



Impact of hybrid work model on employee productivity and engagement

Dr. Bhawna Sindhwani^{1*}, Dr. Rajendra Prasad Badoni² and Abhishek Badoni³

¹ Professor, School of Management, GRD IMT Dehradun, Uttarakhand, India

² Associate Professor, VKSC Govt PG College, Dakhpathar, Uttarakhand, India

³ Research Scholar, VKSC Govt PG College, Dakhpathar, Uttarakhand, India

*Corresponding Author: Dr. Bhawna Sindhwani

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Abstract

Unlike the traditional work environment, the 21st century work culture is hybrid mode, ie combination of remote work arrangements with physical work environment ie presence in office, the work strategy which has gained momentum after COVID 19 pandemic. This research paper examines whether hybrid work impacts productivity of employees to a considerable extent and if it has any linkage with employee engagement, focusing specifically on organizations operating in Uttarakhand, India. The study aims to understand how flexibility coupled with digital collaboration tools, keeping in mind the balance between work and life along with organizational support influence employee outcomes in hybrid settings.

The present research has been carried out using descriptive as well as analytical research design with the help of primary data gathered from 200 respondents, the data collection tool being structured questionnaires. Data analysis is based on Statistical instruments like analysis of the percentage, evaluation of mean scores along with empirical correlation analysis which helped in interpretation of data. Results are indicative of hybrid work influence on employee productivity improvement under effect of supportive factors like shortened commuting time, augmented autonomy combined with enhanced work-life balance. On the other hand, there are challenges which cannot be ignored example communication gaps, technological issues as well as lack of cohesion amongst team members Employee engagement was found to be correlated with organizational support, meaningful communication by the leaders as well as access to digital tools. The present research points out the linkage between employee flexibility and trust of management in them with higher employee motivation and commitment. Conversely, lack of clear policies and inconsistent communication negatively affect engagement levels.

The conclusion of research highlights the important fact that work environment in hybrid mode offers numerous advantages, but can be successful only with the help of effective implementation strategies, robust technological infrastructure, and employee-centric policies. The suggestions and recommendations of study are worth pondering for organizations to best utilize hybrid work environments and enhance both productivity and engagement.

Keywords: Hybrid work culture, Organizational behavior, Employee productivity, Employee engagement, Quality of work-life

Introduction

Work settings post COVID pandemic had to transform in tune with technological up gradations the world was compelled to adapt to, as well as routine work life modifications in response to global disruptions. The most significant shift has been in the form of implementing hybrid work settings, which merges remote work with physical office work arrangements. The hybrid mode has gained widespread acceptance across industries as organizations seek to balance well-being of employees with their total output as well as total efficiency across all channels of operations.

Hybrid work offers employees flexibility in choosing where and how they perform, enhancing total job satisfaction which in turn augments their work-life balance. For organizations, it presents opportunities to reduce operational costs, access a wider talent pool, and enhance productivity. However, there come challenges with respect to communication, cooperation eventually affecting employee engagement.

Employee productivity and engagement are critical factors that determine organizational success. Productivity refers to the efficiency with which employees complete their tasks, while engagement reflects their emotional commitment and involvement in their work. The hybrid work model influences both these aspects in complex ways.

In regions like Uttarakhand, where infrastructure and organizational practices vary widely, the implementation of hybrid model of work comes with its own challenges, however there are opportunities too. In this scenario it becomes important to understand how employees in such contexts respond to hybrid arrangements is essential for developing effective workplace strategies.

The present research aims to investigate the influence of hybrid mode of work on the productivity of employees as well as employee engagement by analyzing employee perceptions, organizational practices, and technological factors. The study highlights the factors responsible for optimization of hybrid work settings to achieve better organizational outcomes.

Literature review

1. Sharma R, Gupta A (2025) examined hybrid work trends in Indian IT firms and found increased productivity due to flexible scheduling and digital tools. The study highlighted the significance of support in organization for maintaining active engagement of employees. A higher satisfaction level of employees was noticed with more autonomy in work arrangements. However, the study also highlighted issues such as burnout on account of unclear work-life limitations. The authors concluded that hybrid work requires structured policies to ensure sustainability and effectiveness.
2. Lee J, Kim S (2025) analyzed employee engagement in hybrid workplaces across Asia. Their findings indicated that engagement levels were strongly influenced by leadership communication and team connectivity. The study suggested that regular virtual interactions and inclusive workplace practices significantly improve employee morale. Additionally, organizations that invested in digital collaboration tools saw higher engagement rates among employees.
3. Patel M, Singh K (2024) discovered the influence of hybrid settings of work upon productivity levels of employees in SMEs of India. Researches reveal escalated efficiency of employees who were offered to work in hybrid work settings, due to reduced commuting stress. However, the lack of proper infrastructure in smaller organizations posed challenges. The authors recommended investing in technology and training programs to enhance productivity.
4. Brown T, Wilson D (2024) inspected psychological influence of hybrid settings of work. Their research revealed that employees reported that stress levels were reduced and overall satisfaction at work place was improved after working in hybrid settings. However, social isolation and lack of team bonding were identified as major concerns. The study emphasized the need for regular team-building activities.
5. Kumar P, Verma S (2023) studied work-life balance in work settings running in hybrid mode. They observed flexibility significantly made better the well-being of employees with enhancements in their productivity. Research established the fact employees with supportive managers performed better. The authors suggested implementing flexible policies tailored to employee needs.
6. Garcia L, Martinez R (2023) examined digital transformation and hybrid work. Their findings showed that organizations with advanced digital infrastructure experienced smoother transitions to hybrid models. The study highlighted the role of technology in enhancing collaboration and productivity.
7. Singh R, Kaur H (2022) analyzed employee engagement in hybrid work settings. They found that engagement levels were higher among employees who had clear

