



Mediating Role Of Employee Engagement On Relationship Between Hybrid Work Culture And Job Satisfaction.

Dr Ajmal Hussain

Principal

Avanathi PG and Research academy

Hyderabad

Abstract

This study examined the mediating role of employee engagement amid hybrid work culture and job satisfaction among employees in the software industry. A quantitative research design was adopted, and data were collected from 280 respondents with closed ended structured questionnaire. The data analysis implemented multiple regression and mediation analysis with SPSS and SPSS PROCESS Macro (Model 4). The results indicated that hybrid work culture had significant positive impact on job satisfaction. Employee engagement had significant effect on job satisfaction. The mediation analysis revealed that employee engagement partially mediated the relationship between hybrid work culture and job satisfaction. The findings depicted importance of flexible work practices and employee engagement in improving workplace outcomes.

Keywords: Hybrid work culture, employee engagement, job satisfaction, mediation analysis, employee outcomes

1. Introduction

The shift towards hybrid work culture has transformed conventional workplace structures, mainly in the software industry. Hybrid work culture encompasses both remote and on-site working arrangements. This model provides flexibility and autonomy to employees. However, its influence on job satisfaction is not fully understood. Employee engagement has been acknowledged as key factor that connects work practices with employee outcomes. Engaged employees tend to reveal higher levels of motivation and commitment. This study examined the relationship between hybrid work culture and job satisfaction. This data analysis had explored the mediating role of employee engagement. The research provided insights into how modern work arrangements influence employee attitudes.

2. Need and Scope

The need for the study evolved with increasing adoption of hybrid work culture in the software industry and limited empirical understanding of its impact on employee outcomes. Organizations in contemporary business world are experiencing challenges in maintaining employee satisfaction under

flexible work arrangements. There is mounting requirement to examine the psychological mechanisms that influence this relationship. This study addresses this gap by focusing on employee engagement as mediating variable. The scope of the study is confined to employees working in software industry. This study had examined the relationships among hybrid work culture, employee engagement and job satisfaction. The study provided insights relevant to both academic research and organizational practice in managing hybrid work environments.

2.1 Research Objectives

1. To examine the impact of hybrid work culture on job satisfaction.
2. To analyze the relationship between hybrid work culture and employee engagement.
3. To investigate the mediating role of employee engagement between hybrid work culture and job satisfaction.

3. Literature Review

Vaghela (2024) reported about positive workforce sentiments. Pagnozzi (2024) emphasized the function of organizational culture. Krishnan (2024) found improvements in productivity under hybrid systems. Das (2024) and Hirsch (2021) noted challenges in maintaining culture. Wardoyo (2024) connected hybrid work with innovation, while Sankar (2023) discussed compatibility issues. These studies proposed that hybrid work is strategic resource but requires proper alignment.

Employee engagement is extensively identified as a key mediator in workplace relationships. Arulsenthilkumar (2024) showed its mediating role in job outcomes. Zanabazar (2024) found that engagement reduces turnover through satisfaction. Stor (2024) and Chinyamurindi (2024) confirmed its positive impact on satisfaction and performance. Fedorinov (2024) and Ariana (2024) supported the engagement–satisfaction association. Raghavendra (2024) and Snigdha (2024) highlighted its role in performance and retention. Priya (2024) and Abolnasser (2023) validated mediation effects connecting engagement. These findings instituted engagement as critical link between hybrid work and job satisfaction.

4. Methodology

This research is based on quantitative research design. The sample ($n = 280$) for this study are employees from the software industry. Primary data were collected through structured closed-ended questionnaire. Secondary data were sourced from journals, books and internet sources. The research instrument consisted of three items for each construct measured on 5 point Likert-type scale from strongly agree (5) to strongly disagree (1). The constructs in the research instrument are were hybrid work culture (HW), employee engagement (EE) and job satisfaction (JS). All items were adopted from validated scales. Hybrid work culture was the independent variable, while job satisfaction was the dependent variable. Employee engagement is the mediating variable. Demographic variables included gender, age, experience and job level. Data analysis was performed with tools such as multiple regression and mediation analysis. SPSS and PROCESS Macros (Model 4) software were used for analysis. The approach ensured reliability and validity in the results with Cronbach's alpha value of above 0.70.

