

Hybrid Work Culture & Employees Wellbeing: An Empirical Study

Nishi Kumari¹, Amruta Kotkar², Nandita Jha³, Gautam Paswan⁴, Dr. Anusha Priya⁵

^{1,2,3,4}Student, Department of Management IIEBM, Pune

⁵Associate Professor, IIEBM Pune

Abstract— The concept of hybrid work, which integrates both remote (work from home) and in-office working arrangements, has gained significant prominence across various industries in the post COVID-19 era. This shift in work culture has transformed traditional organizational practices and has had a considerable effect on employees' professional and personal lives. The present study aims to analyse the impact of hybrid work on key factors such as employee health, productivity, job satisfaction, and overall well-being.

The research is based on primary data collected through a structured questionnaire administered to more than 100 employees from different sectors. The survey focused on understanding employees' experiences, perceptions, and challenges associated with the hybrid work model. The collected data was analysed using percentage-based methods to identify trends and patterns in employee responses.

The findings indicate that hybrid work offers several advantages. A significant proportion of employees reported improved work-life balance (70%), increased job satisfaction (69%), and enhanced productivity (67%). The flexibility provided by hybrid work enables employees to manage their professional responsibilities alongside personal commitments more effectively, leading to reduced stress levels and better mental well-being. Additionally, the elimination of daily commuting saves time and energy, contributing to improved efficiency and overall job performance.

However, the study also highlights certain challenges associated with hybrid work. Employees reported issues such as reduced social interaction, communication barriers, feelings of isolation, and extended working hours. These challenges can negatively impact teamwork, collaboration, and employee engagement if not managed properly.

Overall, the study concludes that hybrid work has a predominantly positive impact on employee satisfaction, productivity, and retention. However, its effectiveness depends on how well organizations address its associated challenges. The study recommends strategies such as improving communication systems, promoting employee

well-being, and establishing clear work boundaries to create a more balanced, efficient, and sustainable hybrid work environment.

Index Terms— Hybrid work, employee performance, work-life balance, well-being, productivity.

I. INTRODUCTION

The traditional work culture, where employees were required to work strictly from office locations, has significantly evolved in recent years. With advancements in technology and changes brought about especially after the COVID-19 pandemic, organizations have increasingly adopted the hybrid work model. This model allows employees to divide their work time between home and office, offering greater flexibility and autonomy in how they perform their tasks.

The hybrid work system is particularly popular in the IT sector, where most work is digital and can be performed remotely. This flexibility has brought several benefits to employees. It helps in reducing stress levels by eliminating long and tiring commutes, saving travel time, and allowing individuals to maintain a better balance between their professional and personal lives. As a result, employees are able to utilize their time more efficiently and focus better on their work.

Employee satisfaction plays a crucial role in organizational success, and hybrid work has a positive influence on it. When employees are given flexibility in choosing their work environment, they feel more comfortable and valued. This leads to improved job satisfaction, as they can better manage personal responsibilities along with professional commitments. Reduced stress levels further contribute to a healthier work experience. Satisfied employees are generally

more productive, perform better, and are more likely to remain loyal to the organization for a longer period. Despite its advantages, the hybrid work model also presents certain challenges. While it improves work-life balance, productivity, and mental health, it can create issues related to communication and collaboration. Employees working remotely may face difficulties in staying connected with their teams, which can impact teamwork and coordination. Additionally, prolonged remote work can lead to feelings of isolation and reduced social interaction. Some employees also struggle to clearly separate their work and personal life, which may lead to overworking or burnout.

Overall, hybrid work is a balanced approach that offers both benefits and challenges. Its effectiveness largely depends on how well organizations and employees manage flexibility, communication, and work boundaries.

1.1 Background of the Study

The rapid proliferation of digital technologies alongside the unprecedented disruptions of the COVID-19 pandemic has fundamentally altered the nature of organizational work. Prior to the pandemic, remote and flexible work arrangements were largely niche practices. The enforced shift to remote work between 2020 and 2022 served as a large-scale experiment that demonstrated both the feasibility and the limitations of working outside a traditional office setting. As organizations emerged from the pandemic, many adopted a hybrid model as a long-term strategy that blends the best elements of remote flexibility and in-person collaboration.

