



Influence of Hybrid Work on Employee Engagement

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Abstract

The rapid adoption of hybrid work models post-COVID-19 has reshaped organizational dynamics, offering flexibility while raising questions about its impact on employee engagement. This study examines the factors influencing employees' preference for hybrid work environments and analyzes their effects on employee engagement from an employer's perspective. Drawing on the Theory of Performance and Development and supported by a review of recent literature, the research identifies key drivers such as flexibility, work-life balance, autonomy, reduced commute, better family time, personal productivity, and robust digital tools. Using multiple linear regression analysis on survey data, the study reveals that hybrid work explains approximately 61% of the variance in employee engagement ($R^2 = 0.608$). Statistically significant positive influences were found for flexibility ($\beta = 0.281$, $p < 0.001$), work-life balance ($\beta = 0.275$, $p < 0.001$), better family time ($\beta = 0.089$, $p = 0.043$), personal productivity ($\beta = 0.111$, $p = 0.034$), and robust digital tools ($\beta = 0.077$, $p = 0.004$), while autonomy and reduced commute showed no significant effect. The findings underscore hybrid work as a strategic model that enhances engagement through improved work-life integration, autonomy in scheduling, and productivity gains, ultimately fostering a motivated and resilient workforce. Implications for organizations include prioritizing supportive policies, leadership, and technology to maximize benefits and mitigate challenges like isolation and communication barriers. Future research should explore sector-specific variations and long-term sustainability.

Keywords: Hybrid Work, Employee Engagement, Work-Life Balance, Flexibility, Productivity, Autonomy

Introduction

Human Resources and Management are closely linked to performance aspects, which play a critical role in maintaining balance within an organization. According to the Theory of Performance and Development, strong performance is influenced by several factors. This theory can therefore be applied to analyze the factors affecting hybrid workplace models from the employer's perspective and the intention to adopt hybrid work as the future of work to enhance performance.

Organizations started practicing work flexibility in the form of homeworking, partial homeworking, or hybrid working decades before the outbreak of the COVID-19 pandemic. Before the pandemic, flexible working opportunities were mainly offered in the IT sector. During the full lockdown period of the pandemic in many organizations, employees had to work remotely from home for health safety reasons. Later, when the full lockdown was lifted off, many organizations shifted to hybrid working to reduce the number of employees at the workplace. Before the outbreak of corona virus at the end of 2019, a survey conducted by LinkedIn indicated that working from home has become an attractive concept for both employers and employees, as it entails many advantages, including better work-life balance, enhanced productivity, and lower costs for buildings and infrastructure.

This indication was reinforced during the pandemic, when working from home became a viable solution, with some evidence of increased employee productivity leading to a normal work pattern after the pandemic.

Employee engagement includes a sense of ownership and accountability, where engaged employees take responsibility for their tasks and are more likely to demonstrate initiative in seeking out solutions to problems. Engaged employees exhibit strong interpersonal relationships within the workplace, collaborating effectively with colleagues and providing support to one another, thereby creating a positive work environment that fosters teamwork. High levels of job satisfaction also mark employee engagement, as engaged employees often report feeling fulfilled and satisfied in their roles, which contributes to lower turnover rates and greater retention. Furthermore, employee engagement is characterized by a proactive approach to personal and professional development, as engaged employees are more inclined to seek opportunities for growth, pursue additional training, and take on new challenges within the organisation, ultimately leading to enhanced skills and capabilities. Collectively, these characteristics underscore the vital role that employee engagement plays in fostering a motivated, productive, and resilient workforce

Review of Literature

S Subramanian, M Kavitha Factors Influencing Employee's Job Satisfaction-An Empirical Study Among Employees of IT Sectors in Chennai City. *International Journal of Applied Business and Economics*. The main aim of this study is to identify the perceptual difference of Employees with respect to the job satisfaction of the firm and to find out the factors determining Job Satisfaction of employees in the firm. Finally, to measure the impact of job satisfaction of employees. The researcher used Simple random sampling technique has been used for analysis. Sample size of the study consists of 100 respondents. The results show that monetary factors of salary and Non-monetary factor training and development influenced employees to get job satisfaction. finally, it concludes that job satisfaction is the main factor to increased wealth of the firm and to feel happiness to the employees.

