



International Journal of Multidisciplinary Research in Science, Engineering and Technology

(A Monthly, Peer Reviewed, Refereed, Scholarly Indexed, Open Access Journal)



Impact Factor: 8.206

Volume 9, Issue 4, April 2026



International Journal of Multidisciplinary Research in Science, Engineering and Technology (IJMRSET)

(A Monthly, Peer Reviewed, Refereed, Scholarly Indexed, Open Access Journal)

Impact of Hybrid Work Model on Employee Engagement and Productivity: Evidence from a Primary Survey of Indian Professionals

Anchal Sharma, Dr. Deepika K M

MBA Finance (2024–26), CMS Business School, JAIN (Deemed-to-be University), Bengaluru, Karnataka, India

Faculty of Management Studies, CMS Business School, JAIN (Deemed-to-be University), Bengaluru, Karnataka, India

ABSTRACT: This study investigates the impact of hybrid work models on employee engagement and productivity among Indian professionals, drawing on primary survey data from 153 respondents across multiple industry sectors. Using multiple regression analysis grounded in Job Demands–Resources (JD-R) Theory and Self-Determination Theory (SDT), the study identifies three enabling dimensions: Flexibility (FLEX), Communication (COMM), and Technology (TECH) as significant predictors of both engagement and productivity. Key findings indicate that COMM is the dominant predictor of engagement ($\beta = 0.699$, $p < 0.001$), while FLEX ($\beta = 0.429$) and TECH ($\beta = 0.404$) are near-equally critical drivers of productivity. The productivity model achieves a remarkably high adjusted R^2 of 0.792, confirming strong explanatory power. Over 85% of respondents prefer hybrid work, and 93.5% wish to continue it in the future. The study concludes that hybrid work has become the preferred professional norm in India, but sustained success requires targeted investments in communication infrastructure, schedule flexibility, and digital tools.

KEYWORDS: Hybrid Work Model, Employee Engagement, Productivity, JD-R Theory, Work-Life Balance, Digital Readiness, Indian Professionals

I. INTRODUCTION

The global shift toward hybrid work, accelerated by the COVID-19 pandemic, has fundamentally transformed the structure of employment. Hybrid work—defined as a work arrangement in which employees alternate between office-based and remote working—has moved from an emergency contingency to a strategic organizational model. Within the Indian context, this transition has been particularly pronounced, as a large technology-driven knowledge economy rapidly embraced remote infrastructure while grappling with challenges unique to the subcontinent, including diverse home-working conditions, infrastructure variability, and deeply embedded workplace cultures.

Despite the global proliferation of hybrid work research, there remains a significant empirical gap in the Indian context. Much of the existing literature is either heavily skewed toward IT-sector respondents or draws on Western organizational frameworks that may not translate seamlessly to the Indian professional landscape. This study addresses that gap by surveying 153 professionals across eight diverse sectors—including IT, Marketing/Sales, Finance/Banking, Consulting, Operations, Start-ups, E-Commerce, and HR—to examine how hybrid work characteristics affect employee engagement and productivity.

The central research question is: To what extent do flexibility, communication quality, and technology readiness—three key enablers of hybrid work—explain variance in employee engagement and productivity among Indian professionals? This study contributes to theory by operationalizing JD-R Theory and SDT in the Indian hybrid work context and to practice by offering actionable guidance for HR practitioners and organizational leaders designing hybrid work policies.

II. LITERATURE REVIEW

2.1 Theoretical Foundations

The Job Demands–Resources (JD-R) Model (Bakker & Demerouti, 2007) posits that work characteristics can be divided into job demands—physical, social, or organizational aspects of work requiring sustained effort—and job



International Journal of Multidisciplinary Research in Science, Engineering and Technology (IJMRSET)

(A Monthly, Peer Reviewed, Refereed, Scholarly Indexed, Open Access Journal)

resources, which are aspects that reduce demands, support goal achievement, and stimulate personal growth. In the hybrid work context, schedule flexibility and technology infrastructure function as critical job resources that buffer against the demands of distributed work and facilitate both engagement and performance.

