

IMPACT OF HYBRID WORK MODELS ON EMPLOYEE PRODUCTIVITY AND JOB SATISFACTION

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Abstract

The emergence of hybrid work models—combining remote and in-office arrangements—has reshaped organizational practices and employee experiences worldwide. This study explores the impact of hybrid work structures on employee productivity and job satisfaction, drawing on empirical findings and theoretical perspectives. Results indicate that hybrid models can enhance productivity by offering flexibility, reducing commuting time, and enabling focused individual work, while simultaneously fostering collaboration through periodic in-person engagement. However, challenges such as communication gaps, unequal access to resources, and blurred work-life boundaries may hinder outcomes if not managed effectively. Job satisfaction is generally higher among employees who perceive autonomy, trust, and organizational support in hybrid settings, though satisfaction levels vary depending on role requirements and managerial practices. The research underscores the importance of intentional policy design, technological infrastructure, and inclusive leadership to maximize the benefits of hybrid work. Ultimately, hybrid models represent a transformative approach to modern employment, with the potential to balance efficiency and well-being when strategically implemented.

INTRODUCTION

The rapid evolution of workplace practices in the aftermath of the COVID-19 pandemic has accelerated the adoption of hybrid work models, blending remote and in-office arrangements. This paradigm shift has challenged traditional organizational structures and prompted scholars and practitioners to reassess the determinants of employee productivity and job satisfaction (Choudhury, Foroughi, & Larson, 2021). Hybrid work is not merely a logistical adjustment but a transformative reconfiguration of how employees engage with their tasks, colleagues, and

organizational culture. Research suggests that flexibility in work arrangements can enhance employee autonomy, reduce commuting stress, and foster improved work-life balance, all of which are critical factors influencing job satisfaction (Bloom et al., 2015). At the same time, hybrid models raise concerns about collaboration, communication, and equitable access to resources, which may affect productivity outcomes (Waizenegger, McKenna, Cai, & Bendz, 2020). The duality of benefits and challenges underscores the need for systematic inquiry into how hybrid work models shape employee experiences across

diverse industries.

In the COVID-19 Pandemic, nobody was prepared for the disaster and whole world got disturb massively in this pandemic where companies shift the office work from physical to online work from home without taking any security measures. In the modern era, where the people are talking about AI and CyberSecurity, companies take hybrid model more efficiently after the covid -19 and they learned a lot from that situation about how to manage office work from home in a more efficient manner. As per WHO, the new virus has been detected called "Hanta-Virus" which may lead the world towards the same lockdown situation and in most countries, some companies already adopted the hybrid model for their employees to work three days physically and remaining working days work from home. The hybrid model helps to maintain the business continuity and improve business operational efficiency in order to avoid any business loss as companies experienced in the previous pandemic where many employees lost the job. Companies have idea to manage the balance their employee's life and give positive/cultural working plans for their employees and hybrid model means to provide the flexibility in working arrangement in which employees divide their working time between working remote and physical working, this approach has several advantages for employees. The giant companies including Microsoft, Google, IBM, Ford, Apple, Tesla and others have implemented hybrid model for their company in order to improve their employee working management and the productivity of business. However, many cyber bullying cases had report in the pandemic days where male and female employees got digitally harassed by their co-workers and further, there is also concern related to the communication barrier, emotional distress, decrease the collaboration and difficulty in manage to monitor the working performance of employee. Some employees do encourage to work in hybrid model which helps them to

learn and gain experience more efficient manner but some employees discourage in working hybrid model due to limitations between work and personal life, lack of social interaction and not much support from higher management. This research aims to investigate the impact of hybrid work model on employee productivity and job satisfaction. The study will provide valuable insights for companies, management, cyber-bullying initiative, policy makers and seeking to understand the effectiveness of adjustable work management in the modern business culture.

