



A Study on the Impact of Hybrid Work Models on Gen Z Employees in IT Firms in Bangalore

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Abstract

The Hybrid working has been widely implemented across IT companies and organisations over the last few years and has become more common after the COVID-19 pandemic. Hybrid work changes how we work, engage and communicate with colleagues and superiors, and manage work. The present study seeks to understand hybrid work concerning Gen Z employees in IT organisations. Thus, the study typically studied in isolation connects productivity, job satisfaction, retention, and challenges at the workplace. It helps understand how different variables operate in hybrid work daily for employees. These could be variables like digital fatigue, employee wellness, and communication, which may affect how employees feel and perform. It would also shed light on how companies shape the employee experience by practising or not practising digital wellness. New research highlights how hybrid working is providing employees with greater flexibility and convenience, yet also bringing increased screen fatigue, communication challenges and blurred boundaries between work and life. The impact of the trade-offs between these two aspects is unlikely to be uniform, and some employees will experience lower productivity, or even lower job satisfaction, because the organisation is not supporting them appropriately. Communication with employees and any wellness or healthy work practices implemented by the organisation would affect their employees. Hybrid work can be easily achieved where flexibility is there and where a company supports its employees.

Keywords: COVID-19 pandemic, Hybrid Work, Gen Z, Work-life Balance, Remote Work

INTRODUCTION

Work looks nothing like it did just a few years back. Tech moves fast now, one reason offices lean heavily into artificial intelligence these days. More than ever, businesses use digital systems. Virtual whiteboards connect teams in different cities, and video chats are taking the place of hallway talks. Platforms like Zoom and Teams are becoming more common. Slack threads connect people in different time zones and let them talk without being in the same room. People log in from kitchens, co-working spaces, and even beach towns where Wi-Fi isn't always good. As hybrid schedules become more common and more remote jobs are created, fixed desks

are becoming less common. Not the other way around, but flexibility shapes how work fits into lives now. This change didn't happen slowly; it came in loudly and changed routines by force and necessity (Brynjolfsson et al., 2020).

When the pandemic hit, businesses started mixing home and office work to keep things running smoothly and keep employees happy. Right now, young adults born after 1996 make up most workers in the field. Independence matters deeply to them, and so does choosing when and where they do their jobs. Meaningful tasks hold their attention longer than empty promises or rigid schedules. Comfort with technology isn't taught - it's how they've always lived.

Some people find mixing office and remote days helps them feel more balanced, while others struggle to stay in touch. A split setup offers freedom, but sometimes blurs when work stops, and life begins. Younger workers might feel this more sharply since they're building skills through real interactions. Missing casual chats at desks or quick feedback loops can slow growth. Not everyone adjusts the same way when routines shift between home and workspace. For those just starting careers, less face time may mean fewer chances to learn by watching.

Nowadays, jobs happen mostly on computers, so people connect with companies through screens instead of hallways. Motivation ties closely to how valued workers believe they are, plus whether leaders show up when needed. Younger team members care deeply about growing into bigger roles, doing tasks that matter, while feeling safe speaking up at work. Success in split-office setups means adapting fast, staying sharp with tools and software without constant help. Feeling ready for daily challenges links directly to confidence, which builds when guidance comes regularly.

Nowadays, many tech workers in India split time between home and office - teams stretch across countries, moving fast. Though this setup offers freedom, problems pop up too: tiredness creeps in, boundaries blur, talks get messy. Lately, attention turns to younger employees - the Gen-Z group - since they form most of the field, says a NASSCOM paper.

Even though plenty has been written about hybrid jobs and young adults born after 1996, nearly all those studies zoom in too narrowly. Rare are the papers looking at how mixed office-and-home setups impact people from various age groups through multiple lenses - like output quality, personal time boundaries, attention levels, and daily hurdles. What this one does is add fresh insight by exploring how tech company staff from the youngest workforce cohort experience working partly remote.

PROBLEM STATEMENT

Now, hybrid work is almost common in IT companies, mainly after COVID-19. Many Gen Z employees prefer this style as it gives them flexibility and comfort.

