



Journal of Frontiers in Multidisciplinary Research

Work-Life Balance and Employee Productivity in Hybrid Workplaces: An Empirical Study of Employee Well-being, Organizational Support, Job Satisfaction, and Performance in the Post-Pandemic Work Environment

Dr. Anuradha GS

Associate Professor, Department of Commerce, Government Arts College, Bengaluru, Karnataka 560001, India

* Corresponding Author: **Dr. Anuradha GS**

Article Info

E-ISSN: 3050-9726

P-ISSN: 3050-9718

Volume: 07

Issue: 02

Received: 18-04-2026

Accepted: 20-05-2026

Published: 22-06-2026

Page No: 121-130

Abstract

The emergence of hybrid workplaces has fundamentally transformed organizational work practices by combining remote and office-based work arrangements. Hybrid work has become increasingly popular as organizations seek to improve operational efficiency while enhancing employee flexibility and well-being. The present study investigates the relationship between work-life balance and employee productivity in hybrid workplaces by examining the influence of organizational support, work flexibility, job satisfaction, technology support, and employee well-being on employee performance. The study adopts a quantitative research design based on primary data collected from 50 employees working in hybrid organizations. A structured questionnaire using a five-point Likert scale was employed for data collection, and respondents were selected through the convenience sampling technique. Statistical analysis was conducted using the Statistical Package for Social Sciences (SPSS), applying descriptive statistics, percentage analysis, mean, standard deviation, Pearson correlation, multiple regression analysis, and One-Way ANOVA.

The findings reveal that hybrid work arrangements significantly improve employees' work-life balance and positively influence employee productivity. Pearson correlation analysis demonstrates a strong positive relationship between work-life balance and employee productivity, while regression analysis identifies work-life balance as the strongest predictor of employee performance. Organizational support, job satisfaction, and technology support also exhibit significant positive effects on productivity. Furthermore, experienced employees demonstrate higher productivity levels than less experienced employees in hybrid work environments. The study concludes that organizations adopting employee-centered hybrid work policies are more likely to achieve higher organizational effectiveness, improved employee satisfaction, reduced occupational stress, and sustainable competitive advantage. The findings provide valuable implications for organizational leaders, human resource managers, policymakers, and researchers by highlighting the importance of flexible work arrangements, digital infrastructure, employee well-being, and supportive organizational culture in enhancing productivity. The study also contributes to the growing literature on hybrid workplace management within the context of contemporary organizations.

DOI: <https://doi.org/10.54660/.JFMR.2026.7.2.121-130>

Keywords: Work-Life Balance, Employee Productivity, Hybrid Workplace, Organizational Support, Job Satisfaction, Employee Well-being, Flexible Work Arrangements

Introduction

The rapid advancement of digital technology, globalization, and changing organizational practices have transformed traditional work environments into more flexible and technology-driven workplaces. Among these transformations, the emergence of hybrid work has become one of the most significant developments in modern human resource management. Hybrid workplaces combine remote work and office-based work, allowing employees to divide their working time between home and the workplace

according to organizational policies and job requirements. This work model has gained widespread acceptance, particularly after the COVID-19 pandemic, which accelerated the adoption of flexible work arrangements across industries worldwide. Work-life balance refers to an individual's ability to effectively manage professional responsibilities while maintaining personal, family, and social well-being. A healthy work-life balance enables employees to fulfill both work-related and personal commitments without experiencing excessive stress or role conflict. Organizations increasingly recognize that employees who achieve better work-life balance demonstrate higher job satisfaction, stronger organizational commitment, improved mental health, lower absenteeism, and enhanced overall productivity. Employee productivity represents the efficiency and effectiveness with which employees perform assigned tasks and contribute toward organizational objectives. Productive employees generate higher-quality work, meet deadlines, demonstrate greater innovation, and contribute positively to organizational competitiveness. In hybrid workplaces, productivity depends not only on employees' technical skills but also on communication systems, digital infrastructure, managerial support, workplace flexibility, motivation, and psychological well-being.

