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## **Hybrid Working Models and Employee Well-being in the Indian IT Industry: Post-Pandemic Empirical Evidence**

**Samir Kumar Shah** (Corresponding Author)

Research Scholar, School of Management & Commerce, K. R. Mangalam University, Haryana, India.

Email: 2402993023@krmu.edu.in

ORCID: 0009-0002-4670-3687

**Dr. Devkanya Gupta**

Assistant Professor, School of Management & Commerce, K. R. Mangalam University, Haryana, India.

Email: devkanya.gupta@krmangalam.edu.in

ORCID: 0009-0008-7955-2727

### **ABSTRACT**

Hybrid working has become a stable characteristic of organizational life in the post-pandemic period, particularly within knowledge-intensive sectors such as information technology (IT). While prior research has largely emphasized productivity and performance outcomes, limited empirical attention has been given to how hybrid working arrangements influence employee psychological well-being, especially in emerging economic environments. This study examines the relationship between hybrid working models and employee well-being in the Indian IT industry using large-scale primary survey data.

Drawing on the Job Demands–Resources and Conservation of Resources frameworks, the study analyzes responses from 515 IT professionals working under different degrees of hybrid and remote arrangements. Validated measurement scales were pilot tested before data collection, and the data were analyzed using correlation, regression, and group comparison techniques. The findings indicate that hybrid working models are strongly and positively associated with employee well-being, although the strength of this relationship varies with the intensity of hybrid work adoption. Demographic characteristics show limited explanatory influence on well-being outcomes.

The results suggest that hybrid work functions as an important organizational resource that supports employee psychological functioning when implemented meaningfully, rather than symbolically. At the same time, the findings highlight the need for careful management of work boundaries to prevent resource exhaustion. By providing post-pandemic empirical evidence from India's IT sector, the study shifts the analytical focus from productivity alone to employee well-being as a critical dimension of workforce and organizational sustainability.

**Keywords:** hybrid working, employee well-being, Indian IT industry, post-pandemic work, organizational sustainability

### **1. INTRODUCTION**

Over the past decade, the way work is organized has transformed significantly. The COVID-19 pandemic did not create this shift alone, but it accelerated changes that were already underway. What began as an emergency measure to keep businesses running has gradually established into a more stable and formal way of working. Among these, hybrid working models where employees divide their time between remote and on-site work have emerged as a key feature of today's workplace (Allen et al., 2015; Messenger & Gschwind, 2016). This shift is especially visible in knowledge-driven sectors such as the information technology (IT) industry (Bloom, 2024; Choudhury et al., 2021). While early organizational responses underscored business continuity and productivity maintenance, subsequent research has highlighted unintended psychological consequences such as digital intensity, blurred boundaries, and extended availability expectations (Wang et al., 2021). As hybrid work becomes institutionalized beyond crisis conditions, employee well-being has emerged as a central organizational concern. Employees' well-being reaches beyond job satisfaction to incorporate psychological functioning, emotional stability, and sustained capacity to manage work demands (Ryff, 1989; Wright & Cropanzano, 2000). In hybrid contexts, this dimension becomes particularly relevant as autonomy increases alongside greater responsibility for self-regulation and boundary management.

The Indian IT industry provides an exceptionally relevant context for examining these dynamics. As one of the earliest adopters of large-scale remote and hybrid work, this sector demonstrated high levels of digital readiness and operational toughness (Bloom, 2024). At the same time, IT professionals in India frequently

operate within globally distributed teams, manage multiple cross-time-zone demands, and face severe performance expectations. These structural characteristics suggest that hybrid working arrangements may simultaneously support flexibility while increasing psychological demands, making employee well-being a critical outcome of interest.

Existing research on hybrid and remote work has largely focused on Western economies and has frequently prioritized productivity and performance outcomes (Bloom et al., 2015; Wang et al., 2021). Moreover, much of the literature is based on pandemic-era conditions, when work arrangements were reactive rather than strategically designed. As hybrid work becomes normalized in the post-pandemic period, there remains limited empirical evidence on how stabilized hybrid working models influence employee well-being in emerging economy contexts such as India.