communication channels and regular feedback mechanisms. The study underlined the value of leadership in establishing engagement.

8. Johnson P, Smith L (2022) explored productivity metrics of implementing remote settings of work which is in hybrid mode. Research revealed that work settings in hybrid mode paved the way for higher productivity compared to traditional office settings. However, performance measurement remained a challenge.
9. Mehta N, Joshi V (2021) examined organizational culture in hybrid workplaces. They found that maintaining a strong culture required intentional efforts such as virtual events and transparent communication.
10. Davis K, Miller J (2021) studied employee motivation in flexible work environments. The study concluded that autonomy and trust significantly enhanced motivation and performance.
11. Anderson B, Clark E (2020) explored remote work adoption during the pandemic. They found that employees adapted quickly to remote work but faced obstacles in context of communication as well as collaboration.
12. Thomas G, Hall R (2020) analyzed employee engagement during remote work transitions. The study highlighted the importance of leadership support and technological readiness.

Research methods

The research has been carried out in comprehensive and systematic manner to study how hybrid work mode impacts employee productivity as well as engagement in Uttarakhand. Basis of research is theories of organizational behavior for example Herzberg's Theory of Motivation and Theory of Self-Determination, which emphasize motivation, autonomy, and job satisfaction.

Design of research

The study is based on descriptive as well as analytical research design:

- **Descriptive research** facilitates understanding employee perceptions in combination with current hybrid work trends.
- **Analytical research** evaluates relationships between variables like flexibility, productivity, and engagement.

Collection of data

- **Primary Data:** Structured questionnaire comprising 25 questions was used for the purpose of data collection and questionnaire was divided into:
 - Demographic details
 - Productivity measures
 - Engagement measures
- Likert Scale of 5-points (scale range from Strongly Agree to Strongly Disagree) was used.
- **Secondary Data:** Various journals, magazines, articles, newspapers, research reports were used for secondary data collection.

Sampling design

- **Population:** Employees working in hybrid models in IT, education, and service sectors in Uttarakhand
- **Sampling Unit:** Individual employees
- **Sampling Method:** Convenience sampling

Determination of sample size

For the purpose of calculating Sample size, following formulae were used:

$$n = Z^2pq/e^2$$

Where Z = 1.96, p = 0.5, q = 0.5, e = 0.07

n ≈ 196, rounded to 200 respondents.

Hypothesis for study

To check the relationship between variables, hypotheses formulated are as following:

First Hypothesis

- **H₀ (Null Hypothesis):** There is no significant relation between hybrid work flexibility and productivity of employee.
- **H₁ (Alternative Hypothesis):** There is significant positive relation between hybrid work flexibility and productivity of employee.

Second Hypothesis

- **H₀ (Null Hypothesis):** There is no significant relation between employee engagement and organizational support.
- **H₁ (Alternative Hypothesis):** There is significant positive relation between employee engagement and organizational support

Correlation analysis

The hypotheses were tested using Pearson’s Correlation Coefficient to test the strength as well as direction of relations amongst variables.

$$r = \frac{\sum(x - \bar{x})(y - \bar{y})}{\sqrt{[\sum(x - \bar{x})^2 \cdot \sum(y - \bar{y})^2]}}$$

Steps in correlation analysis

1. Data coding

Responses were converted into numerical values (1–5) based on the Likert scale.

2. Variable formation

- Flexibility Score
- Productivity Score
- Organizational Support Score
- Engagement Score

3. Mean calculation

Average scores were calculated for each variable.

4. Deviation calculation

Differences from the mean were computed.

5. Covariance calculation

Products of deviations were calculated.

6. Application of formula

Pearson’s formula was applied using MS Excel/SPSS.