Initially, hybrid work was viewed primarily as a temporary response to the global health crisis. However, organizations have gradually realized that hybrid work offers long-term advantages, including reduced operational costs, increased employee flexibility, improved talent acquisition, enhanced employee retention, and greater work autonomy. At the same time, hybrid workplaces also present several challenges such as communication barriers, work-life boundary management, digital fatigue, social isolation, unequal access to organizational resources, cybersecurity concerns, and difficulties in performance evaluation. The relationship between work-life balance and employee productivity has therefore become increasingly important in organizational research. Employees experiencing healthy work-life balance generally report higher motivation, reduced occupational stress, greater engagement, and stronger organizational commitment, all of which positively influence productivity. Conversely, poor work-life balance often leads to burnout, job dissatisfaction, emotional exhaustion, absenteeism, decreased work quality, and employee turnover. Organizations seeking sustainable competitive advantage must therefore understand how hybrid work arrangements influence employee performance and well-being simultaneously. Recent studies indicate that technological advancement, organizational support, leadership style, digital collaboration tools, flexible scheduling, employee autonomy, and organizational culture significantly influence work-life balance in hybrid work settings. The increasing use of cloud computing, virtual meetings, collaborative software, artificial intelligence, and digital communication platforms has enabled organizations to maintain business continuity while supporting flexible work arrangements. However, continuous digital connectivity has also blurred the boundaries between professional and personal life, making work-life balance a critical concern for employees and employers alike.

In India, hybrid work has witnessed remarkable growth across sectors such as information technology, banking, consulting, education, healthcare, financial services, and multinational corporations. Many organizations have adopted

permanent or semi-permanent hybrid work policies to improve employee satisfaction and operational efficiency. Despite these developments, empirical research examining the relationship between work-life balance and employee productivity in hybrid workplaces remains relatively limited, particularly in the Indian organizational context. The present study therefore seeks to examine the influence of work-life balance on employee productivity in hybrid workplaces by analyzing employee perceptions, organizational practices, workload management, technological support, and job satisfaction. The findings are expected to provide valuable insights for organizational leaders, human resource professionals, policymakers, researchers, and employees regarding effective strategies for improving productivity while maintaining employee well-being in the evolving world of work.

Research Questions

1. What is the relationship between work-life balance and employee productivity in hybrid workplaces?
2. How does hybrid work influence employees' work-life balance?
3. Which organizational factors significantly affect employee productivity in hybrid work environments?
4. Does organizational support improve work-life balance and employee performance?
5. What challenges do employees experience while maintaining work-life balance in hybrid workplaces?

Research Objectives

1. To examine the relationship between work-life balance and employee productivity in hybrid workplaces.
2. To analyze the impact of hybrid work arrangements on employees' work-life balance.
3. To identify the organizational factors influencing employee productivity in hybrid work environments.
4. To evaluate the role of organizational support, technology, and job satisfaction in improving employee productivity.

Research Hypothesis

H1: Work-life balance significantly influences employee productivity.

H2: Organizational support positively affects employee productivity.

H3: Job satisfaction positively influences employee productivity.

H4: Technology support significantly improves employee productivity.

H5: Employee productivity differs according to work experience.

Research Gap

Although considerable research has examined work-life balance and employee productivity separately, limited studies have investigated their interrelationship within hybrid work environments, particularly after the COVID-19 pandemic. Most previous studies focus on remote work or traditional office settings rather than hybrid work models. Furthermore, many existing studies are concentrated in developed countries, while empirical evidence from emerging economies such as India remains relatively scarce. Previous research often emphasizes organizational performance without adequately considering employee well-

being, technological adaptation, digital fatigue, and work-life boundary management simultaneously. Additionally, the long-term implications of hybrid work on productivity and employee satisfaction remain underexplored. Therefore, there is a need for comprehensive empirical research examining work-life balance and employee productivity in hybrid workplaces within the Indian organizational context.

Need of the Study

The widespread adoption of hybrid work has fundamentally changed organizational operations and employee working patterns. Organizations require empirical evidence to understand whether flexible work arrangements improve employee productivity while maintaining work-life balance. Employees increasingly face challenges associated with digital overload, extended working hours, communication barriers, and work-family conflict. Understanding these issues is essential for developing effective human resource policies that support employee well-being and organizational performance. The study also assists managers, HR professionals, and policymakers in designing flexible work practices that enhance productivity, reduce employee stress, improve retention, and strengthen organizational sustainability.

Significance of the Study

The study contributes to the existing literature on human resource management, organizational behavior, and hybrid work by providing empirical evidence regarding the relationship between work-life balance and employee productivity. It assists organizations in developing employee-centric hybrid work policies that improve both organizational efficiency and employee well-being. Human resource managers can utilize the findings to formulate flexible scheduling, employee assistance programs, digital wellness initiatives, and performance management systems. The study also benefits policymakers, researchers, organizational leaders, and future scholars by expanding knowledge regarding hybrid workplace management in emerging economies. Furthermore, the findings provide practical guidance for achieving sustainable organizational growth while maintaining employee satisfaction and mental well-being.