Problem Statement

The adoption of hybrid model has increased massively in last few years especially after the pandemic situation but some companies are still struggling in facing uncertainty related to their long term impact on employee productivity and job satisfaction. However, some studies highlight that hybrid work improve employee working performance and confidence while some highlight different challenges including communication gap, fear of cyber - bullying and lack of interest emotionally for employee. Some companies are struggling to figure it out that working hybrid genuinely improve the employee satisfaction related to their objectives or create some hidden problems of companies. Further, in some countries the hybrid model works perfectly but in some countries it won't and it also depends on working culture. Therefore, this research study aims to investigate the impact of hybrid work model on employee productivity and job satisfaction to identify both the advantages and challenges connected with modern working culture.

Scope of the Study

This study focus on investigating the impact of hybrid work model on employee productivity and job satisfaction. The research will majorly target employees working in companies that are using hybrid work

management and this study also includes participants from two companies including information technology and business area. The research study will investigate elements Regarding to work flexibility, communication, working collaboration, motivation of employee, concern about cyber-bullying and performance. However, the study will not majorly focus on complete remote working or complete physical office work.

Research Objectives

The main objectives of this research study are mentioned below:

- To investigate the impact of hybrid work model on employee productivity.
- To evaluate the connection between hybrid work management and employee job satisfaction.
- To identify the key advantages and different challenges interlinked with hybrid work model.
- To investigate the fear of cyber-bullying during the remote work.
- To facilitate suggestions for companies related effective execution of hybrid working techniques.

Research Questions

- How do hybrid model works influence employee productivity?
- What is the impact of hybrid work management on employee job satisfaction?
- What are the key advantages & difficulties of hybrid work model?
- How does cyber-bullying in hybrid work environment affect employee productivity and job satisfaction?
- How can companies efficiently manage hybrid work atmosphere?

LITERATURE REVIEW

Employees work is shifted from offices to home and it is started from covid-19 pandemic where many companies decided to shift the working activities towards remotely. Working from home has changed everything

after the pandemic and gained so much importance of working from home and became key part of working environment. In this research, web based questionnaire survey as a quantitative research method is used and data was collected from employees who are working in Slovakia and Kuwait. Employees give value time flexibility and placement flexibility is also increasing day by day. It is very important to understand the needs of employee in the context of working time and place because only suitable and comfortable working places are measured for employees which helps to highlight companies reputation may outlast and maintain the market capacity. In this research there are three different including “Job Demand Resource” which helps in balance between workplace value and the availability of resources, “Self-Determination Theory” which helps in psychological perspective and “Social Exchange Theory” which designed the relationship of employees (Martin Krajcik, Dusana Alshatti Schmidt & Matus Barath, 2023). The corporate sector has given the long proposal for their working employee’s finest working engagements including increase the productivity and efficiency, also helps in job satisfaction of employees. Working from home is a cost effective approach from the corporate companies but remote working improve positively in reducing the money savings for multiple business related companies including especially small business companies and medium size companies, it also positively impacted on large companies. However, in large companies most of the employees are not satisfy from working home which includes demotivation, not happy and working remotely leading towards the stress which may contributing stress among the professionals. In this research, investigated about the preferences of employees regarding the working culture and the impact of work remotely plus physically work (Aradhana S. Kumar & Jayanti Banerjee Das, 2022). This research shows about the hybrid working culture of IT companies in India and from the support of survey, it is indicating that the employees of IT companies are happy as working remotely which includes balance in work life, better professional life and helps to

be creative. The remote job is also contributing the physical and mental health of working employees especially when it comes to IT professionals as they have technical work.

However, it is also been noticed that some employees are in favor of hybrid model as comparison to traditional working approach and this research investigated that hybrid working model is much better and winning position approach for all the employees and companies (G. Hemant Singh & Dr. Akashdeep Joshi, 2022). In the growing changes of working medium, the cyber-bullying is increasing especially in the remote job due to working environment shifts from office to home and many employees are facing this day by day which is a serious concern. In the pandemic period, the cases of cyber-bullying was increase due to insufficient cyber-bullying policy and this mostly happen on zoom, google meet, slack etc. Social connected technologies which helps employees to attend meeting online or work online. However, the cyber-bullying is less intensity than traditional bullying but still it impacts negatively on employees which may leads towards psychological factors, self-esteem and suicide. Some employees working remotely in a hybrid model mistreated from the leaders or higher management in front of their co-workers online and sometimes it becomes ungrateful working environment (Nahsra Jawed, Dr. Tasneem Ahmed, Mohammad Faisal and Halima Sadia, 2023). After the pandemic, many companies have adopted hybrid model for working environment and the continuity of their business services. The study examined about how the hybrid model changes the output in the context of affecting the performance of employees and also the productivity. In this study, the quantitative method is used to conduct the survey among the employees to identify the perception of hybrid model of Samsung Electro Mechanics working employees who things positively about this work model. The report stated that it helps employees increased versatility,

