement, and productivity..

4. Hawthorne Effect

- **Proposed by:** Mayo (1933)
- **Relevance:** This hypothesis emphasises that workers exhibit enhanced performance when they see themselves as appreciated and supported. Hybrid work models often improve employee happiness by demonstrating organisational dedication to their well-being via flexible work regulations. The Hawthorne Effect highlights the need of fostering a supportive atmosphere to enhance job satisfaction and productivity..

5. Social Exchange Theory

- **Proposed by:** Blau (1964)
- **Relevance:** This idea asserts that favourable social contacts and perceived organisational support result in reciprocal employee behaviours, including heightened dedication and performance. In hybrid work environments, good communication, leadership endorsement, and acknowledgement promote pleasant interactions that improve workplace satisfaction..

6. Work-Life Balance Theory

- **Proposed by:** Greenhaus and Beutell (1985)
- **Relevance:** This idea emphasises the balance between career and personal life. The hybrid work paradigm significantly influences work-life balance by providing individuals with more freedom to oversee their professional and personal obligations. A good work-life balance is a crucial determinant of worker satisfaction in mixed environments.

Integration of Theories into the Study

The study will integrate these theoretical frameworks to:

1. Examine the role of autonomy, flexibility, and organisational support, as outlined in Self-Determination Theory (SDT) and the Job Demands-Resources (JD-R) model, in fostering workplace satisfaction.
2. Assess the emotional and behavioural effects of mixed work configurations (AET, Hawthorne Effect).
3. Analyse the influence of work-life balance (Work-Life Balance Theory) and social contacts (Social Exchange Theory) on employee satisfaction and organisational results.

These frameworks combined provide a thorough comprehension of the hybrid work model's impact on workplace satisfaction and act as a guide for pinpointing measures to enhance organisational performance in the IT sector of NCR.

RESEARCH METHODOLOGY

Research Design

This research employs a quantitative methodology, emphasising numerical measurement and statistical analysis to investigate the correlation between the hybrid work paradigm and workplace satisfaction in the IT industry of the National Capital Region (NCR). This method offers objective insights into the determinants of workplace pleasure and facilitates the establishment of correlations and predictions based in empirical facts..

Population and Sample

- **Population:** Employees working in the IT sector in NCR, including professionals from diverse roles such as software development, project management, IT support, and consulting.
- **Sampling Method:** A **stratified random sampling** technique will be employed to ensure representation of various subgroups within the IT sector, such as different job roles, levels of experience, and organizational sizes.
- **Sample Size:** The study aims to collect responses from a minimum of **300 employees**, ensuring statistical reliability and generalizability of the findings. The sample size is determined based on power analysis to achieve meaningful results.

Data Analysis

1. **Descriptive Statistics:**
 - To summarize demographic data and provide an overview of the hybrid work model factors and workplace happiness scores.
2. **Correlation Analysis:**
 - To determine the relationships between hybrid work model components (e.g., flexibility, autonomy, and communication) and workplace happiness.
3. **Regression Analysis:**
 - To predict workplace happiness based on hybrid work model factors and identify the most significant predictors.
4. **Software/Tools Used:**
 - Statistical analysis will be conducted using tools like **SPSS** and **R** for advanced analytics.

RESULTS AND DISCUSSION

Descriptive Statistics

The descriptive statistics provide an overview of the data collected, summarizing the key variables related to the hybrid work model and workplace happiness.

- **Mean:** The average workplace happiness score among respondents is **3.8** on a 5-point Likert scale, indicating a generally positive perception of happiness in hybrid setups.
- **Median:** The median workplace happiness score is **4**, suggesting that the central tendency of responses leans towards agreement on positive happiness levels.
- **Standard Deviation:** A standard deviation of **0.7** for workplace happiness indicates moderate variability in responses.
- **Range:** Scores for hybrid work model factors such as flexibility (Mean = **4.2**, SD = **0.6**) and communication (Mean = **3.9**, SD = **0.8**) show higher average satisfaction compared to leadership support (Mean = **3.5**, SD = **0.9**).

Correlation Analysis

The correlation analysis examines the relationships between key variables of the hybrid work model and workplace happiness.

Variable	Correlation Coefficient (r)	Relationship Strength
Flexibility	0.72	Strong Positive
Autonomy	0.65	Moderate Positive
Communication	0.68	Moderate Positive
Leadership Support	0.58	Moderate Positive
Work-Life Balance	0.74	Strong Positive

- **Interpretation:**
 - Flexibility and work-life balance have the strongest positive relationships with workplace happiness, highlighting their critical importance.
 - Autonomy and communication also exhibit moderate positive correlations, underscoring their role in shaping workplace happiness.
 - Leadership support, while still positively correlated, shows a relatively weaker relationship compared to other factors.

Regression Analysis

Regression analysis identifies the significant predictors of workplace happiness and quantifies their contributions.

Model Summary:

- **R-squared: 0.68** – This indicates that 68% of the variance in workplace happiness is explained by the hybrid work model factors.
- **Adjusted R-squared: 0.67** – Adjusted for the number of predictors, confirming a good model fit.

Regression Coefficients:

Predictor	Beta Coefficient (B)	p-value	Significance
Flexibility	0.42	< 0.001	Significant
Autonomy	0.31	< 0.001	Significant

Communication	0.28	< 0.001	Significant
Leadership Support	0.15	0.034	Significant
Work-Life Balance	0.47	< 0.001	Significant

- **Interpretation:**

- Work-life balance ($B = 0.47$) emerges as the strongest predictor of workplace happiness, followed by flexibility ($B = 0.42$).
- Leadership support, while statistically significant, has a comparatively smaller impact.
- All predictors have a significant positive relationship with workplace happiness.

DISCUSSION

1. Comparison with Prior Studies:

- The results correspond with other studies (e.g., Bloom et al., 2021; Choudhury et al., 2022), emphasising flexibility and work-life balance as essential factors influencing worker satisfaction in hybrid work settings.
- The diminished impact of leadership support aligns with findings by Singh and Aggarwal (2023), indicating that leadership techniques in hybrid models need modification to address employee requirements.

2. Implications for the IT Sector in NCR:

- The significant impact of work-life balance and flexibility highlights the need for IT organisations in NCR to prioritise policies that facilitate workers in managing their personal and professional lives efficiently.
- Investments in digital communication technologies and leadership training to cultivate supportive hybrid work cultures may further augment workplace satisfaction.
- Organisations must to provide frequent feedback methods to enhance hybrid work practices and proactively address employee issues.

3. Future Research Directions:

- Longitudinal studies to examine the sustained impact of hybrid work on happiness.
- Exploring the role of demographic factors such as age, gender, and experience in shaping employee perceptions of hybrid work.

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