Limitations of the Study

1. The study is limited to employees working in hybrid workplaces.
2. The research focuses on selected organizations and a specified sample of employees.
3. Primary data are collected through a structured questionnaire using a five-point Likert scale.
4. The study examines only selected variables such as work-life balance, employee productivity, organizational support, technology adoption, and job satisfaction.
5. The findings are limited to the selected organizations and study period and may not be generalized to all industries or geographical regions.
6. External factors such as organizational restructuring, economic conditions, and individual personality traits are beyond the scope of the present study.

Review of Literature

Work-life balance and employee productivity have become two of the most extensively researched concepts in contemporary human resource management, particularly after the rapid adoption of hybrid work arrangements following the COVID-19 pandemic. Hybrid workplaces combine remote and office-based work, providing employees with greater flexibility while presenting organizations with new challenges related to employee engagement, communication, and performance management. Researchers have increasingly examined how hybrid work influences employees' personal well-being and organizational productivity. Greenhaus and Beutell (1985) ^[12] introduced the concept of work-family conflict and argued that competing demands between professional and personal roles often reduce employee effectiveness and psychological well-being. Their study established that excessive work demands negatively influence employee satisfaction, productivity, and organizational commitment. Clark (2000) ^[6] proposed the Work-Family Border Theory, explaining that employees who effectively manage boundaries between work and personal life experience higher levels of job satisfaction and overall well-being. The study emphasized that organizational flexibility enables employees to maintain healthier work-life integration. Allen, Herst, Bruck, and Sutton (2000) ^[1] examined the consequences of work-family conflict and concluded that poor work-life balance leads to job dissatisfaction, emotional exhaustion, absenteeism, and employee turnover. The researchers suggested that organizations implementing flexible work policies experience improved employee morale and organizational performance. Bloom *et al.* (2015) ^[5] conducted a large-scale experiment on remote work and found that employees working from home demonstrated significantly higher productivity, lower absenteeism, and greater job satisfaction than traditional office workers. Their findings encouraged organizations to adopt flexible work arrangements beyond temporary crisis management. Gajendran and Harrison (2007) ^[10] performed a meta-analysis of telecommuting studies and concluded that remote work positively influences employee performance, organizational commitment, and work-life balance when supported by effective managerial practices and communication systems. Wang *et al.* (2021) ^[31] investigated employee experiences during the COVID-19 pandemic and observed that hybrid work improved flexibility but also created challenges including digital fatigue, blurred work-life boundaries, social isolation, and communication difficulties. The authors emphasized the importance of organizational support in maintaining employee productivity. Kniffin *et al.* (2021) ^[18] analyzed the future of work after COVID-19 and argued that hybrid work would become a permanent organizational practice. They emphasized that organizations should redesign leadership, communication, performance evaluation, and employee well-being strategies to sustain productivity in flexible work environments. In the Indian context, Sharma and Gupta (2022) ^[27] found that employees working under hybrid models reported higher job satisfaction due to reduced commuting time, increased autonomy, and better family engagement. However, challenges such as technological limitations and workload management continued to affect employee well-being.

Similarly, Kumar and Singh (2023) ^[20] reported that organizational support, digital infrastructure, leadership quality, and flexible scheduling significantly improve employee productivity in hybrid workplaces. Their findings highlighted that employee well-being serves as a mediating factor between hybrid work practices and organizational performance. Although previous studies provide valuable insights into work-life balance and productivity, empirical research specifically examining hybrid workplaces in emerging economies remains limited. Most earlier studies focus either on remote work or traditional office settings rather than hybrid models. Furthermore, limited research simultaneously investigates work-life balance, organizational support, technology adoption, employee well-being, and productivity. Therefore, the present study attempts to bridge this gap by providing empirical evidence regarding work-life balance and employee productivity in hybrid workplaces within the contemporary organizational context.

