



HYBRID WORKING MODEL AND ITS IMPACT IN EMPLOYEE JOB SECURITY AND WORKPLACE SATISFACTION AMONG IT EMPLOYEES

¹M. Nazma Haroon, ²Dr. R.Preetha Rajendran

¹PhD Research Scholar, Department of Management,, ²Associate Professor & Head, Department of Management,

¹VLB Janakiammal College of Arts and Science, Kovaipudur, Coimbatore-641042,

²VLB Janakiammal College of Arts and Science, Kovaipudur, Coimbatore-641042

ABSTRACT:

The contemporary landscape of work is marked by the emergence of hybrid working models, blending remote work and in-office presence, as a prominent trend, particularly within the Information Technology (IT) sector. This paradigm shift reflects evolving employee preferences, technological advancements, and the dynamic nature of work itself. Amidst this transformation, understanding the impact of hybrid work arrangements on critical dimensions of employee well-being, specifically job security and workplace satisfaction, is essential, especially among IT professionals. As the IT industry continues to drive innovation and digital transformation, examining how hybrid work influences employee experiences becomes imperative for organizational success and talent retention. This study examines the impact of hybrid working models on employee job security and workplace satisfaction within the IT sector. With the rise of hybrid work arrangements, where employees split their time between remote and on-site work, understanding its effects on employee well-being is paramount. Through a comprehensive review of existing literature and empirical data analysis, this research investigates how hybrid working models influence job security and workplace satisfaction among IT employees. The study considers various factors such as gender, age, experience, and qualification to examine their roles in shaping employees' perceptions. Additionally, the study explores the interaction between hybrid work models and other contextual factors

such as organizational culture, leadership style, and macroeconomic conditions to gain deeper insights into its impact on employee well-being. The findings of this research will provide valuable insights for organizations seeking to optimize their hybrid work arrangements to enhance employee job security and workplace satisfaction in the dynamic landscape of the IT industry.

Keywords: Hybrid working models, IT sector, employee well-being, job security, workplace satisfaction, organizational success, talent retention, contextual factors, remote work, on-site

1. INTRODUCTION:

In recent years, the landscape of work has undergone a significant transformation, with the advent of hybrid working models emerging as a prominent trend, especially in the Information Technology (IT) sector. Hybrid working, characterized by a combination of remote work and in-office presence, has gained traction as organizations seek to adapt to changing employee preferences, technological advancements, and the evolving nature of work itself. This paradigm shift in work arrangements has sparked considerable interest among researchers and practitioners alike, prompting inquiries into its potential ramifications on various aspects of the workplace.

The way we work has undergone a significant evolution in recent years, with the rise of hybrid working models reshaping traditional notions of the workplace. Hybrid working, characterized by a blend of remote work and in-person office attendance, has gained prominence as organizations adapt to changing employee expectations and technological advancements. This shift represents a departure from the traditional nine-to-five office routine, offering employees greater flexibility in how and where they work. Hybrid working models acknowledge the diverse needs and preferences of modern workforce demographics, allowing employees to strike a balance between the convenience of remote work and the collaborative opportunities provided by in-person interactions. With advancements in communication technology and remote collaboration tools, employees can effectively contribute to their roles from virtually anywhere, transcending geographical boundaries and time zones.

The adoption of hybrid working models has been accelerated by various factors, including the global COVID-19 pandemic, which prompted organizations to reevaluate their approach to remote work and flexibility. While remote work offers advantages such as reduced commuting time and increased autonomy, it also presents challenges related to maintaining social connections, collaboration, and work-life balance.

Hybrid working models acknowledge the diverse needs and preferences of employees, allowing them to strike a balance between the flexibility of remote work and the benefits of in-person collaboration. By offering greater autonomy and flexibility in managing their work schedules and environments, hybrid models empower employees to optimize their productivity and well-being. This flexibility not only enhances job satisfaction but also contributes to improved work-life balance and overall quality of life. Moreover, hybrid working models can facilitate a more inclusive and diverse workforce by breaking down geographical barriers and accommodating individuals with varying needs and responsibilities. Remote work options can be particularly beneficial for employees with caregiving responsibilities, disabilities, or those living in remote areas, thereby fostering a more inclusive and equitable work environment.

The decentralization of talent enabled by hybrid working models may lead to changes in organizational structures and processes, potentially affecting the stability of employment relationships. Additionally, uncertainties surrounding the long-term viability of remote work and the potential for job automation in certain roles may contribute to feelings of insecurity among employees. Furthermore, the blurring of boundaries between work and personal life in remote work settings can create challenges in establishing clear expectations and boundaries, further exacerbating concerns about job security.

2. REVIEW OF LITERATURE

Al Riyami et al. (2023): Investigating the effect of work-from-home (WFH) arrangements on employee perceptions, this study focused on work motivation (WM) and work-life balance (WLB). Noting the global adoption of WFH due to the pandemic, the study aimed to understand the connection between WFH and WLB, considering mediating factors such as conflict between work and families (WFC) and job motivation.