However, hybrid work also creates some difficulties. Employees don't always communicate properly with others, team interaction is less, and many find it hard to balance work and personal life. Some even start feeling disconnected or isolated.

Even though companies are using hybrid work widely, there is still not much clarity on how it affects Gen Z employees in their daily work. Most organisations only look at the positive side, like flexibility and productivity and turn a blind eye to the disadvantages.

Also, not many studies have looked at things like productivity, engagement, work-life balance, and challenges together, especially in the Indian IT sector in Bangalore. So, there is a need to understand this properly.

OBJECTIVES OF THE STUDY

- What are the effects of hybrid work models on employee productivity, job/sentiment/career satisfaction and employee retention, especially among Gen Z in IT sector in Bengaluru.
- How hybrid work models impact digital fatigue, employee well-being, and communication efficacy.
- How communication failures, social isolation, and work-life boundary challenges occur in team and workplace environments where employees have flex time or work from home.
- The extent to which organisational support and digital wellness practices can mitigate hybrid work negative effects.

LITERATURE REVIEW

International Context

(Leyla Yacine and Heikki Karjaluo, 2022) Explains that Gen Z employees today like hybrid work because it gives them flexibility and helps them balance work and life better. Simultaneously, if they are not satisfied with their working environment, they might quit their job. This shows that companies need to understand the expectations of employees and create a work environment where they feel comfortable and valued.

(María Lucila Osorio and Sergio Madero) Explaining Gen Z's desire for hybrid work in corporate, family, and entrepreneurial settings: In this study, the researchers aim to clarify why Gen Z is so keen on hybrid work. While their preference for flexibility and balance in their work lives stands out, their expectations also depend on the work environment. Thus, organisations have to adapt their modus operandi to the expectations of their employees.

(Betty Luna Doens) Exploring Gen Z Preferences for Hybrid Versus In-Office Work in Early Career Roles. While Gen Z tends to prefer hybrid, early career professionals also discover benefits and challenges such as reduced face-to-face interaction and blurred lines between work and personal life. Supporting the employee in hybrid models and adequate communication are key findings in the article.

(Abdul Haris Muchtar) HRM in the Age of Gen Z: Balancing Flexibility, Well-Being, and Productivity This study reveals that employees from Gen Z are more interested in job opportunities that offer flexibility, well-being and meaningfulness over job security. There is a gap between what they expect from workplace and what organisations provide. To sustain both productivity and employee engagement, organisations must provide support to employees and grant them greater autonomy in the workplace.

(Wilma Korkeela 2024) Generation Z employees value hybrid work because it allows them to manage their work-life balance. Although there are some challenges, the benefits of hybrid work outweigh them. Therefore, organisations should focus on reducing the negative aspects of hybrid work while still allowing employees to work flexibly.

Indian Context

(Priyanka Anand, Sumita Mishra, and Kumar Mohanty, 2025) say that Gen Z employees are very comfortable

with technology and like work that has meaning. The interest in work depends on both motivation and the company environment. Good work culture, flexible working, and support from the company help them stay interested and continue working in the organisation for a longer time.

(Priyanka Anand, Sumita Mishra, and Kumar Mohanty, 2025) explain that Gen Z employees are comfortable with technology and look for meaningful work. Their engagement depends on both personal motivation and organisational environment. Factors like work culture, flexibility, and support play a major role in keeping them engaged and helping them stay longer in the organisation.

(Preet Kanwal, Pranav Malik, Jasleen Purty, Neesha Rawat, Sandeep Kaur Randhawa, and Kulpreet Kaur, 202), say that hybrid work and AI are changing the way people work. Gen Z employees like flexible work and working on their own. But working from home can reduce talking and bonding with team members. So, companies should not focus only on technology but also care about employees and keep a good connection between them.

(Rahul Bhattacharyya, 2025) says that Gen Z employees like flexible work, but it can affect their mental health and social life. The study says that support from the company, good leaders, and learning opportunities help employees stay happy and interested in their work.