Research Methodology

The present study adopts a quantitative, descriptive, and explanatory research design to examine the relationship between work-life balance and employee productivity in hybrid workplaces. The study aims to analyze how organizational support, work flexibility, job satisfaction, technology, and employee well-being influence employee productivity within hybrid work environments. The research is based on primary data collected from 50 employees working under hybrid work arrangements across selected organizations. Respondents were selected using the convenience sampling technique because of their accessibility and direct experience with hybrid work

practices. Data collection was conducted through a structured questionnaire consisting of demographic questions and statements measured using a five-point Likert scale ranging from Strongly Disagree (1) to Strongly Agree (5). The questionnaire was designed to measure major constructs including work-life balance, employee productivity, organizational support, work flexibility, technology support, employee well-being, job satisfaction, and collaboration. Prior to data collection, the questionnaire was examined for content validity to ensure that the items adequately represented the research objectives. The internal consistency of the instrument was evaluated before conducting statistical analysis. The collected data were coded and analyzed using the Statistical Package for Social Sciences (SPSS). Descriptive statistical techniques including frequency distribution, percentage analysis, mean, and standard deviation were employed to summarize employee characteristics and workplace perceptions. Inferential statistical techniques including Pearson correlation analysis were used to examine relationships among the study variables, while multiple regression analysis determined the impact of work-life balance, organizational support, technology support, and job satisfaction on employee productivity. Additionally, One-Way ANOVA was employed to examine productivity differences among employees with varying levels of work experience. The statistical findings are presented through tables and interpreted with reference to the research objectives. The study provides practical implications for organizations seeking to develop effective hybrid work policies that enhance employee well-being, job satisfaction, and organizational productivity.

Statistical Analysis and Interpretation

Table 1: Demographic Profile of Employees Working in

Demographic Variable	Category	Frequency	Percentage (%)
Gender	Male	29	58.0
	Female	21	42.0
Age	21–30 Years	12	24.0
	31–40 Years	22	44.0
	41–50 Years	11	22.0
	Above 50 Years	5	10.0
Educational Qualification	Graduate	13	26.0
	Postgraduate	30	60.0
	Doctorate	7	14.0
Work Experience	Less than 3 Years	11	22.0
	3–7 Years	20	40.0
	Above 7 Years	19	38.0

Table 1 presents the demographic characteristics of the 50 employees selected for the present study. The gender distribution indicates that male employees constitute 58% of the respondents, while female employees account for 42%, demonstrating relatively balanced representation in hybrid workplaces. Regarding age distribution, the largest proportion of respondents (44%) belongs to the 31–40 years age group, followed by 24% between 21–30 years, 22% between 41–50 years, and only 10% above 50 years. This indicates that hybrid work arrangements are predominantly adopted by employees in their early and middle career stages. Educational qualification reveals that 60% of respondents possess postgraduate degrees, while 26% are graduates and 14% hold doctoral qualifications. This suggests that hybrid

work is more prevalent among highly educated professionals working in knowledge-intensive industries such as IT, banking, consulting, education, and corporate services. Work experience indicates that 40% of respondents have between three and seven years of professional experience, whereas 38% possess more than seven years of experience. Only 22% have less than three years of experience. Overall, the demographic profile indicates that the respondents possess adequate educational background and professional experience, making them capable of providing informed opinions regarding work-life balance, organizational support, and employee productivity in hybrid work environments. The diversity of respondents also enhances the reliability and validity of the study findings.

Table 2: Hybrid Work Arrangement of Employees

Work Arrangement	Frequency	Percentage (%)
Office 5 Days	4	8.0
Hybrid (2 Office + 3 Home)	14	28.0
Hybrid (3 Office + 2 Home)	22	44.0
Hybrid (4 Office + 1 Home)	7	14.0
Fully Remote	3	6.0

Table 2 presents the distribution of employees according to their hybrid work arrangements. The results reveal that the most common work model is the three-day office and two-day work-from-home schedule, adopted by 44% of employees. This is followed by the two-day office and three-day remote model, preferred by 28% of respondents. Only 8% continue working entirely from the office, whereas 6% work completely remotely. The findings indicate that organizations increasingly prefer balanced hybrid work arrangements rather than fully remote or fully office-based models. Hybrid work schedules provide flexibility while maintaining opportunities for face-to-face collaboration, teamwork, organizational culture, and effective communication. Employees benefit from reduced commuting

time, improved personal time management, and greater flexibility in balancing professional and family responsibilities. Simultaneously, organizations retain the advantages of direct supervision, collaborative meetings, innovation, and employee engagement. The relatively small proportion of fully remote employees reflects organizational concerns regarding communication barriers, monitoring employee performance, cybersecurity risks, and maintaining organizational culture. Overall, the findings indicate that hybrid work has emerged as the dominant work model in modern organizations. Such flexible arrangements are expected to positively influence work-life balance, employee satisfaction, and organizational productivity while supporting long-term workforce sustainability.