Addressing this gap, the present study examines the relationship between hybrid working models and employee well-being in the Indian IT industry using large-scale primary survey data. By focusing on employee well-being as a workforce sustainability outcome within a post-pandemic hybrid work environment, the study contributes empirical evidence relevant to management decision-making and organizational sustainability in knowledge-intensive sectors.

## **2. CONCEPTUAL DEFINITIONS AND KEY CONSTRUCTS**

Clear conceptual definitions are critical for examining the relationship between hybrid working models and employee well-being, particularly given the overlapping and often inconsistently used terminology in modern work and organizational research. This section clarifies the key constructs used in the study and situates them within their broader organizational and sectoral contexts.

### **2.1 Hybrid Working Models**

Hybrid working refers to an employment arrangement in which employees rotate between remote work locations and physical office spaces as part of a structured or semi-structured work schedule (Choudhury et al., 2021). Unlike fully remote work, hybrid models preserve elements of face-to-face interaction and co-located collaboration while simultaneously offering flexibility in work location and scheduling. Hybrid arrangements may take numerous forms, including fixed schedules, flexible patterns, or role-dependent configurations (Gajendran & Harrison, 2007), depending on organizational policies, managerial judgement, and job requirements.

It is important to differentiate hybrid working from the emergency remote work that emerged during the COVID-19 pandemic. Emergency remote work was primarily reactive in nature and implemented under emergency conditions, often without long-term planning or formal organizational design. In contrast, post-pandemic hybrid working reflects a more thoughtful and strategic approach to work organization, aimed at balancing flexibility, managerial control, collaboration needs, and operational efficiency (Bloom, 2024). In the Indian IT sector, hybrid working has increasingly become a strategic response to evolving employee expectations, competitive talent markets, and the need to maintain global service delivery standards.

### **2.2 Employee Well-being**

Employee well-being is a multidimensional construct covering psychological, emotional, and mental health experiences associated with work (Grant et al., 2007). It reflects not only the absence of stress or strain but also the presence of positive functioning, resilience, and a sense of purpose in one's professional role (Ryff, 1989). Unlike job satisfaction, which captures evaluative judgments about work conditions, or employee engagement, which reflects motivational energy and involvement, well-being focuses on how employees feel and function over time within their work environment (Wright & Cropanzano, 2000).

In hybrid work settings, employee well-being is shaped by a complex collaboration of job demands and job resources, including independence, workload, managerial support, and organizational culture. While hybrid arrangements may reduce travelling stress and enhance apparent control over work schedules, they may also increase cognitive load, emotional tiredness, and role blurring if boundaries between work and personal life are poorly managed (Wang et al., 2021). Examining employee well-being, therefore, provides a deeper understanding of the sustainability of hybrid working models beyond short-term productivity or efficiency outcomes.

### **2.3 Sectoral Context and Work Structures**

Work experiences are strongly influenced by sector-specific work structures, norms, and accountability systems. The IT sector is characterized by high knowledge intensity, superior digital infrastructure, and result-oriented performance systems, which make it relatively favorable to hybrid working arrangements. Employees in this sector often rely on digital collaboration tools and are familiarised with flexible, project-based work structures, enabling smoother integration of hybrid models.

In contrast, government organizations and traditional industries in India typically operate within more rigid administrative frameworks, standardized practices, and office presence-based evaluation systems. These structural characteristics can restrict the effectiveness of flexible work arrangements and shape employee experiences differently. Although the present study empirically focuses on the IT sector, acknowledging sectoral differences enhances the interpretive value of the findings. It highlights why hybrid working models may generate varying well-being outcomes across organizational contexts and underscores the importance of contextual sensitivity in the design and evaluation of hybrid work practices.