Self-Determination Theory (Deci & Ryan, 1985) complements the JD-R framework by explaining how intrinsic motivation—driven by the satisfaction of autonomy, competence, and relatedness needs—underlies sustained engagement. Hybrid work directly addresses autonomy through flexible scheduling, yet threatens relatedness through reduced face-to-face interaction. The interplay between these theoretical lenses provides the conceptual scaffolding for this study's hypotheses.

2.2 Hybrid Work and Employee Outcomes

Research consistently shows that hybrid work can positively influence employee engagement, primarily through enhanced autonomy and work-life balance (Allen et al., 2015; Gajendran and Harrison, 2007). However, the relational and affective dimensions of engagement—organizational belonging, team cohesion, and emotional connection—are more vulnerable to the social isolation inherent in distributed work models (Liao, 2017). Technology-mediated communication, while necessary, does not fully replicate the informal social exchanges that sustain organizational commitment (Leonardi et al., 2013).

The productivity literature presents a nuanced picture. Several large-scale studies report that hybrid workers maintain or exceed in-office productivity levels, particularly for individual knowledge tasks (Bloom et al., 2015). However, collaborative and creative tasks benefit from physical co-presence, suggesting that optimal hybrid designs must strategically align in-office days with collaboration-heavy activities. The role of digital technology in bridging this gap has grown substantially since the pandemic, with organizational investment in collaboration platforms proving to be a critical productivity enabler (Baert et al., 2020).

III. RESEARCH METHODOLOGY

3.1 Research Design and Data Collection

This study adopts a quantitative, cross-sectional research design. Primary data were collected via a structured Likert-scale survey administered digitally to working professionals across India. The survey instrument comprised 31 items organized into five composite constructs: Flexibility & Work-Life Balance (FLEX), Communication & Collaboration (COMM), Technology & Digital Readiness (TECH), Employee Engagement (ENG), and Productivity (PROD). All items were measured on a five-point Likert scale ranging from Strongly Disagree (1) to Strongly Agree (5).

A total of 153 valid responses were obtained from professionals across IT (22.9%), Marketing/Sales (14.4%), Finance/Banking (13.7%), Consulting (12.4%), Operations/Supply Chain (11.1%), Start-ups (10.5%), E-Commerce (7.8%), and HR (7.2%) sectors. The sample is predominantly in the 26–35 age range (52.9%), with 4–6 years of experience being the modal category (33.3%). A substantial majority (84.9%) are currently working under hybrid arrangements, ensuring the sample is directly pertinent to the research questions.

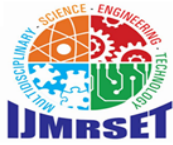
3.2 Hypotheses

The study tests the following hypotheses:

H1: Flexibility & Work-Life Balance has a significant positive impact on Employee Engagement. H2: Communication & Collaboration has a significant positive impact on Employee Engagement. H3: Flexibility has a significant positive impact on Productivity. H4: Technology & Digital Readiness has a significant positive impact on Productivity. H4₁: Flexibility and Technology are more important predictors of Productivity than Communication.

3.3 Analytical Methods

Data were analyzed using descriptive statistics, bivariate Pearson correlations, and multiple linear regression. Two regression models were specified: Model 1 with Employee Engagement as the dependent variable, and Model 2 with Productivity as the dependent variable. FLEX, COMM, and TECH served as independent variables in both models. Reliability was assessed using Cronbach's alpha, and all composite scales demonstrated acceptable internal consistency ($\alpha > 0.80$).