(Arshad Ali and Vipul Jain, 2025) Say that AI is changing work life. It helps people work better and feel happy, but it can also create fear of job loss and skill problems. So, companies should give training and use technology in a balanced way

(Rudra Gosai and Jignesh Vidani 2025) Focus on how Gen Z students view remote internships. They are comfortable with technology and find online work convenient, but a lack of direct interaction can reduce motivation. Many prefer a mix of online and offline work, which is similar to hybrid work preferences.

RESEARCH GAP

Although there is an abundance of research on hybrid work, flexibility, AI, and Gen Z employees, most of these studies focus on one of these topics at a time. There is little research that considers all of these elements together. Most of the research on hybrid work is based on general trends and employee preferences, rather than the unique experiences of a specific generation, like Gen Z employees working in IT firms. There is a lack of research that provides an in-depth analysis of the real impact of hybrid work on aspects such as productivity, work-life balance, employee engagement, and challenges within IT companies.

Many studies focus on the positive aspects of telework, such as flexibility and employee satisfaction. However, only a few studies investigate the problems employees are facing on a daily basis when working remotely. Typical challenges may include a lack of communication or feeling isolated. Also, Indian-based research in this area is limited and does not fully capture real workplace situations. Because of this, more detailed research is needed to understand how hybrid work models affect Gen Z employees in IT firms

CONCEPTUAL FRAMEWORK

This research builds on core ideas explaining how mixed work setups shape young tech workers' daily lives. Flexibility stands out - having control over time and place tends to lift both output and morale. Working partly

remote, partly onsite allows such freedom. Still, too much leeway without clear guidelines might blur expectations. Teamwork can stumble when signals get lost across locations.

One big idea people talk about is fitting job duties around life outside work. Shifting to a mix of office and home days cuts down travel hours, giving workers back moments they might spend on themselves. Yet here comes a twist - when the workplace moves into living rooms, boundaries blur. That desk in the corner? It stays loaded with tasks, even at night. Stepping away feels harder when emails glow beside coffee mugs.

Most folks act positively if they believe their company has their back. Support shows up differently now - through honest updates, useful tech, or steady guidance while working part-time remote. Feeling helped makes people stick around longer and enjoy tasks more. That reaction ties directly to how valued someone thinks they are by leadership.

Most days, work feels heavier when pressure builds without help nearby. Think constant emails, trouble connecting, long hours - those weigh on people. But give someone room to choose their schedule, backing from leaders, useful software, things shift. Stress often grows when too much is asked, and little is offered in return. Energy stays higher if support matches effort. Arnold B. Bakker and Evangelia Demerouti laid this out back in 2007. Their JD-R model shows that balance matters more than any single factor ever could.

CONCEPTUAL MODEL DEVELOPMENT

A conceptual framework is also developed to explore the relationship between the hybrid work model and employee outcomes (productivity, job satisfaction, intention to stay), specifically among Gen Z employees in the IT firms. The hybrid work model is treated as an independent variable in this study as it is the main driver that could impact employee outcomes.

Hybrid work isn't just felt directly by employees. There are several intermediate factors through which its effects play out, shaping the work environment on an everyday basis.

These are the mediating variables in the study:

There is growing concern regarding **digital fatigue**, this refers to feelings of stress or tiredness caused by heavy use of digital technology.

Employee well-being, meaning the overall mental and emotional health of employees

The effectiveness of **Communication**, how clearly and in what time frame information is disseminated throughout a Hybrid Workplace.

In addition to the listed effects of hybrid work, the model also considers the moderating factor of the organisational culture. So, it also influences the strength of the effects.

The moderating variable identified is:

Digital wellness intervention (DWI) refers to organisational policies and practices that promote employees' digital well-being and combat burnout.