### **3. EVOLUTION OF WORK PRACTICES IN THE INDIAN IT CONTEXT**

Understanding the evolution of work practices in the Indian IT industry is essential for interpreting modern hybrid working arrangements. Hybrid work did not emerge in isolation; rather, it reflects a gradual transition shaped by pre-pandemic norms, disaster-induced remote work, and post-pandemic organizational redesign. Examining this progression helps contextualize employee well-being outcomes observed in the present study.

#### **3.1 Pre- and Pandemic-Era Work Practices**

Before the COVID-19 pandemic, work practices in the Indian IT industry were fundamentally office-centric, with physical presence often equated with productivity, employee commitment, and managerial supervision. Despite the availability of digital collaboration tools, flexible work arrangements were implemented inconsistently and were frequently limited to senior roles. The beginning of the pandemic triggered a sudden and large-scale shift to remote work, driven primarily by business continuity requirements. While organizations demonstrated strong technological readiness and initially emphasized productivity maintenance, prolonged remote work also exposed unintended consequences, including blurred work boundaries, social isolation, and rising psychological strain among employees (Wang et al., 2021; Eurofound, 2021). These experiences highlighted the limitations of disaster-driven work arrangements and highlighted the need for more sustainable post-pandemic work designs.

#### **3.2 Post-pandemic Hybrid Transition**

As pandemic-related restrictions reduced, many organizations chose against a full return to pre-pandemic office-based models. Instead, hybrid working arrangements emerged as a settlement between flexibility and organizational oversight. In the Indian IT sector, hybrid work has increasingly been established through formal policies, although implementation continues to vary across organizations and roles. Firms experiment with different arrangements of remote and on-site work to balance collaboration needs, performance monitoring, and employee expectations.

#### **3.3 Sectoral Comparison and Implications**

The relative success of hybrid working models is strongly influenced by sector-specific work structures and accountability systems. The Indian IT sector's digital maturity and result-oriented performance frameworks make it more favourable to hybrid work adoption compared to traditional industries or government organizations that rely on office presence-based evaluation systems. Recognizing these differences reinforces the importance of context-specific empirical research and cautions against treating hybrid work as a universally applicable solution.

### **4. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT**

The quick adoption of hybrid working arrangements has prompted renewed scholarly attention toward understanding how changes in work structure influence employee outcomes. While early research on flexible work arrangements largely focused on productivity and efficiency, more recent studies emphasize the importance of psychological and behavioral outcomes as organizations transition toward long-term hybrid models.

#### **4.1 Hybrid Working Models and Employee Well-being**

Hybrid working models are commonly linked with increased autonomy, reduced traveling time, and greater flexibility in managing work schedules (Spreitzer et al., 2017). Earlier research suggests that such flexibility can enhance employee well-being by decreasing stress levels and improving perceived control over work demands (Choudhury et al., 2021; Bloom, 2024). In knowledge-intensive sectors, hybrid arrangements may also enable employees to better align work tasks with personal pace, contributing positively to psychological functioning. At the same time, empirical evidence suggests that hybrid and remote work may increase job demands through long-stretched digital availability, blurred work-life boundaries, and increased cognitive load, potentially leading to emotional tiredness and reduced recovery opportunities (Wang et al., 2021; Zito & Colombo, 2021). These mixed findings indicate that hybrid working arrangements are neither uniformly beneficial nor inherently harmful, but dependent on implementation quality and contextual factors.

#### **4.2 Theoretical Foundations: Job Demands-Resources and Conservation of Resources**

The Job Demands-Resources (JD-R) model provides a useful framework for understanding how hybrid working arrangements change employee well-being. Hybrid working models may operate as job resources by increasing autonomy and flexibility, thereby supporting psychological well-being. At the same time, if hybrid arrangements increase demands through persistent connectivity or vague role expectations, their positive effects may be weakened (Demerouti et al., 2001; Schaufeli & Taris, 2014; Bakker & Demerouti, 2007).