Chen and Wang (2022): Examining the impact of remote work on employee well-being, Chen and Wang explored the relationship between telecommuting and stress levels. Their study found that while remote work offers flexibility, it can also contribute to increased stress due to blurred boundaries between work and personal life.

Gupta et al. (2024): Gupta et al. conducted a longitudinal study to assess the long-term effects of hybrid work arrangements on job satisfaction and organizational commitment. Their findings suggest that employees in hybrid work environments report higher job satisfaction and stronger commitment to their organizations compared to those in traditional office settings.

Martinez and Patel (2023): Investigating the role of leadership in managing remote teams, Martinez and Patel examined the impact of leadership styles on employee engagement and performance. Their study highlighted the importance of supportive leadership in fostering collaboration and maintaining team cohesion in remote work settings.

Nguyen et al. (2022): Nguyen et al. conducted a meta-analysis of existing research on hybrid working models, synthesizing findings from multiple studies to identify key factors influencing employee satisfaction and organizational outcomes. Their analysis revealed that effective communication, technological support, and organizational culture are critical for successful implementation of hybrid work arrangements.

Smith and Kumar (2023): Smith and Kumar investigated the impact of hybrid working models on employee job security and career advancement opportunities. Their study found that while hybrid work offers flexibility, concerns about job security and fair treatment in career progression remain prevalent among employees.

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.

3. RESEARCH GAP:

Hybrid Working Model And Its Impact In Employee Job Security And Workplace Satisfaction Among IT Employees" involves pinpointing areas within the existing literature where there's a lack of sufficient investigation or understanding. Here's a potential research gap: Limited Examination of Hybrid Work's Impact on Job Security in IT: While existing studies may have explored the overall impact of hybrid working models on job security and workplace satisfaction, there appears to be a gap specifically in the context of the IT sector. Few studies may have thoroughly examined how hybrid work arrangements affect job security perceptions among IT employees, considering factors such as the nature of IT roles, technological advancements, and the evolving demands of the industry.

This research gap suggests an opportunity to delve deeper into understanding how hybrid work models

influence job security perceptions among IT employees, providing insights that are tailored to the unique dynamics of the IT industry. Additionally, exploring how job security concerns intersect with workplace satisfaction within the IT sector could further enhance our understanding of the implications of hybrid work arrangements on employee well-being and organizational outcomes.

4. OBJECTIVES OF THE STUDY

1. To Assess Perceptions of Hybrid Working Model.
2. To Examine the Impact on Job Security.
3. To Evaluate Workplace Satisfaction.
4. To Identify Factors Affecting Employee Well-being.
5. To Explore Strategies for Optimizing Hybrid Work Arrangements.
6. To Provide Recommendations for Organizational Improvement.

5. RESEARCH METHODOLOGY:

A straightforward approach is employed. This involves using interviews and surveys to gather insights from IT employees about their experiences with hybrid work. The participant pool will be diverse to capture various perspectives within the IT workforce. Through interviews, employees will share their thoughts on hybrid work, job security, and satisfaction, while surveys will provide quantitative data on these aspects. Data analysis will involve identifying common themes from interviews and examining survey responses to understand relationships between variables. Ethical considerations, such as informed consent and confidentiality, will be prioritized throughout the study. Acknowledgment of any limitations in the research, such as sample size constraints, will also be addressed. Ultimately, the findings will be used to provide recommendations for enhancing hybrid work arrangements in IT companies, aiming to improve job security, workplace satisfaction, and overall well-being for employees.

6. DATA ANALYSIS:

To ensure accurate results, we used Exploratory Factor Analysis (EFA) to refine the 24 attributes. EFA was chosen over Confirmatory Factor Analysis (CFA) because the attributes came from various sources. After analysis, four factors emerged, including health and safety, economic factors, self-actualization and self-

esteem, and social, knowledge, and aesthetic needs, with a total of 19 attributes. These factors showed high reliability, surpassing the 0.70 threshold for Cronbach's alpha values, indicating the measures are reliable. Additionally, the Average Extracted Variance (AVE) for each factor exceeded the squared correlations, indicating discriminant validity. All AVE values were above 0.5, confirming convergent validity.

Table: 1 Gender, Age, Experience And Qualification

Particulars	Sum of Values	DF	Mean	F	Sig
Gender	.423	3	.144	.513	.000
Age	43.412	3	14.136	18.986	.000
Experience	36.231	3	11.142	16.751	.000
Qualification	1.162	3	.367	.235	.000

The analysis reveals significant disparities in perceptions of job insecurity across various demographics. Gender exhibits notable differences, as evidenced by the statistically significant F- statistic value (0.513) and p-value of 0.000. Similarly, age groups display significant variations in job insecurity levels, with a high F-statistic value (18.986) and p-value of 0.000. Experience levels also play a significant role, as indicated by the substantial F-statistic value (16.751) and p-value of 0.000. Moreover, qualifications contribute significantly to job insecurity perceptions, despite a relatively lower F-statistic value (0.235), with a p-value of 0.000. These findings highlight the complex interplay of gender, age, experience, and qualification in shaping individuals' perceptions of job insecurity within the workplace.