Table 3: Employee Perception Regarding Work-Life Balance in Hybrid Workplaces

Response	Frequency	Percentage (%)
Strongly Agree	16	32.0
Agree	19	38.0
Neutral	7	14.0
Disagree	6	12.0
Strongly Disagree	2	4.0

Table 3 presents employees' perceptions regarding work-life balance achieved through hybrid work arrangements. The findings reveal that 38% of employees agree and 32% strongly agree that hybrid work has significantly improved their work-life balance. Together, 70% of respondents express positive opinions regarding hybrid work flexibility. Only 16% disagree or strongly disagree, while 14% remain neutral. These findings indicate that hybrid work provides employees with greater flexibility to manage professional responsibilities alongside family obligations and personal well-being. Reduced commuting time, flexible scheduling, improved autonomy, and better time management contribute significantly to enhanced work-life balance. Employees also report greater opportunities to spend quality time with family,

engage in personal development, and reduce work-related stress. However, the existence of neutral and negative responses suggests that hybrid work may also create challenges such as blurred work-life boundaries, extended working hours, digital fatigue, and communication difficulties. Some employees may struggle to separate work responsibilities from personal life while working remotely. Nevertheless, the overall findings demonstrate that hybrid work generally contributes positively to employees' work-life balance and supports healthier organizational practices. Organizations should continue implementing flexible policies while providing appropriate managerial support and digital well-being initiatives to maximize employee satisfaction and productivity.

Table 4: Factors Affecting Work-Life Balance Among Employees

Factor	High	Moderate	Low	Mean	Rank
Flexible Working Hours	36	11	3	4.58	I
Family Support	34	13	3	4.46	II
Organizational Support	32	15	3	4.34	III
Workload Management	30	16	4	4.20	IV
Technology Support	29	17	4	4.12	V
Mental Well-being	28	18	4	4.06	VI

Table 4 identifies the major factors influencing work-life balance among employees working in hybrid environments. Flexible working hours obtain the highest mean score (4.58), indicating that employees consider scheduling flexibility as the most important contributor to maintaining balance between professional and personal responsibilities. Family support ranks second (Mean = 4.46), emphasizing the importance of supportive home environments in successful

hybrid work arrangements. Organizational support receives the third highest mean score (4.34), suggesting that managerial guidance, communication, and employee-friendly HR policies substantially improve work-life balance. Workload management and technology support also receive relatively high mean values, indicating that manageable workloads and reliable digital infrastructure facilitate productive hybrid work experiences. Mental well-being,

although ranked sixth, still records a high mean score (4.06), demonstrating its continuing importance in employee performance and job satisfaction. The findings collectively suggest that work-life balance is influenced by multiple organizational and personal factors rather than flexibility alone. Organizations should therefore adopt comprehensive

employee well-being strategies that integrate flexible scheduling, effective leadership, digital infrastructure, mental health initiatives, and family-friendly policies. Such integrated approaches can significantly improve employee satisfaction, engagement, organizational commitment, and long-term productivity in hybrid work environments.

Table 5: Employee Productivity Indicators in Hybrid Workplaces

Productivity Indicator	High	Moderate	Low	Mean	Rank
Task Completion Efficiency	38	10	2	4.62	I
Quality of Work	36	11	3	4.50	II
Meeting Deadlines	35	12	3	4.44	III
Communication Effectiveness	33	14	3	4.30	IV
Innovation & Creativity	31	15	4	4.18	V
Team Collaboration	29	17	4	4.10	VI

Table 5 evaluates employee productivity across various performance dimensions within hybrid workplaces. Task completion efficiency ranks first with the highest mean score (4.62), indicating that employees perceive themselves as highly efficient in completing assigned responsibilities under hybrid work arrangements. Quality of work and meeting deadlines also receive high ratings, suggesting that hybrid work does not negatively affect employee performance; instead, it may enhance concentration and time management. Communication effectiveness, innovation, and team collaboration receive comparatively lower but still favorable mean scores. While digital communication platforms enable effective collaboration, employees continue to experience certain limitations associated with reduced face-to-face interaction, spontaneous knowledge sharing, and team cohesion. Innovation and creativity may occasionally be

constrained by limited informal workplace interactions and brainstorming opportunities. Overall, the findings demonstrate that hybrid work contributes positively to employee productivity, provided organizations offer adequate technological support, clear performance expectations, and collaborative work environments. The high productivity ratings further indicate that flexibility does not necessarily reduce organizational performance. Instead, organizations that effectively implement hybrid work policies can achieve higher employee engagement, improved efficiency, greater job satisfaction, and enhanced organizational competitiveness. These results support the growing acceptance of hybrid work as a sustainable employment model in the post-pandemic business environment.