1.2 Statement of the Problem

Despite the growing prevalence of hybrid work arrangements, there remains limited empirical evidence regarding their holistic impact on employee physical health, mental well-being, productivity, and job satisfaction, particularly within the Indian organizational context. While general surveys suggest positive outcomes, the challenges of communication barriers, social isolation, ergonomic issues, and blurred work-life boundaries continue to affect a substantial proportion of employees. This study addresses the need to systematically examine these dimensions and provide evidence-based guidance for organizations seeking to optimize hybrid work policies.

1.3 Objectives of the Study

- To study the physical and mental health effects of the hybrid work model on employees.
- To understand the impact of hybrid work on employee productivity and job satisfaction.
- To identify the key benefits and challenges associated with the hybrid work model.
- To suggest practical strategies for improving the effectiveness of hybrid work arrangements.

1.4 Research Questions

- How does hybrid work affect employees' physical and mental health compared to traditional office work?
- What is the relationship between work mode preference and employee productivity?
- Which benefits and challenges of hybrid work are most frequently reported by employees?
- What organizational strategies can enhance employee well-being and performance within a hybrid work framework?

1.5 Hypothesis

H₀: There is no significant association between work mode and employee productivity.

H₁: There is a significant association between work mode and employee productivity.

1.6 Significance of the Study

This study is significant because it provides empirical insights into an increasingly prevalent work arrangement that affects a large proportion of the modern workforce. By examining the trade-offs between the benefits and challenges of hybrid work, identifying effective strategies, and generating evidence regarding employee perceptions, the study offers valuable guidance for both organizational leaders and policymakers. The findings can assist human resource managers in designing hybrid work policies that maximize employee well-being, productivity, and engagement, thereby enhancing organizational competitiveness and long-term sustainability.

1.7 Scope and Limitations

This study focuses on the impact of the hybrid work model on employee productivity, work-life balance, physical health, mental well-being, and job satisfaction. The research is primarily based on primary data collected from employees in various

sectors who have experienced hybrid or remote work arrangements. However, the study does not account for sector-specific variations in depth, nor does it extend to organizations that have fully reverted to in-office work or adopted fully remote models. The relatively modest sample size and the use of convenience sampling limit the generalizability of the findings to the broader working population.

II. REVIEW OF LITERATURE

The hybrid work environment, which combines remote and office-based work, has become increasingly popular in recent years. Many recent studies (2020–2025) have examined its impact on employees' physical and mental health compared to traditional office work.

Research shows that hybrid work provides flexibility, allowing employees to manage both personal and professional responsibilities more effectively. Studies highlight that employees can choose where and when to work, which improves work-life balance and overall job satisfaction. This flexibility is especially helpful for individuals with family responsibilities or long commutes (Allen, Golden, & Shockley, 2015).

Several studies also suggest that hybrid work has positive effects on mental health. Employees working remotely often report lower stress levels due to reduced commuting time and the ability to work in a comfortable environment. They also get more time for personal activities, which improves emotional well-being. Additionally, remote work environments are usually quieter and less distracting, helping employees concentrate better and reduce mental fatigue (Bakker & Demerouti, 2007).

From a physical health perspective, hybrid work can reduce the negative effects of long hours spent sitting in offices. Employees can use saved commuting time for physical activities like exercise or rest. This helps in reducing health issues such as back pain, eye strain, and fatigue, which are common in traditional office settings. Better control over the work environment, such as lighting, seating, and temperature, also contributes to improved physical comfort (Wang, Liu, Qian, & Parker, 2021).

However, despite these benefits, hybrid work also presents several challenges. One major issue is communication difficulty. Employees working remotely may find it harder to collaborate and stay

connected with colleagues. This can lead to misunderstandings and reduced teamwork (Kirkman, Rosen, Tesluk, & Gibson, 2004). Another important challenge is social isolation. Many employees report feeling lonely when working from home for long periods. Lack of face-to-face interaction can negatively affect mental health and reduce a sense of belonging within the organization (Gajendran & Harrison, 2007).

Studies also highlight the problem of increased workload and “always being available.” Employees working remotely may feel pressure to stay online constantly to prove their productivity. This can lead to longer working hours, stress, and eventually burnout (Spector & O'Connell, 1994). Additionally, not all employees are able to adapt to hybrid work equally. Some individuals manage their time effectively and benefit from flexibility, while others struggle with self-discipline and coordination between home and office work.

