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Impact of Hybrid Model on Employees Job Satisfaction Towards IT Industry - A Special Reference to Hyderabad City

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Abstract
Hybrid work models, which combine remote and onsite work arrangements, are becoming more common in today's workforce, particularly in the IT industry. This research seeks to explore how these models impact the job satisfaction of tech professionals. It will examine various factors such as onsite presence, remote work opportunities, flexibility, communication practices, and safety measures. In order to improve twenty-four Quality of Work Life attributes related to the hybrid working model, the study uses EFA. The research underscores the necessity for further investigation into how the hybrid work model influences job satisfaction among IT professionals in Hyderabad, given its recent emergence. The Sample size taken as 125 by using Convenience sampling method Organizations can develop targeted initiatives to enhance employee well-being and optimize organizational performance by understanding the factors that impact job satisfaction in a hybrid work setting. The study contributes to our comprehension of workplace flexibility and its effects on employee satisfaction, providing insights for developing policies and practices that foster a supportive environment for IT professionals' well-being and guiding companies transitioning to a hybrid work paradigm.
Keywords: *Impact, Hybrid work design, Job satisfaction, Techies.*

1. Introduction
The pandemic has catalyzed a significant shift in work dynamics, notably in the IT sector, where hybrid work models blending remote and occasional in-person collaboration have become prevalent. Examining how this flexible arrangement impacts IT staff's job satisfaction is crucial as companies adapt. The hybrid work paradigm offers IT professionals the flexibility to balance work and personal life by combining remote work with face-to-face interactions. This setup enables collaborative opportunities in person while allowing for remote work during part of the week. Potential advantages include reduced commuting time, increased autonomy, and access to a broader talent pool. Job satisfaction is pivotal for maintaining the well-being and productivity of employees in this evolving work landscape. (Iqbal, K. M. J et al., 2021). The hybrid work model presents both advantages and challenges. On one hand, it offers employees the flexibility to tailor their work schedules to their needs, reducing the stress of commuting and enhancing work-life balance. IT professionals appreciate the autonomy it provides, contributing to higher job satisfaction. However, maintaining effective teamwork, communication, and collaboration can be challenging in a hybrid setup. Lack of in-person interactions may hinder interpersonal relationships and social dynamics crucial for team cohesion. Additionally, distinguishing between work and personal life becomes more complex, potentially impacting well-being. Recent research indicates that a well-implemented hybrid work model can boost employee

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engagement, flexibility, and work-life balance, thereby increasing job satisfaction among IT workers. Success hinges on clear communication, defined expectations, and organizational support. To optimize job satisfaction in a hybrid workplace, organizations must prioritize transparent communication channels, provide robust technology infrastructure for remote work, and establish flexible work policies. Supporting employee well-being and fostering social connections—both offline and online—are also crucial. Understanding the impact of the hybrid work paradigm on job satisfaction is pivotal as it becomes more prevalent in the IT sector. By leveraging its advantages and addressing its challenges, organizations can create a supportive environment that enhances job satisfaction, employee engagement, and overall productivity among IT professional. [2-6]

1.1. Review of Literature

Santillan, E. G et.al (2023) They found that the study can inspire new ideas and potential growth for the company, enabling the development of innovative strategies and the enhancement of employee satisfaction. Embracing the concept of a hybrid work setup serves as a catalyst for success and ensures the well-being of all stakeholders. In their 2022 study, Erro Amaya Garces et al. analyzed data from the "Living, Working, and COVID-19" research conducted in the Baltic states. The study revealed that a positive tele working experience indirectly enhanced well-being by improving work-life balance. It also highlighted notable variations in telework preferences among participants. The findings suggest that individuals who had negative telework experiences during the pandemic might be less inclined to embrace teleworking as an alternative to traditional work arrangements. Kumar A. S. et al. (2022) aimed to explore the impact of various work contalurations, including hybrid workplace solutions, on employees' overall well-being and their preferences for work settings. Their comprehensive study examined a variety of office-based and remote work activities, with the objective of offering businesses valuable insights for designing future workplaces that prioritize employees' preferences and well-being. T. Saritha et.al (2023), A hybrid work model allows employees to work from various locations, fostering high performance, flexibility, and positive work relationships. The recent definition of hybrid working by Beno et al. (2021) defines a mix of home and cubicle working. There is a similar definition by Grzegorczyk et al. (2021) states that "in a hybrid model, workers can telework for a proportion of their contracted working hours within the limits of individually or collectively negotiated work arrangements". [7-10]

