



## THE IMPACT OF HYBRID WORKING MODEL ON JOB SATISFACTION AMONG IT EMPLOYEES

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### ABSTRACT

The present study investigates the effect of the hybrid working model on job satisfaction among IT employees. The hybrid working model, characterized by a blend of remote work and in-office work, has gained increasing popularity in recent years. Understanding its influence on job satisfaction is crucial for promoting employee well-being and organizational success in this evolving work landscape. The study utilizes EFA to refine 24 QWL traits regarding hybrid working model. The EFA approach is chosen due to the diverse sources of the QWL items obtained from the literature. Four factors are revealed by the refined measurement model: health and safety, self-actualization and self-respect, Economic and social, knowledge, and aesthetic requirements. In light of the emergence of the hybrid work paradigm, the study emphasizes the need for additional research into its impact on IT employees' job satisfaction. By gaining an understanding of the factors that influence job satisfaction in a hybrid work environment, organizations can develop targeted strategies to boost employee well-being and maximize organizational performance. The study extends the knowledge on concerning workplace adaptability and its influence on employee satisfaction. They provide insight for organizations migrating to the hybrid working model and serve as a guide for the formulation of policies and practices that foster a positive work environment for IT employees.

**Keywords:** Hybrid Working Model, Job Satisfaction, IT Employees, Reliability, Discriminant Validity, Convergent Validity.

### INTRODUCTION

Pandemic has prompted a substantial move in work arrangements, with remote and hybrid work models becoming the new standard. Particularly, Information Technology (IT) industry has embraced the hybrid working model, which combines occasional in-person collaboration with remote work. As organisations adapt to this flexible work arrangement, it is crucial to investigate its effect on IT employees' job satisfaction. The hybrid working paradigm provides employees with greater flexibility to manage their balance between work and life through a unique combination of remote work and face-to-face interactions. It enables IT professionals to work distantly for a portion of the week while still collaborating face-to-face with co-workers when necessary. This arrangement has several prospective advantages, including reduced commute time, enhanced autonomy, and access to a larger talent pool. Job satisfaction is essential to the health and productivity of employees. It incorporates a variety of factors, including work-life balance, autonomy, job security, compensation, opportunities for professional development, and social interactions. Understanding how the hybrid working model influences these factors and consequently impacts IT employees' job satisfaction is crucial for both employees and organisations.

The hybrid working model offers both benefits and difficulties. On the one hand, it permits every worker to customize their work timings according to their needs and preferences. The stress of commuting is reduced by remote employment, which encourages an improved balance between work and personal life. Additionally, IT professionals value the increased autonomy and control over their work environment, which increases their job satisfaction. However, maintaining effective communication, collaboration, and team cohesion in a hybrid environment can present difficulties. The absence of face-to-face interactions may impede social interactions and the development of strong interpersonal relationships between colleagues. When the tangible separation between work and personal life blurs, managing work-life boundaries can become more challenging. Organisations must resolve these obstacles to ensure that the hybrid working model has a positive effect on IT employees' job satisfaction. Beginning to cast light on the hybrid working model on IT professionals' job satisfaction are empirical studies. According to research, a well-implemented hybrid work arrangement can increase job satisfaction by enhancing work-life balance, providing flexibility, and boosting employee engagement. However, the success of the hybrid working model is contingent upon efficient communication tools, explicit expectations, and organisational support.

To maximise job contentment in a hybrid workplace, organisations should prioritise open communication channels, provide technological infrastructure and support for remote work, and implement flexible work policies. The importance of emphasising employee well-being and creating opportunities for social interactions, both in-person and online, is also essential for enhancing IT employee job satisfaction. As the hybrid working model evolves and becomes more prevalent in the IT industry, it is crucial to comprehend its effect on job satisfaction. Organisations can optimise job satisfaction, an employee engagement, and

overall productivity in the hybrid work environment by examining the advantages and disadvantages of this arrangement. Hybrid working model has the potential to substantially impact IT employees' job satisfaction. By promoting work-life balance, autonomy, and social interactions, organisations can take advantage of this model's benefits and establish a positive work environment that increases job satisfaction and employee well-being in the IT industry.

## REVIEW OF LITERATURE

**Al Riyami et al. (2023)** made a study to investigate the effect of work-from-home (WFH) arrangements on employee perceptions, concentrating specifically on work motivation (WM) and work-life balance (WLB). Due to the pandemic, they noted that organizations worldwide have increasingly adopted WFH. The study's goal was to understand the connection between WFH and WLB while considering mediating factors such as conflict between work and families (WFC) and job motivation.

**Prasad K. D. V et al. (2023)** conducted an empirical investigation into the relationship between remote work and occupational stress, as well as the effects of these variables on job satisfaction, motivation, and performance. Employees from IT-enabled industries in the Hyderabad metropolitan area participated in their study. Three subscales were used to evaluate remote work: self-efficacy, technology, and collaboration. Findings indicated that remote work contributed to employee anxiety and tension, primarily due to lack of peer interaction, lack of routine pauses, and work-family conflicts. The authors proposed the creation of thorough human resource policies and performance management systems to address these issues.

