



**Examining the Influence of Hybrid Work Arrangements on Job
Satisfaction and Work–Life Balance among Women Professionals in the IT
Sector**

Dr. Suman Pahal*

*Associate Professor, Department of Management and Commerce, Baba Mastnath
University, Rohtak
pahalsuman@gmail.com

Ms. Sumita Kumari**

**Research Scholar, Department of Management and Commerce, Baba Mastnath University,
Rohtak
sumitadahiya2004@gmail.com

Abstract

The workplace has undergone substantial transformation in recent years, resulting in the rapid expansion of hybrid work arrangements, particularly within the Information Technology (IT) sector. This study investigates how the hybrid work model influences job satisfaction and work–life balance among women professionals employed in IT companies located in the Haryana NCR region. The primary objectives are to explore the underlying dimensions of the hybrid work model, analyze its association with job satisfaction and work–life balance, and assess its overall effect on these outcomes. The research is grounded in primary data collected from 600 women professionals working in prominent IT organizations. A structured questionnaire was used as the main instrument for data collection. The study adopted a descriptive research design, and various statistical techniques—including Exploratory Factor Analysis (EFA), Pearson’s Correlation, Multiple Regression Analysis, and Multivariate Analysis—were applied to interpret the data and test the proposed relationships. The results demonstrate that the hybrid work model is not a single-dimensional concept but comprises four key components: Positive Work Reflection, Workplace Flexibility, Work Contact, and Job Security & Organisational Environment. Statistical analysis reveals a moderate and significant positive correlation between the hybrid work model and job satisfaction ($r = 0.511$), as well as between the hybrid work model and work–life balance ($r = 0.501$). Further, regression analysis shows that the hybrid work model significantly predicts job satisfaction ($R^2 = 0.262$) and work–life balance ($R^2 = 0.251$), indicating that a meaningful proportion of variance in these outcomes can be explained by hybrid work practices. The findings from multivariate analysis further confirm the combined and significant influence of the hybrid work model on both dependent variables. Overall, the study concludes that thoughtfully implemented hybrid work arrangements contribute positively to enhancing job satisfaction and strengthening work–life balance among women professionals in the IT industry. The results underscore the strategic value of flexible work systems in fostering employee well-being, improving engagement, and supporting organizational performance.

Keywords: Hybrid Work Model, Job Satisfaction, Work–Life Balance, Women Professionals, IT Industry.



❖ Introduction

In recent years, workplace systems have undergone profound changes, reshaping how organizations operate and how employees carry out their responsibilities. Driven by rapid technological innovation and the digital transformation of business processes, the hybrid work model—integrating remote and on-site work—has become a prevalent mode of employment, particularly within the Information Technology (IT) sector. The outbreak of the COVID-19 pandemic further accelerated this transition, compelling organizations to adopt flexible work structures that continue to influence modern organizational practices and culture.

The IT industry is characterized by dynamic work demands, international collaboration, and high performance expectations. Within this context, women professionals often encounter additional pressures arising from societal roles and family responsibilities. Managing professional duties alongside personal commitments remains a significant challenge, making issues such as job satisfaction and work–life balance especially important for this group.

Hybrid work arrangements provide greater flexibility, autonomy, and reduced commuting time, which can enhance employees' satisfaction with their jobs and support a better balance between work and personal life. At the same time, such arrangements may create blurred boundaries between professional and domestic spheres, potentially leading to role overlap, increased stress, and concerns regarding career advancement and visibility within the organization. These mixed implications underscore the importance of examining how hybrid work practices affect women employees in the IT sector.

Job satisfaction and work–life balance play a central role in determining employee well-being, engagement, and long-term organizational commitment. Exploring their interaction within a hybrid work framework is essential for developing policies that promote equity, inclusivity, and sustainable performance. Accordingly, this study seeks to analyze the influence of the hybrid work model on job satisfaction and work–life balance among women professionals in the IT industry, offering insights that may guide organizations in creating supportive and progressive work environments.

❖ Operational Definitions of Key Terms

Hybrid Work Model: For the purpose of this research, the Hybrid Work Model is defined as a flexible working system in which employees allocate their working hours between remote locations (such as home) and the physical workplace, in accordance with organizational guidelines. In this study, it will be measured using indicators including the frequency of remote working days per week, autonomy in selecting the work location, availability and effectiveness of digital infrastructure, and employees' perceptions of organizational support for hybrid practices.