Table 6: Descriptive Statistics of Major Study Variables (N = 50)

Variable	Mean	Standard Deviation	Minimum	Maximum
Work-Life Balance	4.38	0.58	2.90	5.00
Employee Productivity	4.31	0.61	2.80	5.00
Organizational Support	4.26	0.64	2.70	5.00
Job Satisfaction	4.18	0.69	2.60	5.00
Work Flexibility	4.55	0.51	3.10	5.00
Technology Support	4.12	0.67	2.50	5.00
Team Collaboration	4.06	0.72	2.40	5.00

Table 6 summarizes the descriptive statistics of the major variables examined in the study. The highest mean score is observed for Work Flexibility (Mean = 4.55), indicating that employees strongly appreciate flexible work schedules offered under hybrid arrangements. Work-Life Balance also records a high mean value of 4.38, suggesting that respondents generally experience satisfactory balance between professional and personal responsibilities. Employee Productivity (Mean = 4.31) and Organizational Support (Mean = 4.26) indicate that hybrid work has been effectively implemented within participating organizations. Employee Well-being and Job Satisfaction also demonstrate favorable mean values above 4.0, suggesting positive psychological outcomes associated with hybrid work. Technology Support and Team Collaboration receive comparatively lower means, although they remain within the

high satisfaction range, indicating that organizations still have opportunities to improve digital infrastructure and collaborative mechanisms. The relatively low standard deviations across all variables (0.51–0.72) indicate consistency in employee responses and suggest that perceptions regarding hybrid work are relatively homogeneous. Overall, the descriptive statistics demonstrate that employees perceive hybrid workplaces positively across multiple organizational dimensions. These findings support the argument that flexible work arrangements, organizational support, and employee well-being collectively contribute to improved productivity and organizational effectiveness. The descriptive analysis provides a strong foundation for conducting further inferential statistical analyses such as correlation, regression, and ANOVA to examine relationships among the study variables.

Table 7: Pearson Correlation Matrix among Major Study Variables

Variables	Work-Life Balance	Productivity	Organizational Support	Job Satisfaction
Work-Life Balance	1.000	0.781	0.724	0.756
Employee Productivity	0.781	1.000	0.683	0.731
Organizational Support	0.724	0.683	1.000	0.706
Job Satisfaction	0.756	0.731	0.706	1.000

p < 0.01

The Pearson correlation analysis reveals statistically significant positive relationships among all study variables. The strongest relationship exists between Work-Life Balance and Employee Productivity ($r = 0.781$), indicating that employees experiencing better work-life balance generally demonstrate higher productivity levels. This finding supports the assumption that flexible work arrangements improve employee efficiency by reducing occupational stress and increasing motivation. Work-Life Balance also shows strong positive relationships with Organizational Support ($r = 0.724$) and Job Satisfaction ($r = 0.756$), suggesting that supportive organizational practices significantly improve employees' personal and professional well-being. Similarly, Employee Productivity exhibits positive correlations with Organizational Support ($r = 0.683$) and Job Satisfaction ($r =$

0.731), demonstrating that satisfied employees receiving adequate managerial support tend to perform more efficiently. Since all correlation coefficients are statistically significant at the 1% level, the null hypothesis of no relationship among the variables is rejected. The results indicate that improvements in organizational support, work flexibility, and employee satisfaction are associated with corresponding improvements in productivity. These findings emphasize the interconnected nature of employee well-being and organizational performance within hybrid work environments. Managers should therefore adopt integrated HR policies that simultaneously promote work-life balance, organizational support, and employee satisfaction to maximize productivity.

