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Hybrid Work Model and its Impact on Employee Productivity and Job Satisfaction**Dr. Shikha Nainawat***

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*Corresponding Author: nainawatshikhamba@gmail.com**Abstract**

The hybrid work model has become one of the new forms of work arrangements that integrate remote work and office work. The hybrid model of work has been embraced by a number of organizations because companies need to offer employees flexibility in their work and ensure that the productivity and cooperation of the organization do not suffer. Hybrid work model has gained momentum following the COVID-19 pandemic because organizations have discovered the advantages of flexible working practices. The hybrid work model enables employees to work at home and in the office, and this contributes to enhancing work-life balance, job satisfaction, and productivity of employees. The hybrid work model, however, presents some communication, coordination, and performance monitoring issues. The current research paper investigates the hybrid method of work and its effectiveness in terms of staff productivity and job satisfaction. It is a primary data-based study, which aims to gather data by using primary data comprising of employees in companies that have implemented the hybrid work model. A structured questionnaire was the method of collecting the data, which were analyzed with the help of statistical tools like percentage analysis and chi-square test. The paper examines the employee perceptions on productivity, job satisfaction, work-life balance, communication, and issues associated with the hybrid work model. The study found that the hybrid work model improves employee productivity, job satisfaction, and work-life balance. The reason why employees like the hybrid work model is that it allows them to have flexibility, saves on time travelling to work and enhances the work-life balance. Nevertheless, the research also established that the hybrid work model also poses certain challenges including communication problems, coordination problems and problems in working together within a team. The paper concludes that hybrid work model is a good form of work organization in the present-day organization, although the organization must have relevant policies, communication systems and performance management systems in order to successfully introduce hybrid work models.

Keywords: Hybrid Work Model, Employee Productivity, Job Satisfaction, Work-Life Balance, Remote Work, Flexible Work, Employee Performance.

Introduction

The hybrid work model has become a contemporary work system that integrates the remote work and the office-based work. In this type of work model, the employees work a part of the time at home and the other part in the office basing on organizational policies and the job requirements. The hybrid work model is now popularized following the COVID-19 pandemic, with organizations discovering the significance of flexible work practices, online workplaces, and the well-being of employees. Hybrid work models have been implemented by many organizations in the global world to enhance the productivity of employees, their job satisfaction, and work-life balance without compromising the organizational performance and cooperation (Kumar and Das, 2022). The hybrid work model is flexible as employees have a choice to work at home during certain days and at the office on other days. The flexibility assists employees to balance their work and life, save time travelling and enhance job satisfaction. Santillan et al. (2023) conducted a research on the hybrid work model and discovered that hybrid work enhances work-life balance, job performance, and employee satisfaction in organizations. On the same note, Solihah et al. (2025) described that in contemporary organizations, the policies of hybrid work positively affect employee productivity and job satisfaction.

Employee productivity and organizational performance are also affected by the hybrid work model. Galvao and Varela (2024) described that the hybrid work models increased job satisfaction among workers during and after the COVID-19 pandemic. According to Babu et al. (2026), employee satisfaction, work flexibility, and support provided by the organization play a major role in employee productivity in hybrid work models. Ramli et al. (2024) also researched the topic of hybrid work environments and discovered that organizational support, communication, and work flexibility are the factors that determine job satisfaction in a hybrid work environment. Organizational strategies, management of the workplace and performance evaluation among employees have also evolved due to the adoption of hybrid work models. Allen (2026) described that hybrid working models will help to improve employee satisfaction and organizational productivity during the post-pandemic period. Malarvizhi et al. (2024) examined the problem of remote and hybrid working and discovered that hybrid work positively influences employee performance and job satisfaction. Similar results were obtained by Aprilina and Martdianty (2023), who have discovered that hybrid working enhances employee satisfaction, perceived productivity, and organizational capabilities. Lakshmi and Kumar also described that there is a positive effect of hybrid working models on job satisfaction among IT employees.

Thus, the hybrid work model has emerged as an essential work design in contemporary organizations and has a strong effect on the employee productivity, job satisfaction and work-life balance. The current research intends to analyze the hybrid

working concept and its effect on employee productivity and job satisfaction in contemporary organizations.