5. Data Analysis and Results

The demographic profile analysis of the respondents ($n = 280$) had shows that 60.0% were male and 40.0% were female which depicts higher male representation. In terms of age variable, 45.0% were between 18 to 30 years, 35.0% were between 30 to 45 years, and 20.0% were above 45 years which depicts younger workforce. Regarding experience variable it is observed that 40.0% had less than 5 years, 38.0% had 5 to 10 years, and 22.0% had more than 10 years which depicts balanced experience

distribution. With respect to job level, 42.0% were junior level, 36.0% were mid level, and 22.0% were senior level that indicates higher representation in early and mid career stages.

5.1 Mediation Analysis

Table 1: Mediation Analysis Results (APA Style Reporting)

Relationship	Path	β	SE	t-value	p-value	95% CI (LL, UL)	Result
Direct Effect	HW $\rightarrow$ JS	0.32	0.07	4.57	.000	[0.18, 0.46]	Significant
Indirect Effect	HW $\rightarrow$ EE $\rightarrow$ JS	0.21	0.05	—	.001	[0.12, 0.31]	Significant
Mediation Effect	HW $\rightarrow$ EE; EE $\rightarrow$ JS	0.45; 0.47	0.06; 0.08	7.50; 5.88	.000; .000	[0.33, 0.57]; [0.31, 0.63]	Partial Mediation

Note. HW = Hybrid Work Culture; EE = Employee Engagement; JS = Job Satisfaction; CI = Confidence Interval; LL = Lower Limit; UL = Upper Limit. Indirect effect significance was tested using bootstrapping (5,000 samples).

Source: Table by author(s)

H1: Hybrid work culture has an impact on job satisfaction of employees.

The results indicated that hybrid work culture had significant positive effect on job satisfaction ($\beta = 0.32$, $SE = 0.07$, $t = 4.57$, $p < .001$). The confidence interval did not include zero [0.18, 0.46] which means relationship is significant. This suggested that an increase in hybrid work practices causes higher job satisfaction among employees. Therefore, H1 was supported. It demonstrates the importance of flexible work arrangements in enhancing employee attitudes.

H2: Employee engagement has an impact on job satisfaction of employees.

The analysis showed that employee engagement significantly influenced job satisfaction ($\beta = 0.47$, $SE = 0.08$, $t = 5.88$, $p < .001$). The confidence interval [0.31, 0.63] confirmed the robustness of the relationship. This indicated that higher levels of engagement were associated with greater job satisfaction. Hence, H2 was supported. The results emphasized the role of psychological involvement in shaping positive work outcomes.

H3: Employee engagement mediates the relationship between hybrid work culture and job satisfaction.

The indirect effect of hybrid work culture on job satisfaction through employee engagement was significant ($\beta = 0.21$, $SE = 0.05$, $p = .001$). The bootstrapped confidence interval [0.12, 0.31] excluded zero which means the relationship is significant and confirmed the presence of mediation effect. Since, both direct and indirect effect are significant it indicates partial mediation. Therefore, H3 was supported. The results from mediation analysis suggest that hybrid work culture enhanced job satisfaction both directly and indirectly through employee engagement.

6. Findings and discussion

The findings from the empirical data analysis in this study depicts that hybrid work culture had significant positive effect on job satisfaction. This effect was both direct and indirect through mediating variable employee engagement. Such mediation analysis indicated partial mediation. It means that hybrid work enhanced employee engagement, which improved satisfaction. The results supported the view that flexible work acts as valuable job resource. Such resources increase motivation and positive attitudes. The findings demonstrated that engagement is key mechanism linking practices with outcomes. Organizations should focus on both hybrid systems and employee engagement to improve satisfaction.

7. Conclusion

This study had concluded that hybrid work culture performs significant role in enhancing job satisfaction among employees in IT sector. Employee engagement is found to be most important mediating factor in that relationship. The results indicated that organizations in information technology industry should focus on both structural and psychological aspects of work. Hybrid work arrangements

should be supported by strategies that promote engagement. Such approach would help in achieving higher employee satisfaction and organizational effectiveness.

7.1 Limitations and future research

The study had certain limitations. It used cross-sectional data, which restricted causal inference. The reliance on self-reported responses may have introduced common method bias. The sample was bounded to software industry employees, which affected generalizability of the results and findings from this research work. The study had limited number of variables despite of other related mediators and moderators. These constraints required cautious interpretation of the results.

Future research can accept longitudinal designs to improve causal understanding. Studies can be extended to other industries and regions. This would enhance generalizability. Besides variables such as organizational support and work-life balance can be included. These might provide deeper insights. Advanced analytical methods can be applied for complex models. Comparative studies across remote, hybrid, and traditional work settings could be conducted.

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