



Employee Perceptions of Hybrid Work Models: An Empirical Study in the IT Sector, Chennai

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Abstract

The rapid adoption of hybrid work models has significantly transformed the working environment in the Information Technology (IT) sector. Hybrid work combines office-based and remote working arrangements, providing employees with greater flexibility while creating new challenges related to communication, collaboration, technology support, and work-life balance. This study examines employees' perceptions of hybrid work models among IT professionals in Chennai. A descriptive research design was adopted, and primary data were collected from 112 employees through a structured questionnaire using a five-point Likert scale. The study evaluates employee perceptions regarding work flexibility, communication, collaboration, technology support, work-life balance, and organizational support. Statistical tools including descriptive statistics, correlation analysis, ANOVA, and multiple regression were used to analyze the data. The findings reveal that employees generally have positive perceptions of hybrid work, with work flexibility and work-life balance emerging as the strongest influencing factors. Technology support also contributes significantly to favourable employee perceptions, whereas communication and collaboration require further organizational attention. Significant differences were observed across age, work experience, and job designation, while gender showed no significant influence. The study concludes that effective organizational support, robust digital infrastructure, and employee-centric policies are essential for enhancing hybrid work experiences and sustaining employee productivity in the IT sector.

Keywords: Hybrid Work Model, Employee Perception, IT Sector, Work Flexibility, Work-Life Balance, Organizational Support, Employee Productivity.

1. Introduction

The workplace has undergone a remarkable transformation over the last few years due to rapid technological advancements, digital transformation, and changing employee expectations. The COVID-19 pandemic accelerated the adoption of remote working practices across industries, particularly within the Information Technology (IT) sector. As organizations resumed normal operations, many adopted hybrid work models that combine remote and office-based work to provide greater flexibility while maintaining organizational effectiveness.

Hybrid work enables employees to balance professional and personal responsibilities, reduces commuting time, and offers greater autonomy in managing work schedules. From an organizational perspective, hybrid work improves talent retention, optimizes operational costs, and supports business continuity. However, organizations continue to face challenges in maintaining effective communication, collaboration, employee engagement, organizational culture, and performance management in distributed work environments.

Employees' perceptions of hybrid work play a crucial role in determining its success. Positive perceptions improve job satisfaction, organizational commitment, engagement, and productivity, whereas negative perceptions may reduce collaboration and increase turnover intentions. Understanding these perceptions enables organizations to develop effective hybrid work strategies that address employee expectations while achieving organizational objectives.

Chennai has emerged as one of India's leading IT hubs, hosting multinational corporations, software development firms, and technology service providers that extensively implement hybrid work practices. Despite the increasing adoption of hybrid work, empirical studies examining employees' perceptions within Chennai's IT sector remain limited. This study seeks to bridge this gap by analysing employees' perceptions of hybrid work models and identifying the key factors that influence their experiences.

2. Objectives of the Study

1. To identify the key factors influencing employees' perceptions of hybrid work models in the IT sector.
2. To assess employees' perceptions regarding work flexibility, communication, collaboration, technology support, work-life balance, and organizational support.
3. To examine whether employees' perceptions differ based on demographic characteristics such as age, gender, work experience, and job designation.
4. To analyse the relationship between organizational support and employees' perceptions of hybrid work models.
5. To provide recommendations for improving hybrid work practices in IT organizations.

3. Need for the Study

- Hybrid work has become a permanent workplace strategy in many IT organizations.
- Organizations require empirical evidence to understand employee expectations under hybrid work arrangements.
- Communication and collaboration challenges continue to affect employee experiences.
- Understanding employees' perceptions helps organizations improve productivity, engagement, and retention.
- The study provides practical insights for managers and policymakers in designing sustainable hybrid work policies.

4. Scope of the Study

The study focuses on employees working under hybrid work arrangements in selected IT companies located in Chennai. It examines major dimensions including work flexibility, communication, collaboration, technology support, work-life balance, and organizational support. The findings are expected to assist organizations in strengthening hybrid work strategies and enhancing employee experiences. Although the study is limited to selected IT professionals in Chennai, the findings provide useful insights for organizations adopting similar work models.