Review of Literature

The hybrid work model is now a significant work arrangement in the contemporary organizations particularly since the COVID-19 pandemic. The effect of hybrid work on the productivity of employees, job satisfaction, work-life balance, employee well-being, motivation, and organizational performance have been examined by many researchers. The literature indicates that hybrid work gives flexibility to the employees and also assists organizations to enhance productivity and employee satisfaction. Nevertheless, there are also problems associated with communication, coordination, and employee engagement with the hybrid work. The next studies justify how hybrid working models affect productivity and job satisfaction of employees.

According to a comparative study conducted by Malone (2025) on the traditional and hybrid working environments, it was established that employees are more satisfied with their job, more productive and have better work-life balance, when working in a hybrid environment. Nugroho and Desiana (2024) have examined the application of hybrid work and discovered that hybrid work has a positive impact on work-life balance, work satisfaction, and employee welfare. The study conducted by Schepeler (2024) investigated the correlation between motivational need satisfaction and employee productivity in remote and hybrid workers and discovered that motivation is significant in enhancing the employee productivity in the hybrid work setting. Naqshbandi et al. (2024) examined the topic of hybrid workplaces and discovered that work engagement is a significant factor in job performance in hybrid workplaces. Budhkar and Salve (2023) examined the work-life balance practices and working culture within the hybrid work setting and discovered that work-life balance and organizational culture are significant to the employee job satisfaction in the hybrid work model. In their research on IT professionals, Sunkesua and Subba Reddy (2025) discovered that hybrid working models enhance job satisfaction among the technology professionals. Jaafar and Abdul Rahim (2024) discovered that flexible working schedules, job satisfaction, and work-life balance play a major role in the performance of employees in a hybrid working setup. Novyansyah and Yuliani (2025) discovered that hybrid working, work-life balance, and motivation have a considerable effect on job satisfaction of employees. Junça Silva et al. (2026) articulated that hybrid work environments enhance job satisfaction by imparting on it the psychological elements of autonomy, motivation, and flexibility. In a research article by Paraskevopoulos et al. (2024), work models and job satisfaction were examined, and the authors reported that the hybrid type of work model has a positive impact on employees in the area of job satisfaction, productivity, and job security. In general, the literature reported that hybrid work models have a positive impact on

employee productivity, job satisfaction, work-life balance, and employee performance in contemporary organizations.

Research Gap

The literature review indicates that a significant number of research works have been carried out on the hybrid work models, job satisfaction, work-life balance, employee well-being, and employee productivity. The earlier research was predominantly on the effects of hybrid work on work-life balance, job satisfaction, motivation of employees, and organizational performance with regard to particular workplaces like IT and other technology sectors. A significant number of studies also analyzed hybrid work throughout the period of the COVID-19 pandemic. Nevertheless, there are few researches that investigate the overall effect of hybrid work models on employee productivity and job satisfaction at the same time in various organizations. Other studies concentrated on job satisfaction only, whereas others concentrated on productivity or work-life balance only. The literature on the primary data and statistical analysis tools on the perception of employees towards the hybrid work models is also low. Thus, the current research project will address this gap in the research to examine how hybrid work models affect employee productivity and job satisfaction through primary data and statistical procedures.

Objectives

The main objectives of the study are as follows:

- To research the hybrid work model in contemporary companies.
- To examine the effect of hybrid work model on the productivity of employees.
- To investigate the effect of hybrid work model on the job satisfaction of employees.
- To research on the perception of hybrid work model by employees.
- To determine the advantages and difficulties of hybrid work model to employees.

Hypotheses of the Study

Hypothesis 1

H01: The hybrid work model does not affect the productivity of the employees significantly.

H11: Hybrid work model does not influence the productivity of employees.

Hypothesis 2

H02: There is no significant effect of the hybrid work model on the job satisfaction of the employees.

H12: Hybrid working model is influential in terms of job satisfaction of employees.

Research Methodology

- **Research Design**

The current research is analytical and descriptive in nature and it is done using primary data. The research design employed is the descriptive research design to describe the employee perception towards the hybrid work model, employee productivity, job satisfaction and work-life balance. The relationship between the hybrid work models and employee productivity and job satisfaction is analyzed with the help of the analytical research design. This paper is an attempt to discuss the impact of hybrid work arrangements on the performance and satisfaction of employees in contemporary organizations.