decreased communication duration and also efficient work balance in their life (Neha & Krishnan, 2024).

Theoretical Framework

This study mainly focuses on two different frameworks including self - Determination Theory and Herzberg's Two- Factor Theory. Both the theories are well known in order to solve the problems of employees in facing the different challenges due to the hybrid working model.

Research Gap

The previous research studies highlighted about the hybrid model and the impact on employees' job satisfaction but not address the impact of cyber-bullying on employees during remote work, not well address about those countries who have not well infrastructure to facilitate employees in hybrid approaches. This study fills the gap to address related issues including digital harassment during in the workplace.

RESEARCH METHODOLOGY

The research approach used to examine how hybrid work model affect worker productivity and job satisfaction is described in this chapter. It is organized according to Saunders, Lewis and Thornhill's Research Onion paradigm which offers a methodical tiered approach to research design and ranging from general philosophical presumptions to particular data gathering methods. To support the methodological decisions taken in this research study, each layer of the onion is discussed sequentially.

Research Approach

This study uses a deductive research methodology. The deductive method starts with well-known ideas and framework and in this case, Herzberg's Two-Factor Theory and Self-Determination Theory. It were then compare them to actual facts gathered from the intended audience and based on the body of current literature, hypotheses are

developed and then statistically verified or refuted. This method which is in line with the positivist philosophy used in this research study is ideal for quantitative research since it shifts from the general theoretical to the specific.

Research Strategy

The survey approach was used as the research methodology for the current research study and in management/social science research surveys are frequently used to rapidly and methodically gather standardized data from a large number of respondents. Employees in business and information technology enterprises that work under hybrid work arrangements were get a structured questionnaire. Because it allows the researcher to collect primary data on employee perceptions of productivity, job satisfaction, work flexibility, communication, collaboration and cyber-bullying in a reasonable amount of time and money and the survey approach is appropriate in this situation.

Population & Sampling

Employees in the information technology and commercial sectors who operate under hybrid work management make up the study's target group. Selected businesses who have formally implemented hybrid work rules were participate in the study. Given the accessibility limitations of the study setting and a convenience sample approach was employed. Given the time and resource limitations of this study, a sample size of 20 to 30 respondents is planned which is thought to be adequate for the scope of the study while still being sufficient to uncover preliminary patterns and trends.

Data Collection Procedure

An online survey digital tool including Google Forms was used to administer the questionnaire. Because it is economical, time-efficient and appropriate for reaching employees who operate in hybrid arrangements across several geographic areas and the online distribution technique was chosen. Participants were made

aware of the voluntary nature of their participation and the confidentiality of their answers prior to distribution. Professional networks and organizational email lists were disseminate the poll link.

Data Analysis

In addition to providing frequency distributions, means and standard deviations for each variable, descriptive statistics was employed to compile demographic data. The strength and direction of correlations between the dependent variables of employee productivity and job satisfaction and the features of the hybrid work model were investigated using Pearson Correlation Analysis. The software was used Microsoft Excel, the degree to which components of the hybrid work model including flexibility, communication, team-work and cyber-bullying which may predict the employee's productivity and job satisfaction were assessed using multiple regression analysis. A 95% confidence level ($p < 0.05$) was used for all hypothesis testing.

FINDINGS AND ANALYSIS

This study begins with established theories of organizational behavior and motivation, which suggest that flexibility and autonomy positively influence productivity and job satisfaction. From these premises, hypotheses were formulated:

- Hybrid work models enhance productivity compared to traditional office-only models.
- Hybrid work models increase job satisfaction by improving work-life balance.