5. Research Gap

Existing studies primarily focus on employee productivity, job satisfaction, and organizational performance under hybrid work arrangements. Limited research has examined employees' perceptions across multiple dimensions such as flexibility, communication, collaboration, technology support, work-life balance, and organizational support simultaneously. Furthermore, empirical evidence focusing specifically on IT professionals in Chennai remains scarce. The present study addresses these gaps by providing a comprehensive analysis of employee perceptions within the Chennai IT sector and examining demographic differences together with the influence of organizational support.

6. Literature Review

Recent studies indicate that hybrid work has become a sustainable organizational strategy rather than a temporary response to the COVID-19 pandemic. Research consistently reports that hybrid work improves flexibility, employee satisfaction, work-life balance, and talent retention while reducing commuting time and operational costs.

Corneliuson et al. (2026), *Psychosocial Work Experience After Implementing Hybrid Work: A Longitudinal Study* This longitudinal study investigated the psychosocial effects of hybrid work over time. The results showed that hybrid work positively influences job satisfaction and work-life balance but may also increase work-family conflict if organizations fail to establish clear communication, role expectations, and supportive management practices.

Rosander (2026), *Working from Home: Hybrid and Predominantly Home-Based Work in Relation to Work Environment, Job Satisfaction, and Health* This study examined the relationship between hybrid work, work environment, employee health, and job satisfaction. The

findings indicated that employees working under hybrid arrangements reported higher job satisfaction and improved work environments when organizations provided sufficient technological and managerial support.

Ferdous, Ali, Desouza, and French (2025/2026), *An Integrated Framework of Remote Work from Organizational Adoption to Employee Outcomes: A Systematic Literature Review* The authors developed an integrated framework linking organizational adoption of remote and hybrid work to employee outcomes such as productivity, well-being, engagement, and organizational commitment. The study identified leadership, technology, organizational culture, and communication as the major determinants of successful hybrid work implementation.

In 2025, Navigating Hybrid Work: “An Optimal Office–Remote Mix and the Manager–Employee Perception Gap in IT” This international study involving employees and managers found that differences exist between managerial and employee perceptions regarding hybrid work arrangements. The research emphasized that work flexibility, organizational trust, and employee autonomy significantly influence employee satisfaction and productivity in IT organizations.

Giannakoudi, Keller, Scheibe, and De Bloom (2025), “Hybrid Work: Recommendations for the Conceptualization and Measurement in Research and Practice” The authors highlighted the absence of standardized measures for hybrid work research. They proposed a comprehensive framework for conceptualizing and measuring hybrid work arrangements and recommended consistent research instruments to improve the reliability and comparability of future studies.

In 2024, “What is Hybrid Work? Towards Greater Conceptual Clarity of a Common Term and Understanding its Consequences” This paper proposed a comprehensive definition of hybrid work by integrating work location, communication mode, and work timing. The authors argued that a clear conceptual framework is essential for improving future research and organizational practices related to hybrid work implementation.

Khanna, Christensen, Gosu, Wang, and Paasivaara (2024), “Hybrid Work Meets Agile Software Development: A Systematic Mapping Study” The authors reviewed existing studies on hybrid work within agile software development. The review concluded that hybrid work positively influences software development productivity but highlighted challenges related to collaboration, communication, and team coordination. The study recommended further empirical research focusing on employee experiences in hybrid work settings.

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Dale, Wilson, and Tucker (2024), “What is Healthy Hybrid Work? Exploring Employee Perceptions on Wellbeing and Hybrid Work Arrangements” The study explored employees' perceptions of health and well-being under hybrid work arrangements. The findings indicated that hybrid work enhances employee well-being, flexibility, and work-life balance when organizations provide adequate managerial support and appropriate workplace policies. The authors emphasized the importance of designing healthy hybrid work environments that promote both employee welfare and organizational performance.