- **Sources of Data**

The research is grounded on primary data. The main data gathering was conducted through the direct interview of the employees who have been employed in the organizations that have implemented the hybrid work models. A structured questionnaire was used to gather the data and measure the productivity of employees, their job satisfaction, work-life balance, communication, and the problems with hybrid workplaces. The secondary data were also obtained through research journals, books and reports to support the literature review and theoretical basis of the study.

- **Data Collection Method**

A structured questionnaire was used to collect the data on the basis of five-point Likert scale. The Likert scale had the following options, Strongly Disagree, Disagree, Neutral, Agree and Strongly Agree. The questionnaire contained questions touching upon the productivity of the employees, their job satisfaction, the work-life balance, the effectiveness of communication, the organizational support, and the problems associated with the models of hybrid work. The survey was carried out in online forms and direct responses sent to the employees.

- **Sampling Design**

The researcher employs convenience sampling technique to gather data among employees, who work in hybrid workplaces. The sample covers various employees in various industries like IT, banking, education, and consulting industries. The overall number of respondents in the study will be 150 who have been hired in hybrid work settings.

- **Variables of the Study**

Independent Variable	Dependent Variables
Hybrid Work Model	Employee Productivity
Hybrid Work Model	Job Satisfaction
Hybrid Work Model	Work-Life Balance
Hybrid Work Model	Employee Engagement

- **Tools and Techniques for Data Analysis**

The statistical tools and methods were employed in analyzing the data collected. The demographic profile analysis (gender, age, education, income, and work experience) was conducted using percentage analysis. The hypotheses were tested and the relationship between hybrid work model and employee productivity and job satisfaction was tested using chi-square test. The data was presented and interpreted using tables and graphs.

- **Hypothesis Testing**

The Chi-square test was used to test the hypotheses of the study. The Chi-square test was applied to test the hypothesis of whether there is a significant correlation between the hybrid work model and employee productivity and job satisfaction. In case of having greater Chi-square value than the table value, the null hypothesis will be rejected and the alternative hypothesis will be accepted.

Demographic Profile of Respondents

Table 1: Gender-wise Distribution

Gender	Frequency	Percentage
Male	92	61.33%
Female	58	38.67%
Total	150	100%

Interpretation

Table 1 indicates the gender based distribution of the respondents. It is noted that there are 150 respondents and 92 respondents (61.33) and 58 respondents (38.67) are male and female, respectively. This implies that most of the respondents involved in the study are male employees who work in hybrid workplaces.

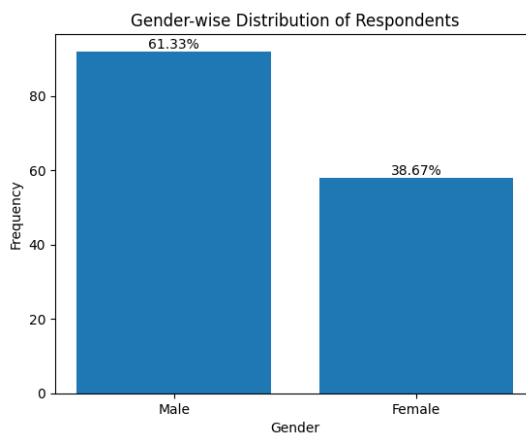


Table 2: Age-wise Distribution

Age Group	Frequency	Percentage
Below 25 Years	20	13.33%
25–35 Years	56	37.33%
35–45 Years	42	28%
45–55 Years	22	14.67%
Above 55 Years	10	6.67%
Total	150	100%

Interpretation

Table 2 presents the age distribution of the respondents. It is noted that most of the respondents fall in the age category of 25–35 years which constitute 37.33% of the total respondents. It means that the majority of the employees in hybrid workplaces are young and middle-aged workers.

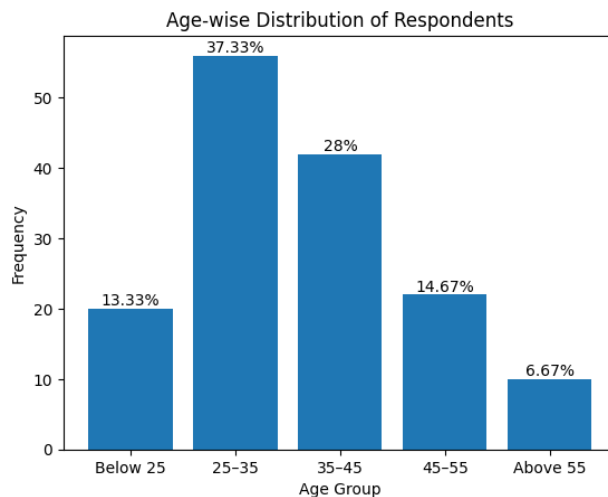


Table 3: Education Qualification

Education	Frequency	Percentage
Graduate	64	42.67%
Post Graduate	52	34.67%
Professional Degree	20	13.33%
Other	14	9.33%
Total	150	100%