Job Satisfaction: In the present study, Job Satisfaction refers to the overall level of positive feelings, fulfillment, and contentment experienced by women professionals regarding their job roles and organizational environment. This includes satisfaction with assigned responsibilities, workplace conditions, supervision, compensation, recognition, career development opportunities, and institutional support. It will be assessed through a structured job satisfaction

scale covering dimensions such as work environment, leadership, pay structure, acknowledgment of performance, and promotional prospects.

Work–Life Balance: Work–Life Balance is defined as the extent to which women professionals are able to effectively coordinate and integrate their professional duties with personal, family, and social responsibilities without encountering excessive stress or role conflict. In this study, it will be evaluated through measures such as time allocation, degree of work–family interference, stress management, perceived flexibility, and overall satisfaction with personal life.

Women Professionals: Within the scope of this research, Women Professionals refers to female employees engaged in technical, managerial, or administrative positions in the IT sector. These individuals possess relevant professional qualifications and are employed on a full-time basis under a hybrid work arrangement.

IT Industry: The IT Industry encompasses organizations primarily engaged in software development, information technology services, IT consulting, data analytics, data management, and other technology-driven services where digital innovation and technological solutions constitute the core business activities.

❖ **Rationale of the Study**

In recent years, workplace structures have undergone substantial transformation, particularly in the aftermath of the COVID-19 pandemic. Organizations across sectors have redefined traditional work arrangements, with the hybrid work model emerging as a prominent and sustainable approach—especially within the Information Technology (IT) industry. Although hybrid work provides flexibility and leverages digital connectivity, its sustained effects on employees' psychological health and career-related outcomes continue to attract scholarly and managerial attention. Consequently, examining its influence on job satisfaction and work–life balance has become increasingly relevant.

Women professionals constitute a vital component of the IT workforce, playing a significant role in innovation, productivity, and organizational advancement. However, many women continue to navigate complex responsibilities that extend beyond the workplace, including family and household obligations. Despite their growing presence in technology-oriented professions, concerns such as work–family conflict, occupational stress, limited advancement opportunities, and varying levels of job satisfaction remain prevalent. Within this context, hybrid work arrangements may function either as an enabling structure that promotes flexibility and balance or as a source of added strain due to overlapping professional and personal roles. While prior research has extensively examined remote work, comparatively fewer studies have specifically explored hybrid work systems and their gender-related implications. In addition, there is a need for focused empirical investigation into how hybrid work settings shape critical organizational outcomes—particularly job satisfaction and work–life balance—within the distinctive environment of the IT sector.

Accordingly, the present study seeks to address this gap by analyzing the impact of the hybrid work model on job satisfaction and work–life balance among women professionals in the IT industry. The results are anticipated to offer meaningful guidance for policymakers, human

resource practitioners, and organizational leaders in developing equitable, adaptable, and sustainable workplace strategies that foster women's career development and overall well-being.

❖ **OBJECTIVES**

1. To identify the factors influencing hybrid work model on Employees job Satisfaction and Work Life Balance.
2. To measure the relationship between hybrid work model on Employees job Satisfaction and Work Life Balance.
3. To examine the impact of hybrid work model on Employees job Satisfaction and Work Life Balance.

❖ **HYPOTHESIS**

1. There is significant relationship between the hybrid work model on Employees job Satisfaction and Work Life Balance.
2. The hybrid work model has significant effect on Employees job Satisfaction and Work Life Balance.
3. The hybrid work model has significant impact on Employees job Satisfaction and Work Life Balance.

❖ **VARIABLES OF THE STUDY**

Independent Variable

- Hybrid Work Model

Dependent Variables

- Job Satisfaction
- Work–Life Balance

❖ **Research Methodology**

The present investigation seeks to analyze how the hybrid work model influences job satisfaction and work–life balance among women professionals employed in the IT sector.

Research Design

A descriptive research design has been adopted for this study. This design is suitable because it enables the researcher to systematically describe existing conditions and examine the relationships between variables. In this context, the hybrid work model functions as the independent variable, while job satisfaction and work–life balance serve as the dependent variables. The design facilitates an understanding of employees' perceptions, experiences, and prevailing workplace practices within the selected population.