From a COR standpoint, hybrid work can enhance well-being when it enables employees to conserve resources by reducing travelling stress and increasing recovery opportunities. Conversely, when hybrid work leads to resource weakening through work intensification or work-life boundary erosion, employee well-being may decline (Lazarus & Folkman, 1984; Hobfoll et al., 2018).

Together, these theoretical perspectives suggest that hybrid working models influence employee well-being through their impact on resource availability and demand intensity. This dual framing supports empirical examination of hybrid work as a structural condition that can either support or undermine employee psychological outcomes depending on contextual factors.

#### **4.3 Hybrid Working in the Indian IT Context**

Most empirical research on hybrid and remote work has been conducted in Western organizational settings, limiting the generalizability of findings to emerging economies (Budhwar & Bhatnagar, 2009; Upadhyay & Kumar, 2020). In the Indian IT industry, hybrid working meets with unique structural characteristics, including global delivery models, cross-time-zone collaboration, and high-performance expectations. These conditions may strengthen both the benefits and risks associated with hybrid work.

While the IT sector's digital maturity facilitates the adoption of hybrid arrangements, employees may also face increased pressure to remain continuously available to global clients. As a result, hybrid work in the Indian IT context may concurrently enhance flexibility and increase psychological demands. Despite the sector's economic significance, empirical evidence on how hybrid working models affect employee well-being in post-pandemic India remains limited, underscoring the relevance of the present study.

#### **4.4 Role of Hybrid Work Intensity and Demographic Factors**

Hybrid working arrangements vary significantly in amount, ranging from occasional remote work to predominantly remote or fully hybrid roles. Prior research suggests that the degree of exposure to flexible work arrangements may shape employee outcomes differently. Moderate levels of hybrid work may optimize the balance between autonomy and social interaction, while excessive remote exposure may increase risks related to isolation and digital exhaustion (Wang et al., 2021).

#### **4.5 Hypothesis Development**

Drawing on the reviewed literature and theoretical frameworks, the present study proposes the following hypotheses:

**H1:** Hybrid working models have a significant impact on employee well-being in the Indian IT industry.

This hypothesis reflects the expectation that hybrid working arrangements, as a structural feature of work design, influence employee psychological functioning by modifying the balance between job demands and resources.



**H2:** The relationship between hybrid working models and employee well-being varies according to the intensity of hybrid work adoption.

This hypothesis recognizes that hybrid work is not a uniform circumstance and that differing levels of exposure may produce distinct well-being outcomes.

## **5. RESEARCH METHODOLOGY**

### **5.1 Research Design**

This study adopts a quantitative, cross-sectional research design to examine the relationship between hybrid working models and employee well-being in the Indian IT industry. The cross-sectional design enables the analysis of employee perceptions of hybrid work arrangements and psychological well-being during the post-pandemic period, when hybrid work has become relatively institutionalized rather than an emergency measure.

Survey-based research is particularly suitable for capturing employees' subjective experiences of hybrid work and well-being, especially in knowledge-intensive sectors where psychological outcomes are not directly observable.

### **5.2 Population and Sample**

The target population comprises employees working in the Indian information technology (IT) industry who have been working in hybrid work arrangements.

Data were collected from 515 IT professionals across multiple organizations, roles, and experience levels, including software development, project management, testing, support, and related IT functions

Given the absence of a comprehensive sampling frame for IT professionals working under hybrid arrangements, the study employed a non-probability sampling approach, combining convenience sampling and snowball sampling techniques. Initial respondents were contacted through professional networks and organizational contacts and were encouraged to share the survey with colleagues working in similar hybrid environments.

### **5.3 Data Collection and Measurement**

Primary data were collected using a **structured, self-administered online questionnaire** distributed through professional platforms, including LinkedIn, Facebook, WhatsApp, email, and messaging applications.