Interpretation

The education qualification of the respondents is indicated in table 7.3. It is found that the majority of the respondents are graduates and postgraduates, which means that the hybrid work models are more prevalent among the educated and professional workers.

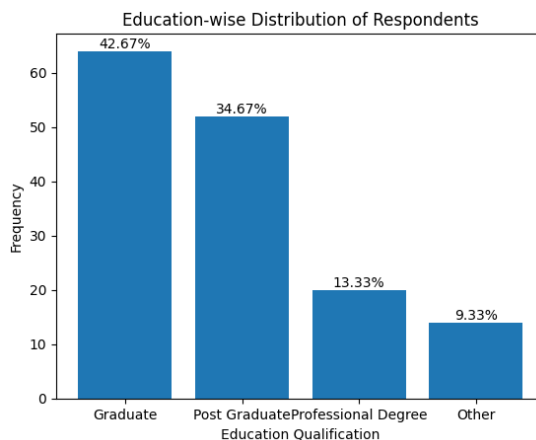


Table 4: Monthly Income

Monthly Income	Frequency	Percentage
Below 20,000	18	12%
20,000–40,000	54	36%
40,000–60,000	42	28%
60,000–80,000	24	16%
Above 80,000	12	8%
Total	150	100%

Interpretation

Table 4 indicates the monthly income allocation of the respondents. It is noted that the majority of the respondents are in the income group of 20,000 to 40,000 which means that the hybrid work models are prevalent among middle-income workers.

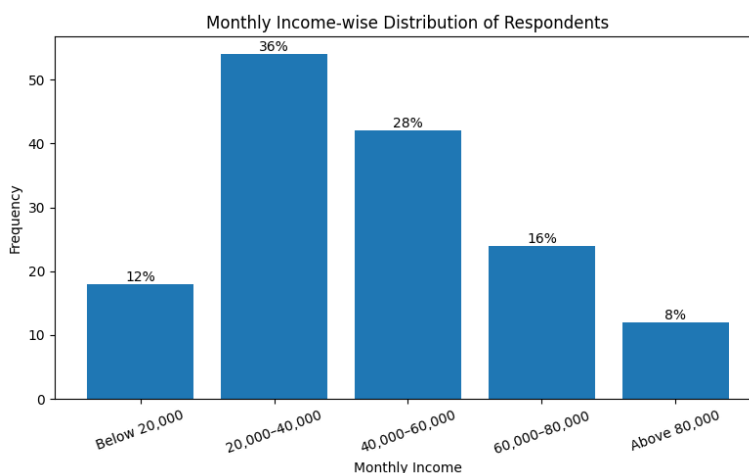
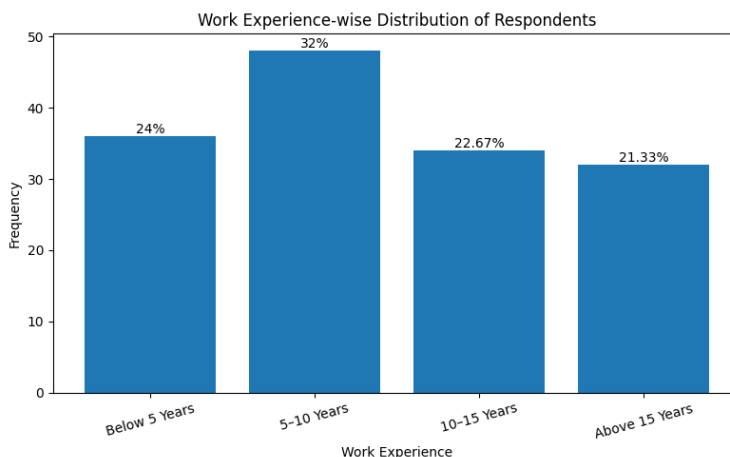


Table 5: Work Experience

Work Experience	Frequency	Percentage
Below 5 Years	36	24%
5–10 Years	48	32%
10–15 Years	34	22.67%
Above 15 Years	32	21.33%
Total	150	100%

Interpretation

Table 5 displays the job experience of the respondents. It is also noted that the majority of respondents have been employed between 5-10 years, so the model of hybrid work is more prevalent among middle-aged employees.