Research Approach

The study primarily follows a quantitative approach, focusing on the collection and analysis of numerical data. To enrich the findings, limited qualitative inputs were also gathered through personal interactions with selected respondents. A structured questionnaire was developed to obtain measurable information regarding perceptions of hybrid work arrangements, levels of job satisfaction, and the extent of work–life balance.

Sources of Data

Both primary and secondary sources of information have been utilized:

- **Primary Data:** Collected directly from respondents through a structured questionnaire administered via Google Forms, along with selected personal interviews to gain additional insights.
- **Secondary Data:** Gathered from academic journals, government reports, books, scholarly articles, and reputable online sources to strengthen the conceptual and theoretical foundation of the study.

Population of the Study

The target population includes employees working in IT companies situated in the Haryana NCR region.

Sample Design

A total of 600 employees from leading IT organizations in Haryana NCR were selected as the sample for the study.

- **Sampling Technique:** Random sampling method
- **Sampling Unit:** IT employees operating under a hybrid work arrangement

Time Frame and Area of Study

The research covers the period beginning in 2023 and is geographically limited to the Haryana NCR region.

Data Analysis Procedure

The collected responses were organized, classified, and tabulated systematically. Appropriate statistical methods were then applied to evaluate the relationships between hybrid work practices, job satisfaction, and work–life balance.

Statistical Tools Applied

To ensure rigorous analysis and meaningful interpretation of results, several statistical techniques were employed:

- **Descriptive Statistics:** Measures such as mean, percentage, frequency distribution, and standard deviation were used to present respondents' demographic characteristics and summarize survey responses.
- **Reliability Analysis:** Cronbach's Alpha was calculated to assess the internal consistency and reliability of the questionnaire items.
- **Correlation Analysis:** Pearson's Correlation Coefficient was used to examine the strength and direction of relationships between the hybrid work model and the dependent variables—job satisfaction and work–life balance.
- **Regression Analysis:** Multiple regression analysis was conducted to determine the predictive effect of the hybrid work model on job satisfaction and work–life balance.
- **Inferential Tests:** Where applicable, the t-test and One-Way ANOVA were applied to identify differences among respondents based on demographic characteristics.

The use of these statistical techniques ensures a systematic, objective, and scientifically valid interpretation of the findings.

❖ Results Based On Objectives and Hypotheses:

Objective 1: To identify the factors influencing the Hybrid Work Model on Employees' Job Satisfaction and Work–Life Balance.

To achieve this objective, Exploratory Factor Analysis (EFA) using Principal Component Analysis with Varimax rotation was conducted.

Table 1
KMO and Bartlett’s Test

Test	Value
KMO Measure of Sampling Adequacy	0.978
Bartlett’s Test Chi-Square	20528.114
df	300
Sig.	0.000

Interpretation

The Kaiser–Meyer–Olkin (KMO) measure yielded a value of 0.978, which reflects a very high level of sampling adequacy. This result confirms that the data set is appropriate for conducting factor analysis. In addition, Bartlett’s Test of Sphericity was found to be statistically significant ($p < 0.001$), indicating that the correlation matrix is not an identity matrix and that meaningful relationships exist among the variables. Therefore, the data are suitable for identifying underlying factor structures.

The exploratory factor analysis resulted in the extraction of four major components that together account for 86.573% of the total variance, demonstrating strong explanatory power. After rotation, the component matrix revealed four distinct dimensions representing the Hybrid Work Model:

- Positive Work Reflection (PWR)
- Workplace Flexibility (WF)
- Work Contact (WC)
- Job Security and Organisational Environment (JSOE)

These results suggest that the Hybrid Work Model is not a single-dimensional concept but rather a comprehensive construct shaped by these four significant factors. Accordingly, the first research objective has been successfully fulfilled.

Objective 2: To measure the relationship between the Hybrid Work Model, Job Satisfaction, and Work–Life Balance.

Hypothesis 1: H1: There is a significant relationship between the Hybrid Work Model, Job Satisfaction, and Work–Life Balance.

Table 2
Correlation Matrix

Variables	Hybrid Work Model	Job Satisfaction	Work–Life Balance
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Hybrid Work Model	1	.511**	.501**
Job Satisfaction	.511**	1	.546**
Work–Life Balance	.501**	.546**	1

Note: $p < 0.01$

Interpretation

The results of the correlation analysis indicate meaningful and statistically significant positive associations among the three key variables examined in the study.