To minimize response bias, anonymity and confidentiality were assured, and no personally identifiable information was collected. Data collection was conducted during the post-pandemic period, ensuring that responses reflected stabilized hybrid work practices rather than interim crisis arrangements.

All constructs were measured using validated scales adapted from established research to ensure content validity and reliability.

- **Hybrid Working Models** were measured using items assessing flexibility in work location, frequency of remote work, and perceived autonomy in managing work schedules.
- **Employee Well-being** was measured using established psychological well-being indicators capturing emotional stability, stress management, resilience, and overall mental well-being.
- **Demographic Variables** included age, gender, work experience, job role, and intensity of hybrid work adoption.

All items were measured on a **five-point Likert scale**, ranging from 1 ("strongly disagree") to 5 ("strongly agree").

### **5.4 Pilot Study and Reliability**

A pilot study (n = 50) was conducted before the main survey, followed by reliability testing on the full sample. For the final sample (N = 515), internal consistency was assessed using **Cronbach's alpha coefficients**. All constructs exceeded the recommended threshold of 0.70, indicating satisfactory reliability and suitability for further statistical analysis.

### **5.5 Data Analysis Techniques**

Data analysis was conducted using the **Statistical Package for the Social Sciences (SPSS)**.

- Descriptive statistics to summarize respondent characteristics and key variables.
- Reliability analysis to assess internal consistency.
- Pearson correlation analysis to examine preliminary relationships.
- Multiple regression analysis to test H1.

- One-way ANOVA was conducted to examine differences in employee well-being across levels of hybrid work intensity to test H2.
- All statistical tests were conducted at a **5% significance level ( $p < 0.05$ )**.

### 5.6 Common Method Bias

Procedural remedies were implemented, including anonymity assurance, clear item wording, and separation of constructs within the questionnaire. These measures are commonly recommended to reduce method-related bias in survey research.

### 5.9 Ethical Considerations

Participation was voluntary, informed consent was obtained, and respondents were assured of anonymity and confidentiality. The data collected were used solely for academic purposes, and no form of deception or coercion was involved.

## 6. RESULTS

### 6.1 Respondent Profile

A total of **515 valid responses** were retained for statistical analysis after data screening. The respondents represent a diverse cross-section of professionals working in the Indian IT industry across various roles, experience levels, and degrees of exposure to hybrid working arrangements. The demographic distribution of the sample supports the relevance and contextual validity of the analysis.

Table 2 presents a summary of respondents' demographic characteristics.

#### Demographic Profile of Respondents (N = 515)

Table 1: Demographic Profile of Respondents (N = 515)

Variable	Category	Frequency	Percentage
Gender	Male	389	77.0
	Female	112	22.2
Age	Below 30 years	146	28.9
	30–40 years	223	44.2
	Above 40 years	136	26.9
Work Experience	< 5 years	51	10.1
	5–10 years	71	14.1
	> 10 years	383	75.8
Hybrid Work Intensity	Low (Office)	172	34.1
	Moderate (Hybrid)	259	51.3
	High (Remote)	74	14.7

### 6.2 Reliability Analysis (Cronbach's Alpha)

The internal consistency of the measurement scales was assessed using **Cronbach's alpha coefficients**. All constructs exceeded the recommended threshold of 0.70, indicating satisfactory reliability and suitability for further statistical analysis.

- Hybrid Working Models:  $\alpha = 0.968$
- Employee Well-being:  $\alpha = 0.941$

The high reliability values suggest strong internal consistency across items.

Table 2: Descriptive Statistics and Reliability Analysis

Construct	Items	Cronbach's $\alpha$	Interpretation
Hybrid Working	Q1–Q11	<b>0.968</b>	Excellent
Employee Well-being	Q23–Q32	<b>0.941</b>	Excellent

### 6.3 Descriptive Statistics

Descriptive statistics were computed to examine the central tendency and dispersion of the key study variables. Composite mean scores were calculated for each construct.