Environmental and ergonomic factors also play an important role. A well-designed workspace, proper lighting, comfortable furniture, and reduced noise levels can improve both physical and mental health. On the other hand, poor working conditions can increase stress, discomfort, and health problems (Rhoades & Eisenberger, 2002).

Overall, the literature suggests that hybrid work is a double-edged system. It offers several benefits such as flexibility, improved work-life balance, reduced stress, and better physical health. However, it also creates challenges like communication gaps, social isolation, and risk of burnout. The overall impact of hybrid work on employees depends on factors such as management support, work environment, and individual adaptability (Tavares & Oliveira, 2020).

2.1 Research Gap

Although existing literature provides useful insights into the effects of remote and hybrid work, most studies focus on single dimensions such as productivity or mental health rather than examining the holistic impact across physical health, mental well-being, job satisfaction, and productivity simultaneously. Additionally, relatively few studies have investigated hybrid work outcomes in the context of Indian employees, where cultural and organizational factors differ significantly from Western settings. This study addresses these gaps by adopting a comprehensive survey-based approach that

captures multiple dimensions of hybrid work impact within the Indian context.

III. RESEARCH METHODOLOGY

The present study adopts a descriptive research design to examine the impact of the hybrid work model on employees' productivity, well-being, and overall work experience. The research is primarily based on a survey method, which is widely used for collecting first-hand information directly from respondents regarding their opinions, perceptions, and experiences.

IV. DATA INTERPRETATION AND ANALYSIS

4.1 Hypothesis Testing: Chi-Square Analysis

To test the hypothesis regarding the association between work mode and employee productivity, a Chi-square test of independence was conducted.

Table 4.1: Observed Frequency Table (Chi-Square Analysis)

Work Mode	High Productivity	Not High Productivity	Total
Hybrid	47	23	70
Work From Home	13	7	20
Work From Office	7	3	10
Total	67	33	100

Expected Frequency (E) = (Row Total × Column Total) / Grand Total

Chi-Square Formula: $\chi^2 = \sum (O - E)^2 / E$

Calculated Result: $\chi^2 \approx 0.00$ (very small value)

Degrees of freedom = (3 - 1) (2 - 1) = 2; Critical value (p = 0.05) ≈ 5.99

Decision: Since χ^2 calculated (0.00) < χ^2 critical (5.99), we Accept H_0 . There is no statistically significant

association between work mode and employee productivity at the 0.05 level of significance.

4.2 Work Mode Preference

The survey data reveals a clear preference among employees for the hybrid work model. Seventy percent of respondents prefer the hybrid arrangement, followed by 20% who prefer fully remote work, and only 10% who prefer working exclusively from the office. This distribution strongly indicates an organizational shift towards flexible work structures.

Table 4.2: Work Mode Preference

Work Model	Percentage (%)
Hybrid	70
Work From Home	20
Work From Office	10

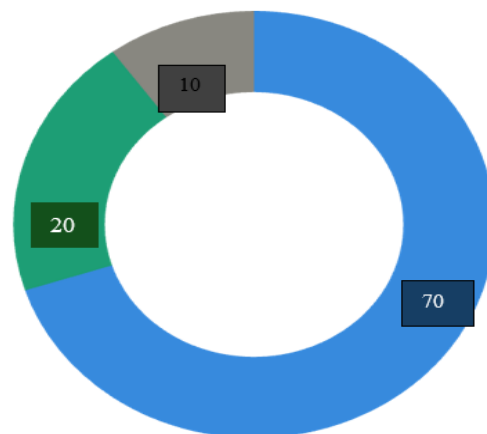


Figure 4.2. Work Mode Preference Among Respondents

4.3 Key Impact Factors

Respondents were asked to indicate whether their current work model positively affected key dimensions of their professional experience. The results are summarized in Table 3.