2. Research Methodology

The present study is descriptive in nature, sampling unit is selected Hyderabad. The data was collected with self-administer questionnaire by using convenience sampling method. Secondary collected from different sources. A sample of 260 IT workers answered the survey but in that useful questionnaire was 244. Five-point likert scales was used to measure the qualitative data,1=Strongly Disagree to 5=Strongly Agree. To analyze the SPSS .24.0 is used to test the hybrid model using Exploratory Factor Analysis. [11-14]

2.1. Research Gap

Worker happiness directly impacts output, engagement, and retention. By examining how the hybrid working model influences job satisfaction, organizations can better understand its effects on employee performance and overall organizational outcomes. This information can help firms optimize their work models to enhance performance and guide decision-making processes. Many companies are considering or transitioning to a hybrid working model. Understanding its impact on job satisfaction can help organizations manage this change more effectively. It allows them to anticipate potential challenges and develop strategies to support employee contentment and well-being during the transition. The current research gap lies in the lack of specific studies conducted in these areas.

2.2. Objectives of the Study

To Know the Impact of Hybrid model on employee's job satisfaction.

2.3. Limitations of the study

The study is limited to Hyderabad city only.

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3. Results And Discussion

Table 1 The Demographical Profile of the Respondent

Demographic Factors	Attributes	Frequency	Percentage
Sex	Male	148	60.66
	Female	96	39.34
	Total	**244**	**100**
Age	Below 30	131	53.69
	31-40	88	36.07
	40 Above	25	10.25
	Total	**244**	**100.00**
Qualification	SSC	16	6.56
	Inter	21	8.61
	Degree	94	38.52
	P.G	89	36.48
	Others	24	9.84
	Total	**244**	**100.00**
Occupation	Technical	151	61.89
	Support	93	38.11
	Total	**244**	**100.00**
Income	Below 50000	95	38.93
	51000-100000	125	51.23
	Above 1 Lacks	24	9.84
	Total	**244**	**100.00**

In Table 1, Out of the 244 IT Employees males are 60.66% and females are 39.34, below 30 years age group people are more than other age group.53.69%. Most of the respondents qualification is degree and the remaining followed by P.G, other qualification, Inter and SSC. Among total responses majority are 61.89% technical employees and 38.11% are support employees. Income level of the respondents Majority is 51000-100000 income groups.

3.1. Results

Using Exploratory Factor Analysis (EFA), the 24 attributes were refined to avoid convergence-related irregularities. Given that the attributes originated from various sources, EFA was chosen over Confirmatory Factor Analysis (CFA). Table 3 shows the retention of 19 attributes across four factors: health and safety, economic, self-actualization and self-esteem, and social, knowledge, and aesthetic criteria. The Cranach's alpha values exceeded the reliability threshold of 0.70, indicating sufficient reliability in the measurements. Additionally, each construct in Table 3 had an average extracted variance (AVE) greater than the associated squared correlations, supporting discriminate validity. Furthermore, convergent validity was confirmed, as each AVE exceeded 0.5. Table 2 shows the Measured Correlations, Squared Correlations and AVE.