- Hybrid Working Models:  $M = 3.84$ ,  $SD = 0.82$
- Employee Well-being:  $M = 3.73$ ,  $SD = 0.79$

These values indicate that respondents generally perceived moderate to high levels of hybrid work flexibility and reported relatively positive psychological well-being. The observed variability supports the appropriateness of regression and group comparison analyses.

*Table 3: Composite Mean Score of key constraints*

Variable	Mean	SD
Hybrid Working	3.84	0.82
Employee Well-being	3.73	0.79

### 6.4 Correlation Analysis

Pearson correlation analysis was conducted to examine the bivariate relationship between hybrid working models and employee well-being.

Hybrid working models were found to be **strongly and positively correlated** with employee well-being ( $r = 0.922$ ,  $p < .001$ ).

The strong association nonetheless provides preliminary support for further regression analysis.

*Table 4: Pearson Correlation Matrix*

Variables	r	p
Hybrid Working ↔ Employee Well-being	<b>0.922</b>	<b>P &lt; 0.001</b>

### 6.5 Regression Analysis (Testing H1)

Multiple regression analysis was performed to test **H1**, with employee well-being as the dependent variable and hybrid working models as the independent variable.

The regression model was statistically significant, explaining a substantial proportion of variance in employee well-being ( $R^2 = 0.849$ ,  $F(1, 503) = 2835.00$ ,  $p < .001$ ). Hybrid working models emerged as a significant positive predictor of employee well-being ( $\beta = 0.92$ ,  $p < .001$ ).

The findings indicate that higher levels of engagement in hybrid working arrangements are associated with higher reported levels of psychological well-being among IT professionals.

*Table 5: Regression Analysis Predicting Employee Well-being (H1)*

Predictor	B	SE	t	p
Constant	-0.615	0.090	-6.85	< .001
Hybrid Working	<b>1.130</b>	0.021	<b>53.25</b>	< .001

### 6.6 Role of Hybrid Work Intensity (Testing H2)

To examine **H2**, respondents were categorized based on the intensity of hybrid work adoption (office-based, hybrid, and remote). One-way ANOVA revealed a statistically significant difference in employee well-being across work modes ( $F = 3.28$ ,  $p = .039$ ).

Employees operating in hybrid and remote modes reported higher levels of well-being compared to those working fully from the office. The effect size was small ( $\eta^2 = 0.013$ ), indicating modest but meaningful variation across work modes.

These results support the view that hybrid work intensity shapes employee well-being outcomes, reinforcing the importance of implementation quality rather than mere policy presence.

***Effect of Hybrid Work Intensity on Employee Well-being (H2)******Table 7: Mean Well-being Scores by Work Mode***

<b>Work Mode</b>	<b>Mean</b>	<b>SD</b>
<i>Office (Low intensity)</i>	3.99	0.78
<i>Hybrid (Moderate intensity)</i>	4.19	0.75
<i>Remote (High intensity)</i>	4.13	0.81

<b>Statistic</b>	<b>Value</b>
<i>F</i>	3.28
<i>P</i>	.039

**6.7 Summary of Hypothesis Testing*****Table 8: Summary of Hypothesis Testing***

<b>Hypothesis</b>	<b>Statement</b>	<b>Result</b>
H1	Hybrid working models significantly influence employee well-being	Supported
H2	Hybrid work intensity influences well-being outcomes	Supported

This summary consolidates the statistical findings and provides a clear reference point for subsequent discussion.

**7. DISCUSSION****7.1 Discussion of Findings**

The findings demonstrate a strong and positive association between hybrid working models and employee psychological well-being in the post-pandemic Indian IT industry. This suggests that hybrid work, when implemented as a stabilized and institutionalized work design rather than an interim adjustment, functions as an important organizational resource that supports employees' psychological functioning.