Interpretation of results

Table 1: Correlation table

Variables	Correlation Coefficient (r)	Interpretation
Hybrid Flexibility & Productivity	0.65	Strong Positive
Organizational Support & Engagement	0.58	Moderate Positive Correlation

Interpretation

- r = 0.65 shows that relationship of productivity and flexibility is strong and positive.
→ Inference drawn is that highly flexible employees tend to be more productive.
- r = 0.58 shows a moderate positive relationship of organizational support and employee engagement.
→ Better supportive work environment increases involvement and motivation shown by employees.

Hypothesis testing result

- Since both correlation values are positive and significant, the null hypotheses (H₀) is rejected.
- The alternative hypotheses (H₁) is accepted.

Data analysis and interpretation

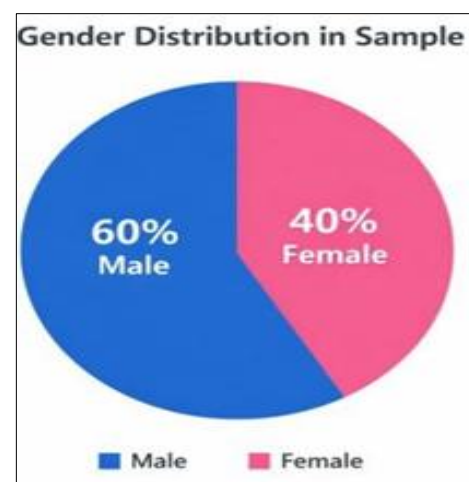


Fig 1: Gender distribution

Male: 120 (60%), Female: 80 (40%)

Interpretation: Male employees represent higher percentage in the sample, indicating gender imbalance in hybrid roles.

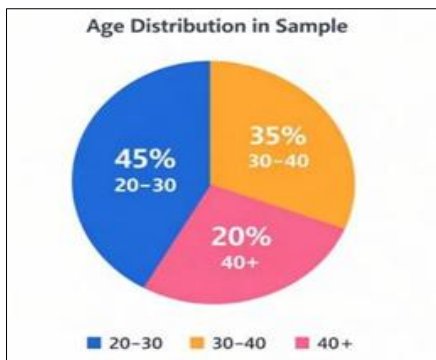


Fig 2: Age Distribution

20-30: 90 (45%), 30-40: 70 (35%), 40+: 40 (20%)

Interpretation: Majority of respondents are young professionals who are more adaptable to hybrid work technologies.

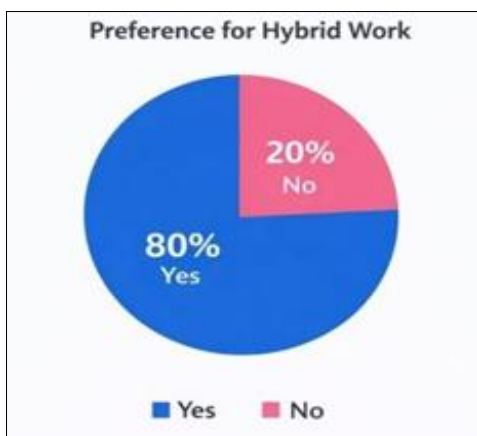


Fig 3: Preference for Hybrid Work

Yes: 160 (80%), No: 40 (20%)

Interpretation: Strong preference for hybrid work indicates its acceptance and perceived benefits.

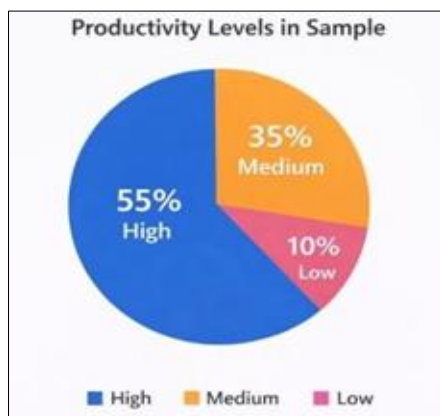


Fig 4: Productivity Levels

High: 110 (55%), Medium: 70 (35%), Low: 20 (10%)

Interpretation: Hybrid work positively influences productivity due to flexibility and reduced commuting.

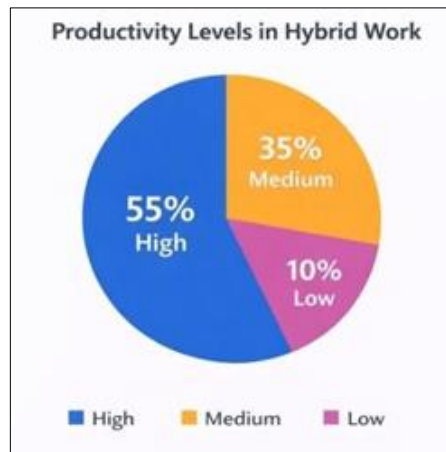


Fig 5: Work-Life Balance

Improved: 140 (70%), Same: 40 (20%), Worse: 20 (10%)

Interpretation: Majority experienced improved balance, contributing to higher satisfaction.