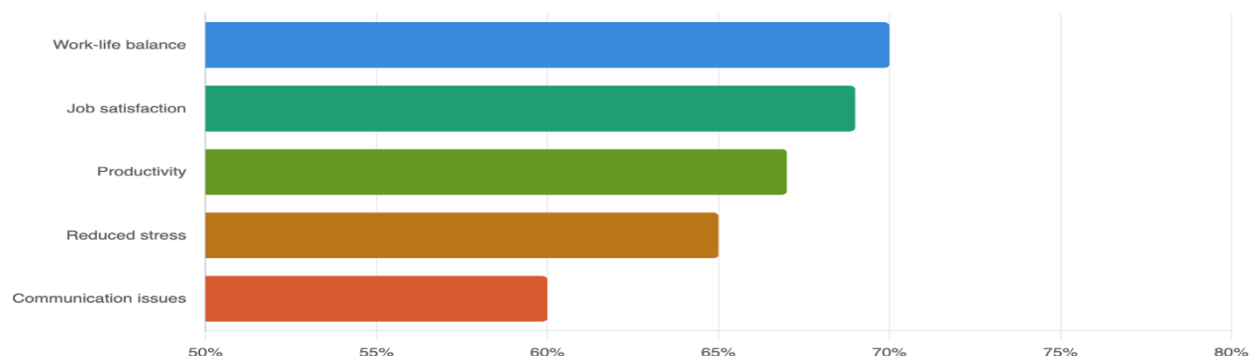


Figure 4.3. Key Impact Factors of Hybrid Work

Table 4.3: Key Impact Factors

Factor	Positive Response (%)
Work-Life Balance	70%
Job Satisfaction	69%
Productivity	67%
Reduced Stress	65%
Communication Issues	60%

4.4 Graph Insights and Data Interpretation

A. Work Mode Preference (Hybrid 70%, WFH 20%, Office 10%)

The data clearly shows that a majority of employees (70%) prefer the hybrid work model over traditional work arrangements. This indicates a strong shift in employee preference towards flexible work structures. Work-from-home is moderately preferred (20%), while very few employees (10%) prefer working completely from the office. This suggests that employees value a balance between flexibility and workplace interaction.

B. Work-Life Balance (70%)

Seventy percent of employees experience better work-life balance in a hybrid work model. This highlights

that flexibility in work location allows employees to effectively manage personal and professional responsibilities. It also suggests reduced stress and improved time management due to less commuting.

C. Job Satisfaction (69%)

The data shows that 69% of employees are satisfied with their jobs under the hybrid model. This reflects that flexibility, autonomy, and reduced stress contribute positively to employee satisfaction. A satisfied workforce is more likely to remain engaged and committed to the organization.

D. Productivity (67%)

Sixty-seven percent of employees feel more productive in a hybrid work setup. This suggests that employees are able to focus better in flexible environments. However, since it is not extremely high (like 80–90%), it also indicates that productivity may vary depending on individual work styles and conditions. (Blue shows high productivity and grey shows not high productivity)

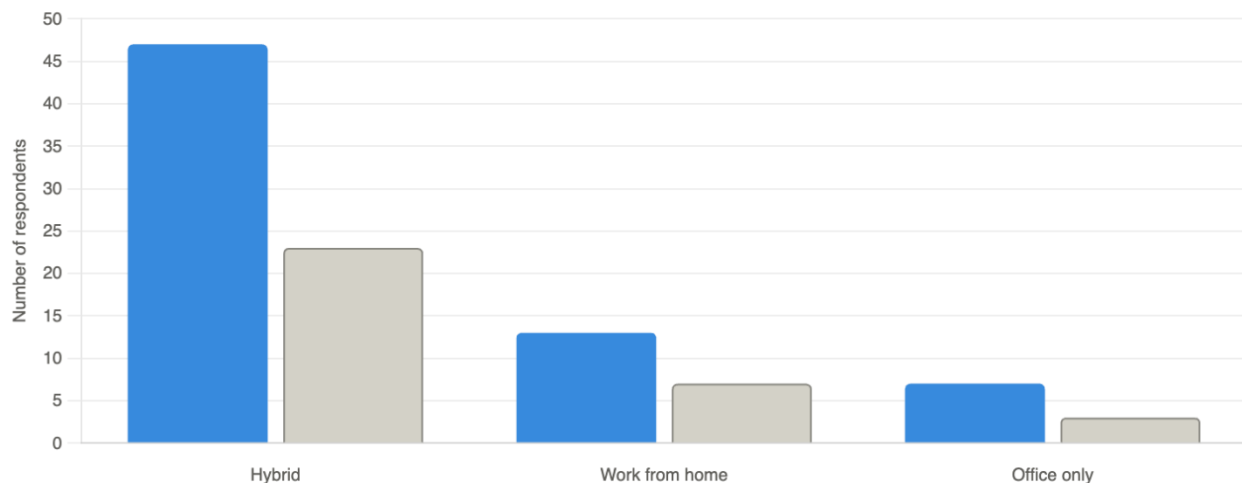


Figure 4.4. Observed Frequencies: Work Mode & Productivity

E. Satisfaction with Hybrid Model (Yes 68%, No 10%, Not Sure 22%)

The majority of employees (68%) are satisfied with the hybrid work model, while only a small percentage (10%) are dissatisfied. However, 22% are unsure, which indicates that some employees may still be adjusting to this work style or facing certain challenges.