Dede Dwi Angreni (2024) ^[2] Work Hybrid, Work-Life Balance, Work Engagement, and Employee Performance. *Quantitative Economics and Management Studies (QEMS)*. Vol. 5 No. 6 (2024). This study aims to provide empirical evidence on the factors influencing the hybrid workplace model from the employer's perspective, as well as the intention of adopting hybrid work as the future of work to enhance performance. The theoretical framework combines the Theory of Performance and Development as a reference for the study. The analysis was performed using the SmartPLS 4.0 software. The empirical results show a strong correlation between work engagement and employee performance, with the integration of mediating factors. The findings indicate that better acceptance of the benefits of hybrid work and work-life balance by employees contributes to improved employee performance. Furthermore, evidence suggests that the path coefficient of hybrid work has the most dominant role in influencing employee performance and work engagement, particularly among Generation Z.

Rohmawan Rohmawan (2025) ^[3] The Hybrid Work Model and Its Impact on Employee Engagement: A Literature Review Study on the Millennial Generation. *Brilliant Journal*

of Management and Tourism. This study investigates the impact of the hybrid work model on employee engagement, with a specific focus on the millennial generation. As organizations continue to adopt flexible work arrangements in the post pandemic era, understanding how these models influence engagement is essential. The primary problem addressed in this research is the lack of clarity on how hybrid work structures affect the psychological, emotional, and behavioral aspects of millennial engagement. The objective is to synthesize existing literature and identify the mechanisms that foster engagement within hybrid environments. This study concludes that the hybrid work model, when strategically aligned with generational expectations, serves as a viable approach to maintaining high levels of employee engagement.

M Nithya, M Kavitha, GS Maheswari – 2025. ^[4] Work-Life Balance and Its Impact On Job Performance: A Study With Special Reference o Women Police In Chennai City *International Conference on Automation and Computation*. This paper mostly addresses the challenges faced by female police officers in Chennai as well as the strategies meant to improve their performance at their positions. The study examines for Chennai's female police officers how job performance and work-life balance interact. Split into several ranks, two hundred female police officers from Chennai were handed a preformulated questionnaire. Among the most important things considered are work hours, family responsibilities, job satisfaction, and degrees of perceived stress. The study employs a mixed-method approach combining qualitative insights gained from interviews with ...

Oloidi (2025) ^[5] Hybrid Work Systems and Employee Engagement of Selected Fast-Moving Consumer Goods Companies In Lagos State, Nigeria. this study aimed to determine the effect of hybrid work systems on employee engagement of selected fast moving consumer goods (FMCG) companies in Lagos State, Nigeria. The study adopted survey research design using a well-structured survey questionnaire and the sample size of 375 managers was determined using Raosoft sample size calculator while simple random and proportionate sampling techniques were utilized to identify eligible managers. The study makes significant empirical contributions by providing empirical evidence on the effect of hybrid work systems dimensions on employee engagement in selected fast-moving consumer goods companies in Lagos State, Nigeria. Further research is needed around employee health and wellbeing in relation to remote work to ensure better understanding of the factors that contribute to maintaining healthy boundaries, supporting employee wellbeing, and dealing with loneliness in remote work environments.

Bilkis Afroza Siddika (2025) ^[6] Effect of hybrid working on employee engagement. *Annals of human resource management*. This study explores the effects of hybrid working on employee work engagement on the scale of the level of energy, work involvement, concentration, and enthusiasm. This study also investigated the factors that influence employee engagement in hybrid work. Hybrid working can enhance employee engagement by reducing commuting stress and supporting better work-life balance, particularly in terms of energy and flexibility. However, challenges such as communication barriers and work-family conflicts especially among female employees may hinder its effectiveness. With adequate organizational support and clear

structure, hybrid working can serve as a strategic approach to boosting employee engagement.