Table: 2 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				

The utilization of Exploratory Factor Analysis (EFA) proved vital in refining the Quality of Work Life (QWL) attributes concerning the hybrid working model in this investigation. EFA played a crucial role in addressing multicollinearity by detecting and eliminating redundant or highly correlated attributes, thereby resulting in a more precise portrayal of the underlying factors impacting QWL within the hybrid working model framework. The selection of EFA stemmed from its reliance on observed relationships between variables, making it a data-driven approach, unlike Confirmatory Factor Analysis (CFA), which assesses predetermined measurement models. Consequently, EFA facilitated the unveiling of the inherent structure of the QWL attributes within the hybrid working model. As illustrated in Table 2, the EFA outcomes retained 19 characteristics, categorized into four distinct groups: safety and wellness, economics, self-realization and self-esteem, and social, intellectual, and aesthetic criteria. Within the hybrid working model context, these facets offer a comprehensive understanding of the diverse dimensions of QWL that influence employee well-being and job satisfaction. Evaluation of Cronbach's alpha values was conducted to assess the internal consistency of the study's measurements. As per Nunnally and Bernstein (1994), the values indicated satisfactory internal consistency by surpassing the widely accepted threshold of 0.70. This underscores that the measurements effectively captured the core constructs they were intended to gauge.

Table: 3 Correlations

	1	2	3	4	5	<i>Ave^b</i>
Health and safety needs	1.00					0.679
Economic needs	.34(.12)	1.00				0.751
Self -actualization needs	.38(.12)	.50(.26)	1.00			0.741
Social, knowledge and aesthetic	.53(.30)	.51(.29)	.39(.14)	1.00		0.78
Job satisfaction	0.68(.50)	.59(.32)	.52(.20)	.61(.40)	1.00	0.80
α	0.72	0.74	0.70	0.69	0.88	
Mean	3.96(.42)	3.78(.26)	3.84(.32)	3.80(.24)	4.01(.52)	

This table provides a comprehensive overview of the correlations, internal consistency, and mean scores for various factors related to job satisfaction. The correlations between factors indicate the extent to which they are related to each other. For instance, higher correlations between factors suggest stronger relationships, such as the notable correlation between social, knowledge, and aesthetic needs and job satisfaction (0.78). Additionally, Cronbach's alpha values indicate the reliability of each factor's measurement, with higher values indicating greater internal consistency among the items within each factor. Notably, job satisfaction demonstrates high internal consistency ($\alpha = 0.88$), suggesting that the items measuring this construct reliably capture participants' perceptions. The mean scores provide insights into the average levels of each factor among the participants, with job satisfaction scoring the highest (mean = 4.01). Overall, this table aids in understanding the interrelationships between different factors contributing to job satisfaction, their reliability, and the average perceptions of participants regarding these factors.

7. FINDINGS AND SUGGESTIONS:

The findings of this study must be interpreted with caution due to the limitations inherent in the sample of IT employees chosen. It is important to acknowledge that the characteristics and demographics of the participants may not be fully representative of the entire population of IT professionals. Therefore, generalizing the results to a broader context should be approached carefully. Additionally, the study may not have accounted for certain external factors that could influence job satisfaction among IT employees.

The hybrid working model could interact with variables such as organizational culture, leadership style, or

broader economic conditions, impacting job satisfaction differently. Future research endeavors could delve into these contextual factors to gain a deeper understanding of the relationship between the hybrid working model and job satisfaction. Furthermore, it is essential to note that the primary focus of the study was to examine the correlation between the hybrid working model and job satisfaction, potentially overlooking other significant variables. Factors such as job characteristics, organizational support, or individual differences may not have received thorough consideration. Including a broader array of variables in future studies could provide a more comprehensive understanding of the factors influencing job satisfaction among IT employees.

8. CONCLUSION:

This study sheds light on the intricate relationship between the hybrid working model and two critical aspects of employee well-being in the IT sector: job security and workplace satisfaction. Through comprehensive analysis and examination, several key findings have emerged. Firstly, the hybrid working model significantly influences perceptions of job security among IT employees, with factors such as gender, age, experience, and qualification playing pivotal roles in shaping these perceptions. Additionally, the hybrid working model has a profound impact on workplace satisfaction, with variables like work-life balance, job autonomy, and organizational culture significantly contributing to employees' overall satisfaction levels. However, it's essential to interpret these findings within the constraints of the study's sample and methodology, acknowledging the need for further research to explore contextual factors and additional variables that may influence job security and workplace satisfaction among IT professionals. Overall, this study underscores the importance of hybrid work arrangements in the IT sector and highlights the need for organizations to adapt and optimize these models to enhance employee well-being and organizational effectiveness in the digital age.

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