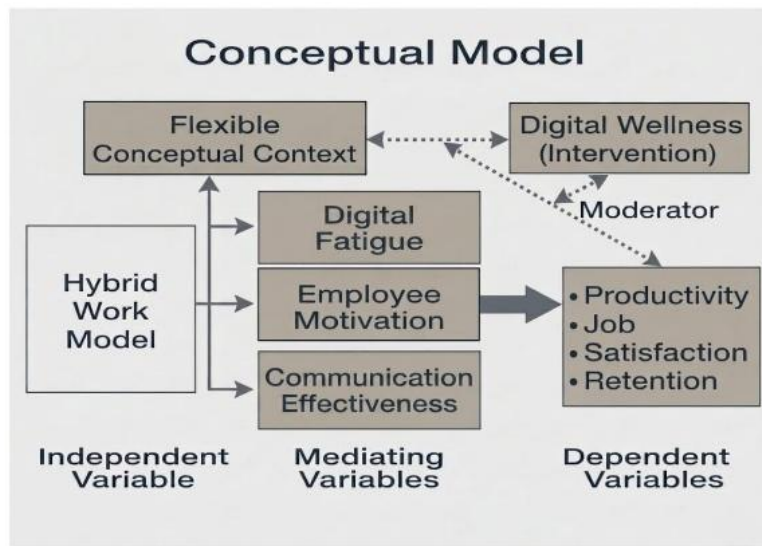


Fig 1: Conceptual Framework of Hybrid Work

PROPOSITIONS DEVELOPMENT

Based on the conceptual model, the following propositions are developed to explain the relationship between hybrid work and employee outcomes in IT firms. With the increasing use of hybrid work models, Gen Z employees are experiencing both benefits and challenges in their work environment.

Proposition 1 (P1):

The hybrid work model has a significant effect on employee productivity, job satisfaction, and retention in IT firms.

Proposition 2 (P2):

Higher levels of hybrid work are associated with increased digital fatigue among employees.

Proposition 3 (P3):

Digital fatigue negatively affects employee productivity and job satisfaction.

Proposition 4 (P4):

Employee well-being acts as a mediating variable between hybrid work and employee outcomes, where better well-being leads to better performance and satisfaction.

Proposition 5 (P5):

Communication effectiveness acts as a mediating variable, where clear communication improves productivity and job satisfaction.

Proposition 6 (P6):

Digital wellness intervention acts as a moderator, which reduces the negative effects of digital fatigue and improves employee well-being.

Proposition 7 (P7):

Supporting employees within hybrid work settings helps improve their outcomes and reduce negative impacts.

DISCUSSION

The previous studies reviewed suggest that hybrid working arrangements present both potential advantages and disadvantages to Generation Z employees in IT firms. Many workers appreciate the independence they have in hybrid work environments. This enables them to maintain a better balance between work and private life and gives them higher happiness, engagement and satisfaction at work.

Gallup (2023) and Microsoft (2023) have found that employees are happier when they have some degree of flexibility at their jobs. In recent months, employees have become increasingly fatigued from spending long periods of time in front of screens and attending meetings through virtual means. The World Health Organisation (WHO) believes there are numerous negative consequences of overexposure to digital devices, such as increased stress, decreased ability to concentrate, and ultimately burnout.

The evidence indicates that excessive dependency on digital forms of work is likely to negatively impact employee productivity and job satisfaction. The ability of employees to be productive and communicate well is another key consideration when determining the level of FWA that may be offered to them. Deloitte (2023) suggests that by providing employees with flexible policies and programs that support their mental health, employers can help their employees to feel better and do better work. Still, getting people to talk clearly stays tough when some work from home and others come into offices. A study in the Harvard Business Review shows that better chats between staff can ease those issues, making teamwork stronger across groups.

CHALLENGES

According to research and theoretical frameworks, Gen Z has significant struggles with the hybrid work arrangement. Most of the areas where they struggle are related to working remotely, increasing dependency on digital tools, and changes in the organisation of work. Lack of communication is a major problem; having issues communicating, no face-to-face contact, missing messages, delayed responses, and a lack of clarity can greatly impact teamwork and productivity.