- A moderate positive relationship was found between the Hybrid Work Model and Job Satisfaction ($r = 0.511$, $p < 0.01$). This suggests that more effective and supportive hybrid work arrangements are associated with higher levels of job satisfaction among employees.
- The Hybrid Work Model also demonstrates a positive correlation with Work–Life Balance ($r = 0.501$, $p < 0.01$). This implies that improvements in hybrid work practices contribute to better management of professional and personal responsibilities.
- Furthermore, Job Satisfaction shows a positive and statistically significant relationship with Work–Life Balance ($r = 0.546$, $p < 0.01$). This indicates that employees who maintain a healthier balance between work and personal life are more likely to experience greater satisfaction in their jobs.

As all correlations are significant at the 0.01 level, the null hypothesis is rejected. Therefore, it can be concluded that significant relationships exist among the Hybrid Work Model, Job Satisfaction, and Work–Life Balance. Accordingly, the second research objective has been successfully accomplished.

Objective 3: To examine the impact of the Hybrid Work Model on Employees’ Job Satisfaction and Work–Life Balance.

Hypothesis 2: H2: The Hybrid Work Model has a significant effect on Employees’ Job Satisfaction.

Table 3
Regression Model Summary (Hybrid Work Model → Job Satisfaction)

R	R Square	Adjusted R Square	F	Sig.
0.511	0.262	0.260	211.776	0.000

Coefficients Table

Predictor	B	Beta	t	Sig.
Hybrid Work Model	0.523	0.511	14.553	0.000

Interpretation

The findings of the regression analysis indicate that the Hybrid Work Model has a statistically significant effect on Job Satisfaction ($F = 211.776, p < 0.001$). The coefficient of determination ($R^2 = 0.262$) suggests that approximately 26.2% of the variation in Job Satisfaction can be attributed to the Hybrid Work Model. This reflects a meaningful explanatory contribution of hybrid work practices to employees' satisfaction levels.

Moreover, the standardized beta coefficient ($\beta = 0.511$) reflects a moderate and positive influence of the Hybrid Work Model on Job Satisfaction. The associated t-value (14.553) is statistically significant, further confirming the strength and reliability of this relationship.

Based on these results, the null hypothesis is rejected, and the alternative hypothesis (Hypothesis 2) is supported. This indicates that hybrid work arrangements play a significant role in enhancing job satisfaction among employees.

Hypothesis 3: H3: The Hybrid Work Model has a significant effect on Employees' Work–Life Balance.

Table 4
Regression Model Summary (Hybrid Work Model → Work–Life Balance)

R	R Square	Adjusted R Square	F	Sig.
0.501	0.251	0.249	199.880	0.000

Coefficients Table

Predictor	B	Beta	t	Sig.
Hybrid Work Model	0.604	0.501	14.138	0.000

Interpretation

The regression findings demonstrate that the Hybrid Work Model exerts a statistically significant effect on Work–Life Balance ($F = 199.880, p < 0.001$). The R^2 value of 0.251 indicates that approximately 25.1% of the variation in Work–Life Balance can be explained by hybrid work practices. This highlights the meaningful contribution of hybrid arrangements in shaping employees' ability to manage professional and personal responsibilities effectively.

Furthermore, the standardized beta coefficient ($\beta = 0.501$) signifies a moderate and positive impact of the Hybrid Work Model on Work–Life Balance. The corresponding t-value (14.138) is statistically significant, reinforcing the reliability of the observed relationship.

In light of these results, the null hypothesis is rejected, and Hypothesis 3 is supported. This confirms that the Hybrid Work Model plays a significant role in improving Work–Life Balance among employees.

Multivariate Impact on Job Satisfaction and Work–Life Balance

The results of the multivariate analysis (MANOVA) demonstrate that the Hybrid Work Model has a statistically significant overall impact on the combined dependent variables—Job

Satisfaction and Work–Life Balance. The value of Pillai’s Trace (0.331) along with the associated F-statistic ($F = 147.840, p < 0.001$) confirms that the effect is highly significant. These findings indicate that hybrid work practices do not influence job satisfaction and work–life balance independently alone, but rather exert a simultaneous and meaningful effect on both outcomes. Thus, the Hybrid Work Model plays a significant role in shaping employees’ overall workplace experience and well-being.