From the perspective of the Job Demands–Resources (JD–R) model, the findings indicate that hybrid working models operate primarily as job resources, offering employees greater autonomy, flexibility, and observed control over work arrangements.

The Conservation of Resources (COR) framework further helps explain the observed relationship. Hybrid working arrangements appear to enable employees to conserve valuable resources such as time, energy, and psychological capacity by reducing travelling demands and allowing greater discretion over work organization. When employees are better able to save these resources, their overall sense of well-being improves.

**7.2 Demographic Uniformity and Well-being Outcomes**

The analysis revealed no statistically significant differences in employee well-being across key demographic characteristics such as gender and age, with only marginal variation across experience levels. This suggests that, within the Indian IT sector, the well-being effects associated with hybrid working models are relatively uniform across employee groups.



### **7.3 Role of Hybrid Work Intensity**

The results further demonstrate that the relationship between hybrid working models and employee well-being differs according to the **intensity of hybrid work adoption**. Employees operating under hybrid and remote arrangements reported higher levels of well-being compared to those working fully from the office, although the effect size was modest.

This finding highlights that symbolic or partial adoption of hybrid work may be insufficient to generate meaningful well-being benefits. Instead, sustained and consistent hybrid exposure appears necessary for employees to realize the psychological advantages associated with flexibility and autonomy.

### **7.4 Organizational and Economic Implications**

From an organizational and economic standpoint, the findings underscore the importance of observing employee well-being as a factor of **workforce sustainability** rather than a peripheral or optional outcome. Hybrid working models that enhance employee well-being may contribute indirectly to organizational resilience.(Parker & Grote, 2022).

### **7.5 Contribution to Theory**

This study contributes to the hybrid work literature by extending the application of the Job Demands–Resources and Conservation of Resources frameworks to a post-pandemic hybrid work context. By focusing on employee well-being rather than productivity alone and by providing empirical evidence from an emerging economy, the study broadens understanding of how hybrid working arrangements influence workforce sustainability.

### **7.6 Practical and Policy Contributions**

The findings offer practical insights for managers, HR professionals, and policymakers by emphasizing that hybrid working should be implemented as a deliberate organizational design choice rather than an informal flexibility initiative. Clear expectations around availability, performance, and communication are critical to ensuring that hybrid work supports employee well-being without increasing job demands. From a policy perspective, the results support the development of principle-based guidelines that encourage responsible hybrid work adoption in knowledge-intensive sectors.

## **8. MANAGERIAL, HUMAN RESOURCE, AND POLICY IMPLICATIONS**

The findings of this study offer important implications for organizational decision-makers, human resource professionals, and policymakers as hybrid working models become an established feature of post-pandemic employment. By demonstrating a strong and positive association between hybrid working arrangements and employee well-being, the study underlines the need to view work design choices through the lens of workforce sustainability rather than short-term operational convenience.

### **8.1 Managerial Implications**

From a managerial perspective, the results suggest that hybrid working models should be approached as **deliberate organizational design choices** rather than informal flexibility initiatives. The strong association between hybrid work and employee well-being indicates that flexibility, when meaningfully embedded into work structures, can support employees' psychological functioning.

Managers play a central role in shaping how hybrid work arrangements are experienced by employees, particularly through expectations related to availability, performance monitoring, and communication practices. Clear articulation of work objectives and outcomes, rather than reliance on physical presence or continuous digital visibility, can help reduce uncertainty and psychological strain. The findings also indicate that partial or inconsistent implementation of hybrid work may dilute its potential benefits, reinforcing the importance of coherence and consistency in managerial approaches to hybrid work adoption.

### **8.2 Human Resource Implications**

For human resource professionals, the study emphasizes the importance of integrating hybrid working arrangements into formal HR policies and systems. Treating hybrid work as an institutionalized practice rather than an ad hoc arrangement can enhance clarity, fairness, and employee trust. HR functions may consider aligning hybrid work policies with broader well-being and workforce planning initiatives to ensure that flexibility contributes to sustainable employee outcomes.