**Data Analysis and Interpretation****Table 6: Employee Perception towards Hybrid Work Model**

Factors	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
Hybrid work model improves employee productivity	5	12	28	70	35	150
Hybrid work model improves job satisfaction	4	10	30	72	34	150
Hybrid work model improves work-life balance	3	8	20	75	44	150
Hybrid work model reduces work stress	6	14	32	66	32	150

Hybrid work model improves employee motivation	5	15	34	68	28	150
Hybrid work model creates communication challenges	8	20	30	62	30	150
Hybrid work model improves job flexibility	2	6	18	78	46	150
Hybrid work model improves employee performance	4	12	28	74	32	150
Hybrid work model increases job satisfaction level	3	10	25	76	36	150
Hybrid work model is suitable for modern organizations	2	8	20	80	40	150

Interpretation

Table 6 shows employee perception towards hybrid work model. It is noted that the majority of the respondents believe that hybrid work model enhances employee productivity, job satisfaction, work-life balance, job flexibility, and employee performance. Many of the respondents also concur that hybrid work model is appropriate in modern-day organizations. Nevertheless, a part of the respondents also admitted that a hybrid work model poses a problem of communication. In general, the statistics show that hybrid work model has a positive employee perception.

- **Chi-Square Test for Hypothesis Testing**

Hypothesis 1

H01: Hybrid work model has no significant impact on employee productivity.

H11: Hybrid work model has a significant impact on employee productivity.

Chi-Square Table

Response	Observed Frequency (O)	Expected Frequency (E)	(O-E) ² /E
Strongly Disagree	5	30	20.83
Disagree	12	30	10.80
Neutral	28	30	0.13
Agree	70	30	53.33
Strongly Agree	35	30	0.83
Total	150	150	85.92

Calculated Chi-square value = 85.92

Table value at 5% level and df = 4 is 9.488

Since calculated value > table value, the null hypothesis is rejected.

Interpretation

There is a significant impact of hybrid work model on employee productivity.

Hypothesis 2

H02: Hybrid work model has no significant impact on employee job satisfaction.

H12: Hybrid work model has a significant impact on employee job satisfaction.

Response	Observed Frequency	Expected Frequency	(O-E) ² /E
Strongly Disagree	4	30	22.53
Disagree	10	30	13.33
Neutral	30	30	0
Agree	72	30	58.80
Strongly Agree	34	30	0.53
Total	150	150	95.19

Calculated Chi-square value = 95.19

Table value = 9.488

Since calculated value > table value, the null hypothesis is rejected.

Interpretation

There is a significant impact of hybrid work model on employee job satisfaction

Results

The study findings suggest that the hybrid model of work has a great influence on the productivity and job satisfaction of the employees. The demographics indicate that the majority of the respondents are in the age of 25-35 years and have moderate working experience, and this fact suggests that the hybrid work models are more prevalent among young and middle-career workers. The analysis of data indicates that the majority of employees confirm that the hybrid work model enhances the productivity, job satisfaction, work-life balance, job flexibility, and employee performance. According to the outcomes of the Chi-square test, the hybrid work model is significantly correlated with employee productivity and job satisfaction. Thus, the null hypotheses are rejected, and the alternative ones are accepted. The findings show that the hybrid forms of work have a positive impact on the productivity and job satisfaction of employees within contemporary organizations.

Findings

The results of the work demonstrate that the hybrid work model increases the productivity of the employees because they are able to work in flexible conditions and to organize their time better. The research also established that the hybrid working model enhances job satisfaction as employees have flexibility and enhanced work-life balance. The research concluded that workers are willing to be employed in hybrid work models than in the traditional office jobs as hybrid work also saves time on traveling and work stress. The research also revealed that hybrid work enhances

motivation and job performance of employees. Nevertheless, the research also reported that hybrid work arrangements generate communication and coordination problems within companies. The research established that hybrid work models are successfully implemented by the use of organizational support, communication tools, and flexible work policies. In general, the results demonstrate that hybrid work models positively affect employee productivity, job satisfaction, and work-life balance.