International Journal of Multidisciplinary Research in Science, Engineering and Technology (IJMRSET)

(A Monthly, Peer Reviewed, Refereed, Scholarly Indexed, Open Access Journal)

IV. DATA ANALYSIS AND RESULTS

4.1 Descriptive Statistics

The Technology dimension achieves the highest composite mean in the study (TECH: 4.15, SD = 0.47), with individual items for digital tool adequacy (Q20: 4.10), technology effectiveness (Q21: 4.14), and digital tool comfort (Q22: 4.22) all registering near-universal agreement. The Flexibility dimension follows closely (FLEX: 4.08, SD = 0.53), with schedule flexibility scoring highest at 91.5% combined agreement (Q8: mean = 4.12). The Employee Engagement composite (ENG: 4.06, SD = 0.48) and Productivity composite (PROD: 4.12, SD = 0.47) are both comfortably in the 'Agree' range. Communication & Collaboration shows the lowest composite mean (COMM: 3.93, SD = 0.50), with remote connection (Q16: mean = 3.86) as the lowest-scoring item across the entire survey.

4.2 Correlation Analysis

All bivariate correlations between the three enabling dimensions and both outcome variables are strong, positive, and highly significant ($p < 0.001$). The FLEX–ENG correlation ($r = 0.862$) and FLEX–PROD correlation ($r = 0.877$) confirm that schedule flexibility is the most powerful enabling factor for both outcomes. The TECH–PROD correlation ($r = 0.849$) reinforces the central role of technology infrastructure in productivity. COMM shows the strongest association with ENG ($r = 0.893$), reflecting Communication's unique role as an engagement driver operating primarily through the relatedness mechanism identified in SDT. Inter-predictor correlations are moderate-to-high (0.79–0.85), indicating meaningful multicollinearity that is properly controlled through regression.

4.3 Regression Results: Employee Engagement Model

The Engagement regression model explains 84.2% of variance in ENG (Adjusted $R^2 = 0.842$, $F = 278.97$, $p < 0.001$), confirming extremely high explanatory power. Communication (COMM: $\beta = 0.699$, $p < 0.001$) is the dominant independent predictor of engagement, with Flexibility (FLEX: $\beta = 0.214$, $p < 0.001$) making a significant secondary contribution. Technology (TECH: $\beta = 0.108$, $p < 0.05$) contributes positively but more modestly. All hypotheses regarding engagement (H1, H2) are confirmed. These results strongly support SDT's relatedness-as-engagement-driver prediction and JD-R's resource bundle hypothesis.

4.4 Regression Results: Productivity Model

The Productivity model explains 79.2% of productivity variance (Adjusted $R^2 = 0.792$, $F = 186.23$, $p < 0.001$). Flexibility (FLEX: $\beta = 0.429$, $p < 0.001$) and Technology (TECH: $\beta = 0.404$, $p < 0.001$) are both highly significant and near-equally important predictors of productivity, confirming H3 and partially confirming H4. Communication does not make a statistically significant independent contribution to productivity ($\beta = 0.078$, $p = 0.278$), suggesting that COMM affects productivity primarily through its correlation with flexibility and technology rather than as an independent driver. This confirms H4₁ by demonstrating that flexibility and technology are the primary productivity drivers, while communication is principally an engagement driver.

Table 1: Summary of Hypothesis Testing Results

Hypothesis | Predictor | Outcome | Result H1 | FLEX → Engagement | $\beta = 0.214$, $p < 0.001$ | Supported H2 | COMM → Engagement | $\beta = 0.699$, $p < 0.001$ | Supported H3 | FLEX → Productivity | $\beta = 0.429$, $p < 0.001$ | Supported H4 | TECH → Productivity | $\beta = 0.404$, $p < 0.001$ | Supported H4₁ | FLEX & TECH > COMM for Productivity | COMM $\beta = 0.078$, n.s. | Supported

V. DISCUSSION

The finding that COMM is the dominant predictor of engagement ($\beta = 0.699$) but not of productivity underscores a theoretically significant distinction between two dimensions of hybrid work outcomes: affective engagement versus task performance. Communication investments—team check-ins, manager touchpoints, digital social rituals—pay dividends primarily in emotional connection and organizational commitment rather than short-term output. Communication strategies should therefore be designed as long-term engagement and retention investments, not productivity levers.