One of the major problems with hybrid working is that there is so much less face-to-face time, and many Gen Z employees experience social isolation from colleagues and even from their employer. As they are developing their professional networks, the lack of regular contact makes them feel disconnected and lost. The inability to separate personal life from work is also blurred due to hybrid work. Therefore, although hybrid provides flexibility, it can cause employees to work late and outside their normal work hours, causing a lot of stress and ultimately burnout when combined with screen time.

The longer your screen time, the worse your fatigue and wellness are. Therefore, one of the major issues is the inability to have career growth. It is easy for managers to overlook employees when they work in hybrid workplaces. Less interaction leads to less learning, receiving feedback, providing support, etc. Early-stage employees do not have an opportunity to enhance their skill sets and will not be able to advance their careers.

IMPLICATIONS

1. For Organisations

This study shows that tech companies need to change how they use hybrid work. Only giving flexibility is not enough. Employees need clear rules and a proper system. When work is clear, people do better. If there is confusion, work becomes slow.

Companies should make simple and clear rules. Employees should have some freedom, but also proper guidelines. This helps work go smoothly and improves teamwork. Good structure helps everything work properly.

Communication is also important. When people work from different places, problems can happen. Small things like informing when you start work can help. Meetings should help people talk and stay connected. When information is shared on time, mistakes become fewer.

Employee health is also important. In hybrid work, people may feel tired or stressed. Working from home and the office can create pressure. So, companies should take care of their employees. Work should support both mental and physical health.

2. For HR Practices

This study shows that HR teams play an important role in making hybrid work successful, especially for Gen Z employees. As work is changing, HR methods also need to change because today's work is different from before.

Companies should change their work rules. Employees are not coming to the office every day, so strict timing is not very important now. Flexibility is more important. Instead of checking working hours, companies should focus on the work completed. As work changes, expectations should also change.

Support and guidance are very important. Many Gen Z employees are new to work, so they need clear direction. Regular check-ins and proper guidance help them learn, stay active, and grow.

HR should clearly explain how the company works. Employees should know about daily work, support, and learning opportunities. When everything is clear, employees feel comfortable and confident. This helps them stay longer in the company and build a good connection with the organisation.

CONCLUSION

The research finds a strong correlation between the way hybrid work affects Gen Z employees and how they work and feel in the IT industry. Hybrid work provides employees with an opportunity to enjoy more freedom and flexibility (e.g., remote work), but at the same time, creates challenges such as digital fatigue (from excess screen time), and a lack of communication during virtual meetings. Each of these problems has a negative influence on productivity and job satisfaction. In addition, the research demonstrates that outcomes such as productivity, job satisfaction, and retention are not solely determined by hybrid working. Rather, they rely heavily upon an individual's daily work experiences.

An employee's overall experience can be influenced by a variety of factors including employee well being; communication, and other factors that affect the employee's ability to perform well in their job. If an employee has a mentally healthy mentality and can communicate well with their co-workers, that employee will be more productive and more satisfied in their job. Gen Z employees prefer hybrid working because they want the option of working from home and because they have been exposed to technology throughout all aspects of their lives. However, just because an employee is working in a hybrid working environment does not automatically lead to better work experiences. Hybrid work can lead to additional stress and create a drop in productivity if there is insufficient support. Consequently, organisations must provide positive hybrid working experiences by promoting digital well-being, promoting breaks, and maintaining open lines of communication. By doing this, organisations can reduce the negative consequences from working in a hybrid work environment and increase the employees' experience. Overall, the research solidifies that hybrid working is a feasible opportunity when the organisation finds the right balance between flexibility and support.

FUTURE RESEARCH DIRECTIONS

- Future studies can collect real data using surveys or interviews to understand how employees actually experience hybrid work in day-to-day situations.
- Research can be done in specific industries like finance, healthcare, or startups to see if the impact of hybrid work is different compared to IT firms.
- There is scope to study the long-term effects of hybrid work on employees, such as career growth, skill development, promotions, and job stability.
- Future work can also compare different age groups to understand how Gen Z differs from other generations in adapting to hybrid work.
- Studies can explore additional factors like work culture, leadership style, and team dynamics to get a more complete picture.

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