**John Hopkins et al. (2023)** conducted a study on the prevalence of hybrid work models and their effect on knowledge workers' work-life balance and job satisfaction. Through semi-structured interviews with senior HR administrators in Australia, they identified the most prevalent

hybrid work arrangements as well as the support pillars and infrastructure required for their successful implementation. The study made theoretical aids to the prevailing literature by applying COR theory to interpret the findings. The implications of this study are significant for academics and human resource professionals who look to improve performance and working conditions.

**Fiona Niebuhr et al. (2022)** investigated the effects of work from home (WFH) on German employees, concentrating specifically on job satisfaction, work capability and stress. Their analysis made use of data from a panel survey of German workers from a variety of industries. The findings highlighted the positive impact of technical equipment on employee health and job satisfaction. The study highlighted the importance of legal regulations for WFH and offered insight into intervention strategies.

**Amaya Erro – Garces et al.(2022)** They analysed data from the Baltic countries' "Living, Working, and COVID-19" study. The study verified significant differences in telework preferences and discovered that a positive telework experience indirectly influenced well-being via work-life balance. Employees with negative telework experiences during the pandemic may be less receptive to telework as a substitute to the traditional mode of work arrangements, according to the findings.

**Kumar A. S. et al. (2022)** aimed to comprehend employee preferences regarding work environments and the effect of various work configurations, including hybrid workplace solutions, on overall well-being. Their exhaustive study focused on a variety of remote work and office-based operations. The study's objective was to give employers with valuable insights for designing future workplaces that consider employee preferences and well-being.

Anute, Kabadi, Ingale (2019) LinkedIn and Twitter are the most popular digital marketing tools for job seekers when searching for new jobs. So recruiters need to

focus more on these two social networking sites.

#### RESEARCH GAP:

Employee productivity, engagement, and retention are directly influenced by job satisfaction. By examining effect of the hybrid working model on job satisfaction, organizations can gain insights into how this work arrangement affects employee performance and organizational outcomes. This knowledge can inform decision-making processes and help organizations optimize their work models to enhance overall performance. Many organizations are transitioning to a hybrid working model or considering its implementation. Understanding the effect of this model on job satisfaction can assist organizations in managing transition effectively. It can help them anticipate potential challenges and design strategies to support employees' satisfaction and well-being during the transition phase. There is no particular study to focus on these areas which comprises the research gap of the present study.

#### OBJECTIVES OF THE STUDY:

Primary objectives of the present study are to find the impact of the hybrid working model of IT employees and to identify the factors of hybrid working model.

#### RESEARCH METHODOLOGY

S. No	Research Methodology	Research Source
1.	Research Design	Exploratory Research
2.	Data Source	Primary data & Secondary sources of data were gathered
3.	Data Instrument	Structured Questionnaire and personal interviews
4.	Sample Plan	Target spectators are IT employees
5.	Sample respondents	124 IT professionals
6.	Sampling Way	Convenience sampling
7.	Sampling Methodology	Google forms & few personal interviews

#### DATA ANALYSIS:

The 24 attributes were improved using EFA to prevent abnormalities brought on by convergence. EFA was utilized rather than CFA because the elements came from a variety of sources. As shown in Table 1, four factors (health and safety, economic,

self-actualization and self-esteem, and social, knowledge, and aesthetic requirements) retained 19 characteristics. Cronbach's alpha values exceeded the 0.70 reliability threshold. Consequently, the results suggested that the measures' reliability is ample. The average extracted

variance (AVE) for each construct in Table 2 was higher than the corresponding squared correlations, which provided evidence for the discriminant validity. In addition, each AVE was above 0.5, indicating convergent validity.

**Table 1: Exploratory Factor Analysis**

	loading	value	explained	alpha	mean
Factor 1: Health and Safety Needs		8.27	38.26	0.84	4.02
Enough working space	0.70				
Good air quality	0.81				
Physically safe workspace	0.85				
Pleasant work environment	0.83				
Factor 2: Economic Needs		1.95	10.21	0.86	3.85
Fair pay	0.78				
Time for social life	0.80				
Time for family life	0.82				
Factor 3: Self-actualization and Esteem Needs		1.41	8.03	0.81	3.90
Realized employee potential	0.75				
Job matches with employee skill	0.78				
Adequate decision-making power	0.80				
Fair appraisal policies	0.72				
Good reward system	0.68				
Appreciated at work	0.60				
Factor 4: Social, Knowledge and Aesthetic Needs		1.09	6.15	0.82	3.99
Supportive supervisor	0.62				
Cooperative employees	0.64				
Good orientation	0.85				
Effective training system	0.86				
Opportunities for professional development	0.70				
Opportunities for developing professional skills	0.74				