Table 8: Multiple Regression Analysis Predicting Employee Productivity

Predictor Variable	Beta (β)	t-value	Significance (p)
Work-Life Balance	0.482	5.81	0.000
Organizational Support	0.321	3.94	0.001
Job Satisfaction	0.287	3.36	0.003
Technology Support	0.205	2.48	0.017

R	R ²	Adjusted R ²	F-value	Significance
0.873	0.762	0.744	35.64	0.000

Model Summary

The regression analysis demonstrates that the selected independent variables collectively explain 76.2% of the variation in employee productivity ($R^2 = 0.762$). The overall regression model is statistically significant ($F = 35.64$, $p < 0.001$), indicating that the model adequately predicts employee productivity within hybrid workplaces. Among the predictor variables, Work-Life Balance emerges as the strongest predictor ($\beta = 0.482$), confirming that employees maintaining healthy work-life balance perform significantly better than those experiencing work-life conflict. Organizational Support ranks second ($\beta = 0.321$), emphasizing the importance of effective leadership, communication, and employee assistance programs. Job

Satisfaction ($\beta = 0.287$) also contributes significantly to productivity, demonstrating that motivated employees are more engaged and committed to organizational objectives. Technology Support, although having the smallest standardized coefficient ($\beta = 0.205$), remains statistically significant, highlighting the importance of reliable digital infrastructure in hybrid workplaces. The findings suggest that organizations should prioritize employee well-being alongside technological investments to maximize organizational performance. Overall, the regression model confirms that work-life balance, organizational support, job satisfaction, and technology collectively serve as strong predictors of employee productivity.

Table 9: One-Way ANOVA Showing Difference in Productivity Across Work Experience Groups

Source of Variation	Sum of Squares	df	Mean Square	F-value	Sig.
Between Groups	4.284	2	2.142	5.76	0.006
Within Groups	17.486	47	0.372		
Total	21.770	49			

Table 9 presents the One-Way Analysis of Variance examining whether employee productivity differs according to work experience. The ANOVA results reveal a statistically significant difference among experience groups ($F = 5.76$, $p = 0.006$). Since the significance value is less than 0.05, the null hypothesis is rejected. The findings indicate that employees with greater work experience generally demonstrate higher productivity levels within hybrid work environments. Experienced employees are more capable of

independently managing workloads, adapting to digital technologies, prioritizing tasks, and maintaining communication with supervisors and colleagues. They also possess stronger problem-solving abilities and greater organizational commitment. Conversely, employees with limited professional experience may require additional managerial guidance, mentoring, and technical training to perform effectively within flexible work arrangements. The findings highlight the importance of experience-specific HR

interventions, including onboarding programs, virtual mentoring, leadership coaching, and digital skill development. Organizations implementing hybrid work

models should therefore provide differentiated support mechanisms that address the varying needs of employees across different career stages.

Table 10: Summary of Hypothesis Testing

Hypothesis	Statistical Test	Result	Decision
H1: Work-life balance significantly influences employee productivity.	Pearson Correlation	$R = 0.781, p < 0.001$	Accepted
H2: Organizational support positively affects employee productivity.	Regression	$B = 0.321, p = 0.001$	Accepted
H3: Job satisfaction positively influences employee productivity.	Regression	$B = 0.287, p = 0.003$	Accepted
H4: Technology support significantly improves employee productivity.	Regression	$B = 0.205, p = 0.017$	Accepted
H5: Employee productivity differs according to work experience.	ANOVA	$F = 5.76, p = 0.006$	Accepted

The hypothesis testing results provide strong empirical support for all five research hypotheses. The correlation analysis confirms a significant positive relationship between work-life balance and employee productivity, indicating that employees maintaining better personal and professional balance perform more efficiently. Regression analysis further demonstrates that organizational support, job satisfaction, and technology support significantly influence employee productivity. The standardized beta coefficients reveal that work-life balance has the strongest influence, followed by organizational support, job satisfaction, and technology support. These findings emphasize that productivity in hybrid workplaces depends on both organizational policies and employee well-being rather than technology alone. The ANOVA results indicate significant differences in productivity across work experience groups, suggesting that experience enhances employees' ability to succeed within hybrid work environments. Overall, the statistical evidence strongly supports the conceptual framework of the study and validates the proposed research model. The findings reinforce the growing consensus that organizations should invest in employee-centered hybrid work policies emphasizing flexibility, managerial support, technological infrastructure, and employee well-being to achieve sustainable organizational performance.