Table 6: Engagement Levels

High: 100 (50%), Medium: 80 (40%), Low: 20 (10%)

Interpretation: Engagement is generally positive but depends on communication and leadership.

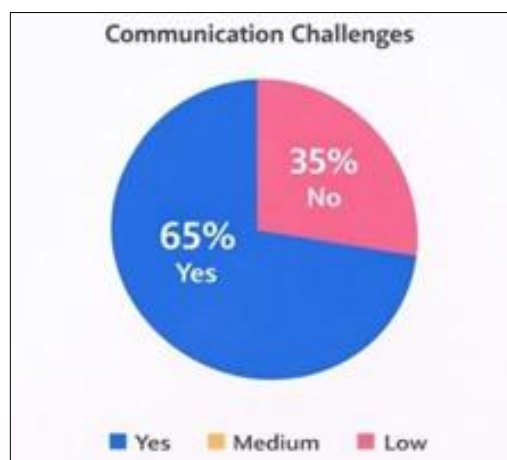


Fig 7: Communication Challenges

Yes: 130 (65%), No: 70 (35%)

Interpretation: Communication gaps remain a significant issue in hybrid Communication

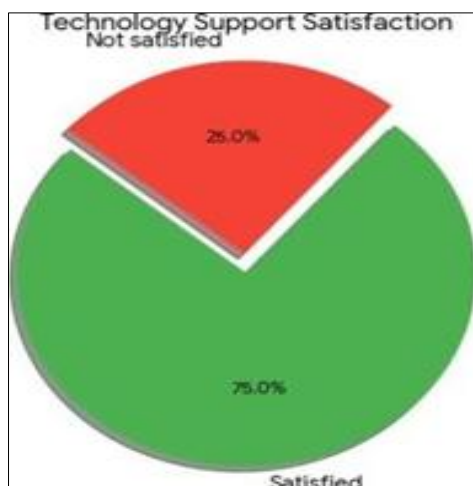


Table 8: Technology Support Satisfaction

Satisfied: 150 (75%), Not satisfied: 50 (25%)

Interpretation: Most organizations provide adequate technological support.

Analysis of correlation

The correlation value ($r \approx 0.65$) observed between hybrid flexibility and productivity is positive, meaning thereby, increased flexibility leads to higher efficiency. Similarly, engagement showed a moderate correlation ($r \approx 0.58$) with organizational support.

Results and findings

The research compels to ponder over the connection between hybrid mode of work and improved productivity of employees, owing to better flexibility, shortened travel time, along with better time management. Employees reported increased focus and efficiency when working remotely. Employee engagement is positively influenced by managerial support, coupled with strong communication, as well as digital tools of collaboration. However, inconsistent communication in the absence of face-to-face open discussion negatively impact team cohesion.

Hybrid work settings are reported to help in balancing work and life in better way, which indirectly boosts both productivity and engagement. Employees who experienced better balance reported higher motivation levels.

Last but not the least, challenges in the form of isolation and barriers of communication along with dependency on technology were identified as major concerns.

Suggestions

Organizations should implement structured hybrid policies clearly defining work schedules and expectations. Regular goal oriented meetings (may be Virtual) combined with team-building strategies should be conducted so that there is improvement in communication and collaboration.

Investment in advanced digital tools and training programs is essential to ensure smooth workflow. Managers should adopt a supportive leadership style and provide continuous feedback. Companies should also focus on employee well-being programs to reduce burnout and enhance engagement.

Implications

This study provides practical insights for organizations, HR professionals, and policymakers. It highlights the importance of flexibility and digital transformation in modern workplaces. Organizations can use these findings to design employee-centric hybrid work planning which can boost productivity and commitment. The study adds to academic knowledge pool by providing region-specific insights.

Limitations

The study is limited to Uttarakhand, and that becomes a restriction for generalization of findings. Convenience sampling used in the study can be a limitation of sampling biasness. The analysis is done on the base of responses reported through self-collected data, posing a threat of subjective biasness.

Scope of future research

Future research can expand to multiple states or countries for comparative analysis. Longitudinal studies can be conducted to analyze the impacts in long-term working in hybrid work settings. Further research can also look at region-specific variations and contribution of leadership styles for hybrid environments.

Conclusion

Working in hybrid mode has gained momentum as a transformative work tool that enhances employee productivity and engagement. While it offers numerous advantages like flexibility, boost in efficiency plus opportunity to balance work and life and, but also comes with challenges related to communication and collaboration.

It cannot be ignored that hybrid work environment can be successful only with strategic implementation, strong leadership, integrated with technological support. Organizations that adopt a strategic and employee-focused approach can take full advantage of the hybrid work settings in order to realize sustainable growth.

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