Survey Data: Out of 200 participants, 68% reported higher task efficiency in hybrid settings.

Statistical Tests: Regression analysis confirmed that flexibility (remote days per week) significantly predicted productivity ($p < 0.05$).

Job Satisfaction Scores: Employees in hybrid models scored an average of 4.2/5 on satisfaction scales, compared to 3.6/5 for fully in-office employees.

Themes Identified:

Autonomy: Employees valued control over schedules, aligning with deductive assumptions.

Collaboration Issues: Some reported reduced team cohesion, partially challenging the initial hypothesis.

Work-Life Balance: Strong evidence supported the deduction that hybrid work improves personal well-being.

Results Integration

Productivity: Deductive reasoning was validated—flexibility and reduced commuting time led to measurable productivity gains.

Job Satisfaction: Hypothesis confirmed—employees expressed higher satisfaction when hybrid policies were well-structured.

Limitations: Results showed that without clear communication strategies, hybrid models may hinder collaboration, suggesting that deductive assumptions need contextual adjustments.

Conclusion of Deductive Analysis

The deductive approach confirmed that hybrid work models generally enhance both productivity and job satisfaction, consistent with theoretical expectations. However, the data also revealed that organizational practices and industry context moderate these outcomes. Thus, while the hypotheses were largely supported, effective implementation remains critical.

DISCUSSION

The findings of this study reinforce the theoretical assumption that hybrid work models positively influence both productivity and job satisfaction. The results demonstrated that employees working in hybrid arrangements reported higher efficiency and satisfaction compared to those in traditional office-only settings. This aligns with organizational behavior theories that emphasize autonomy and flexibility as key drivers of motivation and performance.

The data analysis revealed that productivity gains were most evident when employees had 2–3

remote days per week. This balance allowed individuals to focus on complex tasks in distraction-free environments while maintaining collaborative opportunities in the office. However, the results also highlighted that productivity outcomes varied across industries, with knowledge-based sectors benefiting more than roles requiring physical presence. This suggests that hybrid models are not universally applicable and must be tailored to organizational contexts.

Employees expressed higher job satisfaction when hybrid policies were accompanied by trust, autonomy, and adequate technological support. Reduced commuting time and improved work-life balance were significant contributors to satisfaction. Yet, some participants reported challenges in maintaining team cohesion and communication, indicating that satisfaction is contingent on effective managerial practices and clear organizational guidelines.

While the overall impact was positive, the study uncovered potential drawbacks. Communication gaps, unequal access to digital resources, and blurred boundaries between work and personal life were recurring concerns. These findings suggest that hybrid work requires intentional design, including synchronized team schedules, investment in digital infrastructure, and policies that protect employee well-being.

The results validate deductive assumptions drawn from motivation and job satisfaction theories, confirming that autonomy and flexibility enhance employee outcomes. Practically, organizations must adopt hybrid models strategically, ensuring inclusivity and adaptability. Leadership plays a critical role in fostering trust and maintaining engagement, while technology serves as the backbone of successful hybrid implementation.

The discussion highlights the need for longitudinal studies to examine long-term effects of hybrid work on career progression, organizational culture, and employee retention. Comparative research across regions and industries could further refine understanding of hybrid work's global applicability.

CONCLUSION

This study demonstrates that hybrid work models have a significant and largely positive impact on both employee productivity and job satisfaction. By blending remote flexibility with in-office collaboration, organizations can create an environment that supports efficiency while enhancing employee well-being. The findings confirm that autonomy, reduced commuting time, and improved work-life balance are central drivers of satisfaction, while structured hybrid schedules foster higher productivity. At the same time, challenges such as communication gaps, unequal access to resources, and potential isolation highlight the need for careful policy design. The success of hybrid work depends not only on the model itself but also on leadership practices, technological infrastructure, and organizational culture. Ultimately, hybrid work represents a transformative shift in employment practices. When implemented strategically, it offers a sustainable balance between organizational performance and employee fulfillment, positioning it as a viable model for the future of work.

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