Table 4.4.1: Satisfaction with Hybrid Work Model

Response	Percentage (%)
Yes	68
No	10
Not Sure	22

F. Future Preference (Yes 71%)

The data shows that 71% of employees prefer to continue hybrid work in the future. This strongly

indicates long-term acceptance and sustainability of the hybrid model in modern organizations.

Table 4.4.2: Future Preference for Hybrid Work

Response	Percentage (%)
Yes	71
No	11
Not Sure	18

G. Challenges – Communication Issues (60%)

The data highlights that 60% of employees face communication issues while working remotely. This suggests that despite its benefits, hybrid work can negatively impact collaboration and teamwork if proper communication tools and strategies are not implemented.

V. RESULTS AND DISCUSSION

The analysis of the data collected through the questionnaire provides meaningful insights into employees' perceptions and experiences with the hybrid work model. The majority of respondents represent the young and mid-level workforce, indicating that this segment is highly exposed to and influenced by modern work practices. Most participants are employed in full-time roles and are currently working either in a hybrid setup or completely from home, highlighting the growing adoption of flexible work arrangements across organizations.

The findings reveal that a significant number of respondents believe that working from home enhances their productivity. Employees reported that they are able to concentrate better, experience fewer workplace distractions, and manage their time more efficiently. The hybrid model, in particular, is viewed as a balanced approach that allows employees to combine the benefits of both remote and office work environments, ultimately supporting improved performance.

In terms of employee well-being, the results indicate a positive impact of hybrid work. Many respondents stated that they experience lower stress levels when working remotely, mainly due to the elimination of daily commuting and the flexibility to work in a comfortable environment. Additionally, employees highlighted that hybrid work helps them maintain a healthier work-life balance, enabling them to allocate

sufficient time to personal activities, family, and self-care.

Despite these advantages, the study also identifies certain challenges associated with hybrid work. A considerable number of respondents pointed out that communication with colleagues becomes more difficult in remote settings. The lack of face-to-face interaction can lead to misunderstandings, delays in coordination, and reduced team collaboration. Furthermore, some employees reported feelings of isolation and a lack of social connection, which can negatively affect their motivation and mental well-being over time.

Overall, the findings suggest that while hybrid work presents certain limitations, it is widely accepted and preferred by employees. Most respondents expressed satisfaction with the hybrid work model and showed a strong preference for continuing this arrangement in the future. This indicates that the benefits of flexibility, improved productivity, and better work-life balance outweigh the challenges faced by employees. The overall insight of the study highlights that hybrid work is a highly beneficial work model, but it is not without its limitations. Its effectiveness largely depends on how well both employees and organizations manage the associated challenges. While the model provides flexibility, autonomy, and improved well-being, issues such as communication gaps, isolation, and work-life boundary management need to be carefully addressed. The success of hybrid work is therefore not solely dependent on the model itself, but on the strategies, policies, and support systems implemented by organizations. A well-managed hybrid system can lead to higher employee satisfaction, improved productivity, and long-term organizational success.

VI. FINDINGS, RECOMMENDATIONS AND CONCLUSION

6.1 Findings

The empirical analysis reveals that the hybrid work model has become the most sought-after arrangement in the modern workforce, with 70% of respondents expressing a clear preference for it over fully remote (20%) or office-based (10%) roles. This preference is anchored in the significant improvements reported in work-life balance (70%) and job satisfaction (69%), largely driven by the elimination of daily commutes

and increased autonomy. While 67% of employees perceived an increase in their personal productivity, the Chi-Square test of independence resulted in the acceptance of the Null Hypothesis indicating that there is no statistically significant association between the specific work mode and actual productivity levels.

This suggests that high performance is achievable across all formats, provided the individual adapts effectively. However, the study identifies a critical friction point: 60% of employees reported persistent communication issues, highlighting that while the hybrid model excels in promoting individual well-being and reducing stress (65%), it often complicates team synergy and collaborative clarity. Despite these hurdles, the long-term outlook remains positive, as 71% of the participants intend to continue working in a hybrid capacity, signaling a permanent shift toward flexible organizational structures.