Bloom, Han, and Liang (2024), “Hybrid Working from Home Improves Retention Without Damaging Performance” This study examined more than 1,600 employees and found that hybrid working significantly reduced employee turnover while maintaining productivity and promotion opportunities. Employees working under hybrid arrangements reported higher job satisfaction and improved work-life balance without negatively affecting organizational performance. The findings support hybrid work as a sustainable employment model for knowledge-intensive organizations.

Allen et al. (2022) reported that flexible work arrangements significantly improve employee well-being and organizational commitment but require strong managerial support for long-term success.

Wang and Parker (2023) found that communication quality and digital collaboration significantly influence employee experiences in hybrid work environments. Organizations with structured communication systems reported higher employee satisfaction.

Microsoft Work Trend Index (2024) highlighted that employees increasingly prefer flexible work arrangements; however, collaboration and employee engagement remain key organizational challenges requiring strategic intervention.

8. Hypotheses

H01: Work flexibility has no significant influence on employees' perceptions of hybrid work models. **H02:** Communication has no significant influence on employees' perceptions of hybrid work models. **H03:** Collaboration has no significant influence on employees' perceptions of hybrid work models.

H04: Technology support has no significant influence on employees' perceptions of hybrid work models.

H05: Work-life balance has no significant influence on employees' perceptions of hybrid work models.

H06: Organizational support has no significant relationship with employees' perceptions of hybrid work models.

H07: Employees' perceptions do not differ significantly based on demographic characteristics.

9. Results and Discussion

Objective 1: To identify the key factors influencing employees' perceptions of hybrid work models

Table 1: Key Factors Influencing Employee Perceptions

Factor	Mean	SD	Interpretation
Work Flexibility	4.40	0.81	Very High
Ability to Work Independently	4.29	0.88	Very High
HR Policies	4.28	0.85	Very High
Ability to Meet Deadlines	4.26	0.83	Very High
Technology Resources	4.22	0.79	High
Virtual Meeting Quality	3.93	0.91	Moderate
Employee Engagement	3.88	0.96	Moderate
Home Distractions	3.88	1.01	Moderate

Interpretation

The findings reveal that work flexibility (Mean = 4.40) is the most influential factor shaping employees' perceptions of hybrid work. Employees also highly value autonomy, supportive HR policies, and adequate technological resources. However, employee engagement initiatives and communication during virtual meetings received comparatively lower scores, indicating areas that require managerial attention.

Objective 2: To assess employees' perceptions regarding hybrid work dimensions Table 2:

Employees' Perceptions of Hybrid Work Dimensions

Dimension	Mean	SD	Interpretation
Work-Life Balance	4.28	1.01	Very High
Technology Support	4.27	0.75	Very High
Work Flexibility	4.21	1.00	Very High
Collaboration	3.83	0.99	High
Communication	3.71	1.07	High

Interpretation

Employees expressed highly favourable perceptions regarding work-life balance, technology support, and work flexibility. These findings demonstrate that hybrid work enables employees to balance personal and professional responsibilities effectively. Nevertheless, communication and collaboration recorded comparatively lower scores, suggesting that organizations should strengthen team interaction and knowledge-sharing practices.

Objective 3: To examine demographic differences in employee perceptions

Table 3: ANOVA Results

Demographic Variable	Statistical Test	Result
Gender	Independent t-test	Not Significant ($p > 0.05$)
Age	One-way ANOVA	Significant ($p < 0.05$)
Work Experience	One-way ANOVA	Significant ($p < 0.05$)
Job Designation	One-way ANOVA	Significant ($p < 0.01$)

Interpretation

No statistically significant difference was observed between male and female employees regarding their perceptions of hybrid work. However, age, work experience, and job designation significantly influence employee perceptions. Senior and experienced employees reported more positive perceptions than junior employees.

Objective 4: Relationship between Organizational Support and Employee Perceptions Table 4:

Correlation Analysis

Variables	Correlation (r)	Significance
Organizational Support and Employee Perception	0.757	$p < 0.001$

Interpretation

The correlation analysis indicates a strong positive relationship between organizational support and employees' perceptions of hybrid work. Employees who receive better managerial support, effective communication, and clear organizational policies demonstrate significantly higher satisfaction with hybrid work arrangements.