The near-equal importance of FLEX and TECH for productivity ($\beta = 0.429$ and 0.404 respectively) confirms JD-R Theory's resource bundle hypothesis: multiple resources jointly determine performance outcomes, and neither flexibility nor technology alone is sufficient. Organizations investing heavily in collaboration platforms without also



International Journal of Multidisciplinary Research in Science, Engineering and Technology (IJMRSET)

(A Monthly, Peer Reviewed, Refereed, Scholarly Indexed, Open Access Journal)

providing meaningful schedule autonomy or vice versa may underinvest in the complementary resource that determines the return on the primary investment.

The lowest-scoring item in the study remote connection to team (Q16: mean = 3.86, 80.4% agreement) confirms that maintaining informal social belonging is the most persistent and unresolved challenge of hybrid work. This aligns with SDT's relatedness mechanism: while hybrid work satisfies autonomy needs through flexibility, it systematically reduces the spontaneous social interactions that sustain relatedness. Strategic interventions—intentional in-person events, deliberate social rituals in digital channels, mentoring structures—are required to prevent the gradual erosion of team cohesion in sustained hybrid arrangements.

VI. CONCLUSION

This study provides robust empirical evidence that hybrid work has positively impacted employee engagement and productivity among Indian professionals, with 90.2% agreeing it is beneficial and 93.5% preferring to continue it in the future. The extraordinarily high explanatory power of the regression models (Adjusted $R^2 = 0.842$ for engagement, 0.792 for productivity) confirms that flexibility, communication, and technology are the critical organizational levers for hybrid work success.

HR leaders should treat communication investment as an engagement strategy and technology-plus-flexibility investment as a productivity strategy, recognizing these are complementary but functionally distinct pathways. Special attention is warranted for the relatedness deficit revealed by the remote connection data: sustaining informal social belonging in hybrid environments requires deliberate design, not passive emergence.

Future research should address the cross-sectional limitation of this study with longitudinal designs, examine sector-specific hybrid work dynamics more granularly, and explore gender-differentiated experiences of hybrid work. Hybrid work has become the dominant professional norm in India—organizations that master its enabling architecture will secure a decisive advantage in talent engagement, retention, and performance.

REFERENCES

- [1] Bakker, A. B., & Demerouti, E. (2007). The job demands–resources model: State of the art. *Journal of Managerial Psychology*, 22(3), 309–328.
- [2] Bloom, N., Liang, J., Roberts, J., & Ying, Z. J. (2015). Does working from home work? Evidence from a Chinese experiment. *Quarterly Journal of Economics*, 130(1), 165–218.
- [3] Allen, T. D., Golden, T. D., & Shockley, K. M. (2015). How effective is telecommuting? Assessing the status of our scientific findings. *Psychological Science in the Public Interest*, 16(2), 40–68.
- [4] Deci, E. L., & Ryan, R. M. (1985). *Intrinsic motivation and self-determination in human behavior*. Springer Science & Business Media.
- [5] Gajendran, R. S., & Harrison, D. A. (2007). The good, the bad, and the unknown about telecommuting: Meta-analysis of psychological mediators and individual consequences. *Journal of Applied Psychology*, 92(6), 1524–1541.
- [6] Baert, S., Lippens, L., Moens, E., Weytjens, J., & Sterkens, P. (2020). The COVID-19 crisis and telework: A research survey on experiences, expectations and hopes. IZA Discussion Paper No. 13229.
- [7] Liao, C. (2017). Leadership in virtual teams: A multilevel perspective. *Human Resource Management Review*, 27(4), 648–659.
- [8] Leonardi, P. M., Huysman, M., & Steinfield, C. (2013). Enterprise social media: Definition, history, and prospects for the study of social technologies in organizations. *Journal of Computer-Mediated Communication*, 19(1), 1–19.

IJMRSET © 2026 | An ISO 9001:2008 Certified Journal | Anchal Sharma- JAIN (Deemed-to-be University)



INTERNATIONAL
STANDARD
SERIAL
NUMBER
INDIA



INTERNATIONAL JOURNAL OF MULTIDISCIPLINARY RESEARCH IN SCIENCE, ENGINEERING AND TECHNOLOGY

| Mobile No: +91-6381907438 | Whatsapp: +91-6381907438 | ijmrset@gmail.com |

www.ijmrset.com