Table 2 Measured Correlations, Squared Correlations, and AVE

	1	2	3	4	5	AVE [b]
Health and safety needs (1)	1.00					0.70
Economic needs (2)	**.38(.14)[a]**	1.00				0.76
Self-actualization and esteem needs (3)	**.40(.16)**	**.50(.27)**	1.00			0.75
Social, knowledge, and aesthetic needs (4)	**.56(.31)**	**.54(.30)**	**.41(.17)**	1.00		0.81
Job satisfaction (5)	**.71(.50)**	**.60(.36)**	**.51(.26)**	**.63(.40)**	1.00	0.85
α	0.84	0.86	0.82	0.81	0.90	
Mean (St. Dev)	4.02(.48)	3.85(.85)	3.90(.35)	3.99(.27)	4.08(.62)	

[a] *$p < .01$, all correlation coefficients were significant at the 0.01 level.* [b] *All AVE exceeded 0.50*

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Table 3 Exploratory 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				

In this study, the Job satisfaction variables were refined in relation to the hybrid working paradigm using exploratory factor analysis (EFA). By identifying and removing redundant or highly correlated variables, EFA helped address multicollinearity and provided a more accurate depiction of the underlying factors influencing QWL within the hybrid working model. EFA was chosen over confirmatory factor analysis (CFA) because, unlike CFA, which assesses pre-established measurement models, EFA is a data-driven method that identifies latent components based on observed connections between variables. This approach enabled the identification of the fundamental structure of the job satisfaction features within the hybrid working model. The EFA results, presented in Table 1, show that 19 attributes were retained and categorized into four distinct groups: economics, social, intellectual and artistic standards, safety and well-being, and self-realization and self-esteem. These variables provide a comprehensive understanding of the various QWL characteristics that affect worker happiness and job satisfaction within the hybrid working paradigm. We assessed the internal consistency of the study's measures using Cronbach's alpha values. According to Nunnally and Bernstein (1994), the readings exceeded the widely accepted threshold of 0.70, indicating satisfactory internal consistency. This suggests that the measures effectively captured the core concepts they were designed to assess. Table 2 was used to evaluate the measurement model's discriminant and convergent validity. We examined the AVE for each construct and the squared correlations between them. The results supported the measurement model's discriminant validity, showing that the AVE values were higher than the squared correlations, which indicates that the constructs in the model are distinct and cover different aspects of job satisfaction. Additionally, convergent validity was demonstrated by all AVE values being greater than 0.5, indicating that each construct's indicators accounted for a substantial percentage of the variance. These findings validate that the study's measures accurately represented the intended constructs. To ensure trust in the measurement model used to assess job satisfaction qualities in this study, we conducted tests for convergent and discriminant validity, reliability analysis, and EFA. These results contribute to a better understanding of job satisfaction and employee well-

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being and provide a solid foundation for further research and interpretation of the relationship between QWL and relevant outcomes.

3.2. Findings

The measurement accuracy of 24 QWL features linked to the hybrid working model was enhanced using exploratory factor analysis (EFA). Due to the diverse sources of QWL items, EFA was chosen over CFA. The EFA outcomes identified factors such as health and safety, economic, social, knowledge, self-actualization and self-esteem, and aesthetic criteria. These factors explain the various QWL elements that impact worker happiness and well-being. Internal consistency of the measures was assessed using Cronbach's alpha analysis. Since the values exceeded 0.7, the metrics effectively captured the intended constructs. The measurement model's convergent and discriminant validity were confirmed. Discriminant validity was indicated by each construct's AVE being higher than the squared correlations. Every AVE value exceeded 0.5, indicating convergence. These results validate the measurement model's ability to accurately assess the QWL features of the research participants. The refined measurement model illustrates the connection between QWL within the hybrid working paradigm and relevant outcomes, providing a solid foundation for further investigation. By identifying the elements that impact job satisfaction and well-being, businesses can enhance employee experiences. The study contributes to our understanding of QWL and its effects on workers across various industries. Further research should explore QWL traits and organizational outcomes in hybrid working models, such as worker productivity, retention, and engagement.

Conclusion

Longitudinal research can demonstrate the impact of QWL interventions on worker well-being and organizational performance. By studying the QWL characteristics within the hybrid working model over time, organizations can better understand and address these factors to enhance employee experiences, job satisfaction, and overall success.

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