Multiple Regression Analysis Table 5: Regression Results

Predictor	Beta (β)	p-value	Decision
Work Flexibility	0.254	<0.001	Supported
Communication	0.176	0.022	Supported
Collaboration	0.211	0.003	Supported
Technology Support	0.244	<0.001	Supported
Work-Life Balance	0.291	<0.001	Supported

Model Summary

- $R^2 = 0.784$
- $F = 63.35$
- $p < 0.001$

Interpretation

The regression model explains **78.4%** of the variation in employees' perceptions of hybrid work models. Work-life balance emerged as the strongest predictor, followed by work flexibility and technology support. Communication and collaboration also significantly contribute to employee perceptions, confirming that successful hybrid work depends on both organizational support and effective workplace practices.

Result

The results indicate that hybrid work is generally perceived positively by IT employees in Chennai. Consistent with recent studies, work flexibility and work-life balance emerged as the most influential determinants of employee satisfaction. Reliable technology support further enhances employees' ability to perform efficiently in hybrid environments. However, comparatively lower scores for communication and collaboration highlight the continuing challenges of coordinating geographically dispersed teams. These findings suggest that organizations should strengthen digital communication practices, promote collaborative work cultures, and provide continuous managerial support to maximize the effectiveness of hybrid work arrangements.

10. Findings

Based on the analysis, the following major findings were identified:

1. Employees have a positive perception of hybrid work models, particularly regarding flexibility and work-life balance.
2. Work flexibility (Mean = 4.40) emerged as the most influential factor affecting employee perceptions.
3. Technology support received a high level of agreement, indicating that reliable digital infrastructure is essential for successful hybrid work.
4. Communication and collaboration recorded comparatively lower mean scores, highlighting the need for improved virtual communication practices and stronger team coordination.
5. Significant differences in employee perceptions were found across age, work experience, and job designation, whereas gender did not significantly influence perceptions.
6. Organizational support demonstrated a strong positive correlation ($r = 0.757$, $p < 0.001$) with employees' perceptions of hybrid work.
7. Multiple regression analysis confirmed that work-life balance, work flexibility, technology support, communication, and collaboration significantly influence employees' perceptions of hybrid work models.
8. The regression model explained 78.4% of the variance ($R^2 = 0.784$), indicating that the selected variables effectively predict employee perceptions.

11. Suggestions

Based on the findings, the following recommendations are proposed:

1. Organizations should strengthen flexible work policies while maintaining clear performance expectations.
2. Communication should be improved through regular virtual meetings, structured communication channels, and collaborative digital platforms.
3. Team-building programmes should be conducted regularly to enhance collaboration among hybrid employees.
4. Continuous investment in digital infrastructure and technical support should be prioritized to improve employee experience.
5. HR departments should introduce employee well-being initiatives and flexible scheduling to strengthen work-life balance.
6. Newly recruited employees should receive structured onboarding and mentoring to adapt effectively to hybrid work environments.

7. Managers should receive leadership training on supervising geographically dispersed teams and maintaining employee engagement.
8. Organizations should periodically assess employee perceptions to continuously improve hybrid work policies.

12. Conclusion

Hybrid work has become an integral component of modern organizational practices within the IT sector. The findings of this study indicate that employees generally perceive hybrid work positively, particularly with respect to work flexibility, work-life balance, and technology support. These factors significantly contribute to employee satisfaction and positive workplace experiences.

The study also highlights that communication and collaboration remain comparatively weaker dimensions of hybrid work and require continuous organizational attention. Statistical analyses confirmed that demographic characteristics such as age, work experience, and job designation influence employee perceptions, whereas gender does not significantly affect employee opinions.

Furthermore, organizational support emerged as a key determinant of successful hybrid work implementation. Supportive leadership, effective communication, robust technological infrastructure, and employee-centred policies enhance employees' overall perceptions and contribute to the sustainability of hybrid work practices.

Overall, the study concludes that hybrid work can serve as an effective long-term work model for IT organizations in Chennai when supported by appropriate organizational strategies, employee engagement initiatives, and continuous technological advancement.

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