Suggestions / Recommendations

To effectively deal with hybrid work environments, organizations ought to come up with the right hybrid work policies. Companies ought to offer the appropriate communication tools and online collaboration systems to the workers in hybrid workplaces. Training programs should be offered by organizations to employees and managers in order to handle hybrid teams. Organizations are expected to come up with effective performance evaluation systems that can be used in the hybrid working environments. Emphasis on the well-being and work-life balance of the employees should also be viewed by the organization when adopting the hybrid work model. Flexible work schedules and organizational support are important for successful hybrid work implementation. Organizations must also make sure that there is adequate communication between the remote and the office workers in order to eliminate coordination issues.

Conclusion

This paper has discussed the hybrid work model and its effects on the productivity and job satisfaction of employees in contemporary organizations. The study found that the hybrid work model has become an important work arrangement in modern workplaces due to digital transformation and changing work environments. The hybrid work model enables employees to work at home and in the office where they can have flexibility and enhance the work-life balance. The researchers were able to determine that employees in the hybrid work setting are more satisfied with their job because of the ability to work at flexible hours, cutdown on commuting time and improved work life balance. Another issue noted by employees is that hybrid work allows managing personal and professional responsibilities. Another outcome of the study is that the hybrid work model enhances the productivity of the employees since employees are able to operate in comfortable settings and are in a position to organize their work schedules effectively. Hybrid work also minimizes employee stress and it enhances motivation and job performance. The research shows that hybrid work arrangements assist organizations in saving on operational expenses including office area and infrastructure expenses. The flexible work arrangements also benefit organizations in attracting and retaining talented employees as hybrid work allows such arrangements.

Although, the study also revealed that there are some challenges that have been posed by the hybrid work models which include communication related difficulties, coordination related difficulties, difficulties in the team collaboration and difficulties in performance monitoring. Remotely hired employees can feel out of place in the organization in some cases and this can have impacts on the teamwork and organizational culture. Hence, in order to handle hybrid work environments, organizations must come up with appropriate communication protocols, performance measurement strategies, and hybrid work policies.

In general, the paper concludes that the hybrid work model positively affects the productivity of employees and their job satisfaction and is a work organization that is effective in contemporary organizations. The hybrid work arrangement is likely to prove as a long term work arrangement in the future work place and the organizations must adjust their management practices to accommodate the hybrid work environment.

Limitations of the Study

The research has some limitations which ought to be taken into account when the results will be interpreted. To begin with, the research is founded on primary data obtained through a small sample of respondents and thus the findings cannot be generalized to all employees who are employed in a hybrid work environment. Second, the research is confined to the productivity and job satisfaction of employees alone and does not cover some other significant variables of employee engagement, organizational culture, the type of leadership, and the mental health of the employees. Third, the research is narrowed down to chosen sectors like IT, banking, education and consulting and hence the findings might not be the same in other fields like manufacturing and health care.

The other study limitation is that the data were collected through the use of a questionnaire and the answers are based on perceptions of the employees, which in some cases can be biased or subjective. The research also fails to make the comparison between the hybrid work and the fully remote work and the traditional office work in detail. The research is cross-sectional, and it lacks any longitudinal effects of hybrid work patterns on the performance of employees and organizational output. Hence, the study findings must be viewed in the light of these shortcomings.

Future Prospect of the Study

The current research leaves a number of opportunities to the research in the future. The future research will be able to compare the hybrid work, remote work, and traditional office work in order to investigate which work model is more efficient in terms of employee productivity and job satisfaction. It is possible to consider having more industries and larger sample size to enhance the reliability and generalization of the findings in future research. The effects of hybrid work on employee engagement,

organizational culture, employee well-being, and mental health can also be researched by the researchers.

The long-term effects of hybrid work models on organizational performance, career development of the employees, as well as organizational commitment, can be also studied in future. The correlation analysis, regression analysis, factor analysis, and structural equation modeling are some of the sophisticated statistical methods that researchers can use to examine the relationship between hybrid work and employee performance. The current research can also be used to conduct future studies on leadership styles, communication strategies, and the performance management systems that can be applied in a hybrid work environment. The hybrid forms of work can also be studied by future research with respect to employees, managers, and organization.

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