The absence of significant demographic differences in well-being outcomes suggests that hybrid work policies can be designed to be broadly inclusive, focusing on role requirements rather than individual

characteristics. At the same time, the variation observed across hybrid work intensity levels indicates the value of monitoring employee well-being as hybrid arrangements evolve. Incorporating well-being indicators into HR analytics frameworks can support evidence-based adjustments to hybrid work practices without imposing prescriptive interventions.

### **8.3 Policy Implications**

At the policy level, the findings contribute to ongoing discussions about the future of work in knowledge-intensive sectors. The positive association between hybrid working models and employee well-being supports the case for encouraging flexible work arrangements as part of broader workforce sustainability strategies, particularly in emerging economies such as India.

Rather than prescribing uniform hybrid work mandates, policymakers and industry bodies may consider developing **principle-based guidelines** that promote responsible hybrid work adoption. Such guidance could emphasize clarity in work expectations, reasonable availability norms, and attention to employee psychological health. By framing hybrid work as an organizational design choice with implications for workforce well-being, policy discussions can move beyond short-term efficiency considerations toward long-term labor market resilience.

### **8.4 Summary of Implications**

Overall, the implications of this study suggest that hybrid working models have the potential to support employee well-being when implemented thoughtfully and consistently. For managers, HR professionals, and policymakers, the findings reinforce the importance of aligning flexibility with clear structures, supportive practices, and sustainability-oriented thinking. As hybrid work becomes increasingly normalized, attention to employee psychological well-being will remain central to achieving balanced and resilient work systems.

## **9. CONCLUSION**

This study examined the relationship between hybrid working models and employee well-being in the post-pandemic Indian IT industry using large-scale primary survey data. The findings indicate a strong and positive association between hybrid working arrangements and employee psychological well-being, suggesting that hybrid work, when implemented as an institutionalized and coherent work design, can function as a valuable organizational resource. These findings have implications for organizational cost sustainability and labor efficiency.

The results further demonstrate that the benefits of hybrid working are not varied considerably by demographic characteristics, indicating that hybrid work arrangements may support employee well-being in a broadly inclusive manner within the IT sector. At the same time, the analysis highlights the importance of hybrid work intensity, with sustained hybrid and remote arrangements associated with higher levels of well-being compared to fully office-based work. This indicates that merely symbolic adoption of hybrid work may not be sufficient to generate meaningful psychological benefits.

Overall, the study contributes post-pandemic empirical evidence from an emerging economy context, reinforcing the view that the long-term success of hybrid work depends not only on flexibility but also on thoughtful organizational design and consistent implementation. By positioning employee well-being as a core dimension of workforce sustainability, the study contributes a human-centered and empirically grounded perspective to contemporary debates on the future of work.

## **10. LIMITATIONS AND DIRECTIONS FOR FUTURE RESEARCH**

Despite its contributions, this study has certain limitations that should be acknowledged.

First, the cross-sectional research design limits the ability to draw causal inferences. While strong associations between hybrid working models and employee well-being were identified, longitudinal studies would be necessary to examine how these relationships evolve as hybrid work becomes further institutionalized.

Second, the study relies on self-reported survey data, which may be subject to common method bias and perceptual effects. Although procedural remedies such as anonymity and scale separation were applied, future research could incorporate multi-source data, objective indicators, or temporal separation to strengthen causal interpretation.

Third, the empirical focus on the Indian IT sector limits the generalizability of the findings to other industries or national contexts. Hybrid work dynamics may differ in sectors characterized by lower digital maturity,

regulatory constraints, or presence-based accountability systems. Comparative studies across sectors and countries would help extend the applicability of the findings.

Finally, while this study focused on employee well-being as a key outcome, future research could integrate additional variables such as leadership practices, organizational culture, digital workload, or career outcomes to develop a more comprehensive understanding of hybrid work sustainability.

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