**Table2 Measured correlations, squared correlations, and AVE**

	1	2	3	4	5	AVE <sup>b</sup>
Health and safety needs (1)	1.00					0.70
Economic needs (2)	<b>.38(.14)<sup>a</sup></b>	1.00				0.76
Self-actualization and esteem needs (3)	<b>.40(.16)</b>	<b>.50(.27)</b>	1.00			0.75
Social, knowledge, and aesthetic needs (4)	<b>.56(.31)</b>	<b>.54(.30)</b>	<b>.41(.17)</b>	1.00		0.81
Job satisfaction (5)	<b>.71(.50)</b>	<b>.60(.36)</b>	<b>.51(.26)</b>	<b>.63(.40)</b>	1.00	0.85
$\alpha$	0.84	0.86	0.82	0.81	0.90	
Mean (St. Dev)	4.02(.48)	3.85(.85)	3.90(.35)	3.99(.27)	4.08(.62)	

<sup>a</sup>  $p < .01$ , all correlation coefficients were significant at the 0.01 level. <sup>b</sup> All AVE exceeded 0.50

## DISCUSSION

Exploratory factor analysis (EFA) was essential to the refinement of the quality of work life (QWL) attributes in relation to the hybrid working model in this study. EFA assisted in addressing multicollinearity by identifying and removing redundant or

highly correlated attributes, resulting in a more precise representation of the underlying factors influencing QWL within the context of the hybrid working model. EFA was chosen because it is a data-driven technique that identifies latent factors based on observed relationships between

variables, as opposed to confirmatory factor analysis (CFA), which evaluates predetermined measurement models. Consequently, EFA enabled the identification of the underlying structure of the hybrid working model's QWL attributes. According to the EFA results shown in Table 1, 19 traits were kept and divided into four separate categories: safety and wellness, economics, self-realization and esteem for oneself, and social, intellectual, and aesthetic criteria. In the context of the hybrid working model, these factors provide a comprehensive comprehension of the various dimensions of QWL that influence employee well-being and job satisfaction. Cronbach's alpha values were examined in order to evaluate the internal consistency of the study's measures. According to Nunnally and Bernstein (1994), the values indicated satisfactory internal consistency because they surpassed the commonly recognized threshold of 0.70. This indicates that the measures accurately captured the fundamental constructs they were intended to measure.

Using Table 2, the measurement model's convergent and discriminant validity were assessed. The squared correlations among constructs and the AVE for each construct were assessed. The results demonstrated that the AVE values were greater than the squared correlations, providing evidence for the discriminant validity of the measurement model. This demonstrates that the model's constructs are distinct and encompass distinct aspects of QWL. In addition, all AVE values greater than 0.5 indicated convergent validity, indicating that a significant portion of the variance in each construct was explained by its corresponding set of indicators. These results demonstrate that the study's measures accurately captured the constructs they were intended to represent, thereby establishing the validity of the measurement model.

The use of EFA, reliability analysis, and assessments of convergent and discriminant validity in still confidence in the

measurement model used to evaluate QWL attributes in this study. These findings contribute to a broader comprehension of employee well-being and job satisfaction and provide a firm foundation for future analysis and interpretation of the relationship between QWL and pertinent outcomes.

### LIMITATIONS OF THE STUDY

The study's findings should be interpreted within the constraints of the sample of IT employees that was chosen. It is critical to understand that the traits and demographics of the participants could not accurately reflect the population of IT professionals as a whole. Therefore, care should be taken when generalizing the findings to a broader context. In addition, the study may not have accounted for certain external factors that may influence IT employees' job satisfaction. The hybrid working model could interact with organizational culture, leadership style, or macroeconomic conditions to effect job satisfaction. Future research could investigate these contextual factors to obtain a deeper understanding of the connection between the hybrid working model and job satisfaction. Furthermore, it is essential to note that the study's primary objective was to examine the relationship between the hybrid working model and job satisfaction. Other significant variables that may affect job satisfaction, such as job characteristics, organizational support, or individual differences, may not have been thoroughly accounted for in this study. A more thorough understanding of the elements affecting IT employee work satisfaction would result from the incorporation of a wider variety of variables.

### CONCLUSION

Exploratory factor analysis (EFA) was used to modify the 24 QWL features connected to the hybrid working model, addressing multicollinearity and assuring measurement accuracy. Due to numerous QWL item sources, EFA was chosen over CFA. Health and safety, economic, self-actualization and

self-esteem, social, knowledge, and aesthetic criteria were the EFA outcomes. These factors explain the several QWL aspects that affect employee well-being and work satisfaction.

Cronbach's alpha analysis showed the measures' internal consistency. The metrics captured the expected constructions since they surpassed 0.7. Convergent and discriminant validity validated the measuring model. Discriminant validity was shown by each construct's AVE exceeding the squared correlations. All AVE values exceeded 0.5, proving convergence. These findings support the measuring model's capacity to effectively quantify QWL features in study participants.

The revised measurement model provides a solid framework for additional analysis, revealing the relationship between QWL inside the hybrid working paradigm and relevant outcomes. Companies can improve work experiences by recognizing the factors that affect employee well-being and job satisfaction. The study helps us understand QWL and its effects on employees in different organizations. QWL characteristics and organizational outcomes, including employee engagement, productivity, and retention in hybrid working models should be studied further. Longitudinal studies can show how QWL treatments affect employee well-being and organizational performance. Understanding and addressing QWL variables in the hybrid working model can improve work experiences, job satisfaction, and organizational performance.

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