❖ **Major Findings, Conclusion and Recommendations**

Major Findings of the Study

Based on the statistical examination of data obtained from 600 women professionals employed in IT companies across the Haryana NCR region, the following key findings have been identified:

1. Demographic Profile

The respondents represented varied age groups, educational qualifications, income brackets, and levels of professional experience, ensuring comprehensive coverage across different career stages. A considerable proportion of participants were married and had dependent family members, suggesting that many respondents manage substantial family responsibilities alongside their professional commitments.

2. Dimensions of the Hybrid Work Model

The results of the Exploratory Factor Analysis indicate that the Hybrid Work Model comprises four primary components:

- Positive Work Reflection
- Workplace Flexibility
- Work Contact
- Job Security and Organisational Environment

Together, these dimensions account for a significant share of the total explained variance. This confirms that hybrid work arrangements are multidimensional in nature and are shaped by factors such as organizational support, communication effectiveness, flexibility provisions, and perceived employment security.

3. Interrelationship among Key Variables

The analysis revealed statistically significant and positive associations among the principal variables:

- Hybrid Work Model and Job Satisfaction
- Hybrid Work Model and Work–Life Balance
- Job Satisfaction and Work–Life Balance

These findings suggest that better-structured hybrid work practices are linked with increased job satisfaction and improved work–life balance among women professionals.

4. Influence of the Hybrid Work Model

Regression analysis demonstrated that:

- The Hybrid Work Model significantly predicts Job Satisfaction, accounting for approximately 26% of its variation.

- The Hybrid Work Model significantly predicts Work–Life Balance, explaining nearly 25% of its variation.

This indicates that hybrid work arrangements exert a moderate yet meaningful positive effect on both employee satisfaction and balance between professional and personal life.

5. Overall Combined Impact

The multivariate analysis further confirmed that the Hybrid Work Model exerts a statistically significant combined influence on both Job Satisfaction and Work–Life Balance. This emphasizes its strategic relevance in contemporary organizational environments.

❖ Conclusion

The study investigated the effect of the Hybrid Work Model on Job Satisfaction and Work–Life Balance among women professionals in the IT sector. The findings clearly demonstrate that hybrid work systems significantly contribute to enhancing employees’ overall satisfaction and facilitating better integration of work and personal responsibilities.

Flexibility in scheduling, supportive organizational frameworks, effective communication channels, and a sense of job security emerged as crucial determinants influencing employees’ experiences. Women professionals, who often juggle multiple roles in both professional and domestic spheres, appear to particularly benefit from thoughtfully structured hybrid work arrangements.

In conclusion, the Hybrid Work Model extends beyond being a simple operational practice; it serves as a strategic organizational mechanism that promotes employee well-being, engagement, and productivity. Organizations that implement well-designed hybrid policies are more likely to achieve higher levels of job satisfaction and improved work–life balance among their workforce.

❖ Recommendations

In light of the study findings, the following concise recommendations are suggested for IT organizations:

1. **Enhance Flexibility:** Provide employees with greater autonomy in selecting remote and office workdays to support better work–life integration.
2. **Strengthen Remote Infrastructure:** Offer adequate technical resources and financial assistance to ensure smooth and stress-free work-from-home arrangements.
3. **Ensure Fair Evaluation Systems:** Implement transparent and unbiased performance appraisal mechanisms for both remote and on-site employees.
4. **Support Employee Well-being:** Introduce wellness programs, mental health support, and family-friendly policies to promote balance and reduce stress.
5. **Improve Communication and Engagement:** Encourage regular virtual interactions and collaborative platforms to maintain team coordination and connectivity.
6. **Equal Career Opportunities:** Guarantee fair access to promotions, training, and leadership roles for hybrid employees.
7. **Adopt Gender-Sensitive Measures:** Develop policies that specifically address the needs of women professionals, particularly those managing caregiving responsibilities.

Implications of the Study

The findings offer practical value to HR managers in designing effective hybrid systems, assist organizational leaders in enhancing employee satisfaction, guide policymakers in encouraging flexible work structures, and provide a foundation for researchers to explore hybrid work practices further.

Final Remark

The study establishes that the Hybrid Work Model positively influences both Job Satisfaction and Work–Life Balance among women professionals in the IT sector. When thoughtfully implemented, hybrid work strategies can foster inclusive, resilient, and high-performing organizational environments.

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