Priyanka Taranekar (2025) ^[7] Reimagining Employee Engagement in Hybrid Work Models: A Strategic Approach for Sustained Productivity and Connection. The hybrid model offers unparalleled flexibility, empowering employees to balance professional and personal commitments effectively. However, it also risks fostering disconnection, reducing collaboration, and diminishing a sense of belonging among team members. Organizations can build a resilient and engaged workforce that succeeds and thrives in this new paradigm by addressing these key concerns. This paper points out future research direction for researchers and concludes with recommendations for both organizations and policymakers to ensure long-term success for the U.S. workforce. By adopting a forward-thinking approach, organizations can transform hybrid work challenges into opportunities, creating a more connected, motivated, and productive workforce

Objectives of the Study

1. To identify the factors that influence Employees to work in a Hybrid work environment
2. To analyse the effects on Hybrid work on Employee Engagement

Hypotheses of the Study

1. There is no significant difference among the factors that influence Employees to work in a Hybrid work environment
2. There is no significant analyse the effects on Hybrid work on Employee Engagement

Analysis And Interpretation

The various factors influencing employees to work in a hybrid mode center on flexibility, work-life balance, autonomy, and personal productivity, driven by benefits like reduced commute, better family time, and control over their schedule, balanced against challenges like communication gaps, potential isolation, and the need for strong leadership and technology to ensure fairness and inclusion. Employees are drawn to the choice and control hybrid offers, while successful implementation relies on clear policies, supportive leadership, and robust digital tools for seamless collaboration. The following table shows the influence on hybrid mode on Employee engagement

The hybrid work influenced employees consists of seven variables and its subsequent influence over Employee Engagement is measured through linear multiple regression analysis. The results are shown below

Table 1: Model Summary for hybrid work

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.759 ^a	.608	.601	2.109

a. Predictors: (Constant), F6, F2, F4, F5, F1, F3, F7

Source: Computed data

In view of the above, it can be presumed that the R=.759 R square =.608 and adjusted R square.601. It can be established that the hybrid work create 61% variance over the Employee Engagement. The cumulative influence of seven variables of

hybrid work over Employee Engagement is analysed through the following one way analysis of variance.

Table 2: ANOVA ^a

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5895.331	6	982.555	88.197	.000 ^b
	Residual	8542.928	506	16.883		
	Total	14438.259	512			

a. Dependent Variable: Employee Engagement

b. Predictors: (Constant), F6, F2, F4, F5, F1, F3, F7

Source –Computed data

It was indicated in the above table $f=88.197$ $p=.000$ are statistically significant at 5% level. This presumes all the seven variables cumulatively responsible for Employee

Engagement. The individual influence of all these six variables is clearly presented in the following co-efficient table.

Table 3: Coefficients ^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	13.002	1.355		9.598	.000
	Flexibility	1.572	.320	.281	4.905	.000
	Autonomy	-.072	.443	-.011	-.162	.871
	Work-life balance	2.127	.556	.275	3.828	.000
	Better family time	.524	.281	.089	1.864	.043
	personal productivity	1.014	.477	.111	2.128	.034
	Reduced commute	.053	.402	.007	.133	.894
	Robust digital tools	1.053	.202	.077	2.133	.004
a. Dependent Variable: Employee Engagement						

a. Dependent Variable: Employee Engagement

Source: Computed data

It was obtained in the above table Flexibility (Beta=.281, $t=4.905$, $p=.000$), Work-life balance (Beta=.275, $t=3.828$, $p=.000$), Better family time. (Beta=.089, $t=1.864$, $p=.043$) personal productivity (Beta=.111, $t=2.128$, $p=.034$) Robust digital tools (Beta=.077, $t=2.133$, $p=.004$) are statistically significant at 5% level. This indicates that flexibility and robust digital tools influenced to employee engagement.

Findings and Conclusions

Hybrid work is a flexible approach that combines working in an office environment and working from home. Hybrid work is a flexible work model that supports a blend of in-office, remote, and on-the-go workers. The greatest advantages of hybrid work to date are work life balance, more efficient use of time, control over work hours burnout mitigation and higher productivity. Finally, it concludes that Hybrid work provides the flexibility for employees to work in ways that are most effective for them and it leads to employee engagement.

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