6.2 Recommendations

Based on the findings of the study, several recommendations can be suggested to improve the effectiveness of the hybrid work model:

- **Provide Flexible Working Hours:** Organizations should allow employees to choose working hours that suit their productivity patterns, helping them maintain a better work-life balance.
- **Encourage Regular Team Communication:** Companies should implement regular virtual meetings, team check-ins, and collaborative tools to improve communication and reduce misunderstandings.
- **Create a Proper Home Workspace:** Employees should be encouraged to set up a dedicated and comfortable workspace at home to enhance focus and efficiency.
- **Promote Mental Health Support:** Organizations should provide access to counseling services, wellness programs, and stress management initiatives to support employee well-being.
- **Allow Breaks and Physical Activity:** Employees should be encouraged to take regular breaks and engage in physical activities to maintain both physical and mental health.
- **Provide Ergonomic Furniture and Tools:** Employers should support employees by providing ergonomic chairs, desks, and necessary technological tools to ensure a comfortable and productive work environment.

6.3 Conclusion

The hybrid work model is emerging as a dominant trend in modern workplaces, especially in the post-pandemic era. It offers numerous advantages, including flexibility, improved work-life balance, enhanced productivity, and better employee satisfaction. By allowing employees to work in environments that suit their needs, hybrid work contributes to both personal well-being and professional efficiency.

However, the model also presents certain challenges, such as reduced communication, feelings of isolation, and difficulty in maintaining clear boundaries between work and personal life. These challenges, if not addressed properly, can impact employee performance and organizational effectiveness.

Therefore, it is essential for organizations to adopt a balanced approach by leveraging the benefits of hybrid work while actively working to minimize its drawbacks. With proper planning, effective communication strategies, and employee support systems, hybrid work can become a sustainable and highly effective work model.

Overall, hybrid work is not just a temporary adjustment but a long-term transformation in work culture. When managed effectively, it has the potential to create a more productive, satisfied, and resilient workforce.

REFERENCES

- [1] T. D. Allen, T. D. Golden, and K. M. Shockley, "How effective is telecommuting? Assessing the status of our scientific findings," *Psychological Science in the Public Interest*, vol. 16, no. 2, pp. 40–68, 2015.
- [2] B. Bakker and E. Demerouti, "The job demands-resources model: Challenges for employee well-being," *Journal of Industrial Psychology*, vol. 33, no. 3, pp. 1–11, 2007.
- [3] R. Gajendran and D. A. Harrison, "The good, the bad, and the unknown about telecommuting: Meta-analysis of psychological mediators and individual consequences," *Journal of Applied Psychology*, vol. 92, no. 6, pp. 1524–1541, 2007.
- [4] B. L. Kirkman, B. Rosen, P. Tesluk, and C. B. Gibson, "The impact of team empowerment on virtual team performance: The role of team

- communication and cohesion,” *Personnel Psychology*, vol. 57, no. 3, pp. 703–734, 2004.
- [5] L. Rhoades and R. Eisenberger, “Perceived organizational support: A review of the literature,” *Journal of Applied Psychology*, vol. 87, no. 4, pp. 698–714, 2002.
- [6] M. L. Shuffler and J. A. Gonzalez, “The role of technology in team dynamics: A review of the literature and future directions for research and practice,” *Organizational Psychology Review*, vol. 9, no. 3–4, pp. 215–241, 2019.
- [7] P. E. Spector and B. J. O’Connell, “The contribution of work stressors to absenteeism: A multiple sample study,” *Journal of Occupational and Organizational Psychology*, vol. 67, no. 3, pp. 245–257, 1994.
- [8] Tavares and E. Oliveira, “The impact of remote work on employee performance: A systematic review and future research agenda,” *International Journal of Management Reviews*, vol. 22, no. 3, pp. 365–387, 2020.
- [9] Wang, Y. Liu, J. Qian, and S. K. Parker, “Achieving effective remote working during the COVID-19 pandemic: A work design perspective,” *Applied Psychology*, vol. 70, no. 1, pp. 16–59, 2021.
- [10] WFH Research, “How working from home works out: Evidence from a survey of 30,000 Americans,” 2020. [Online]. Available: <https://wfhresearch.com>