Statistical Findings—The overall statistical analysis demonstrates that hybrid work environments positively influence employee productivity when supported by strong work-life balance practices, effective organizational support, adequate technology, and high employee satisfaction. Descriptive statistics reveal high levels of employee satisfaction across all major variables, while inferential analyses confirm statistically significant relationships among them. The correlation and regression analyses identify work-life balance as the most influential determinant of productivity, explaining a substantial proportion of employee performance. Organizational support and job satisfaction also contribute significantly, highlighting the importance of comprehensive human resource strategies in hybrid workplaces. ANOVA findings further reveal that employee experience enhances productivity, indicating the need for tailored support across career stages. Collectively, these results suggest that hybrid work can improve both employee well-being and organizational performance when implemented with appropriate managerial practices, flexible policies, and reliable digital infrastructure. The findings provide empirical evidence supporting the continued adoption and refinement of hybrid work models in contemporary organizations.

Discussion

The present study examined the relationship between work-life balance and employee productivity in hybrid workplaces by analyzing employees' perceptions regarding flexibility, organizational support, job satisfaction, technological support, and workplace performance. The findings generated from the statistical analysis provide meaningful insights into the effectiveness of hybrid work arrangements in contemporary organizations.

Objective 1: To examine the relationship between work-life balance and employee productivity in hybrid workplaces.

The findings strongly support the existence of a positive relationship between work-life balance and employee productivity. Pearson correlation analysis reported a strong positive correlation ($r = 0.781$), while regression analysis identified work-life balance as the strongest predictor of employee productivity ($\beta = 0.482$). Employees who experienced better balance between professional responsibilities and personal life demonstrated higher work efficiency, greater motivation, improved concentration, and better task completion. Therefore, the first research objective has been successfully achieved.

Objective 2: To analyze the impact of hybrid work arrangements on employees' work-life balance.

The descriptive analysis indicates that approximately 70% of employees agreed or strongly agreed that hybrid work improved their work-life balance. Flexible work schedules, reduced commuting time, and increased autonomy enabled employees to effectively manage both personal and professional responsibilities. However, a small proportion of respondents also reported challenges related to digital fatigue and blurred work-life boundaries. Overall, the second objective is fulfilled, demonstrating that hybrid work generally contributes positively to employee well-being.

Objective 3: To identify the organizational factors influencing employee productivity in hybrid work environments.

The study identified several organizational factors significantly affecting productivity. Work flexibility received the highest mean score, followed by organizational support, job satisfaction, technology support, and employee well-being. Regression analysis further confirmed that organizational support ($\beta = 0.321$), job satisfaction ($\beta = 0.287$), and technology support ($\beta = 0.205$) significantly influence employee productivity. These findings indicate that employee performance depends not only on individual

capabilities but also on organizational practices and workplace resources. Thus, the third objective has been successfully achieved.

Objective 4: To evaluate the role of organizational support, technology, and job satisfaction in improving employee productivity.

The regression results clearly demonstrate that organizational support, technology support, and job satisfaction significantly contribute to employee productivity. Employees receiving effective managerial guidance, adequate digital infrastructure, and positive organizational support reported higher engagement and better work performance. Technology enabled seamless communication and collaboration, while job satisfaction enhanced employee motivation and organizational commitment. Consequently, the fourth research objective has also been accomplished.

Overall, the study concludes that hybrid work environments positively influence employee productivity when organizations effectively support work-life balance through flexible work policies, managerial assistance, technological infrastructure, and employee-centered human resource practices. The statistical findings indicate that employee well-being and organizational performance are closely interconnected. Organizations adopting comprehensive hybrid work strategies are therefore more likely to achieve sustainable productivity, improved employee satisfaction, stronger organizational commitment, and long-term competitive advantage. The study provides valuable empirical evidence supporting the continued development of balanced and employee-focused hybrid workplace models.

Conclusion

The present study examined the relationship between work-life balance and employee productivity in hybrid workplaces by analyzing employees' perceptions regarding flexibility, organizational support, technology adoption, employee well-being, and job satisfaction. The statistical findings provide strong empirical evidence that hybrid work arrangements positively influence employee productivity when supported by effective organizational policies and employee-centered management practices. The study found that employees working in hybrid environments generally experience improved work-life balance due to flexible work schedules, reduced commuting time, and increased autonomy in managing professional and personal responsibilities. Better work-life balance significantly contributes to higher employee motivation, greater job satisfaction, improved mental well-being, and enhanced organizational commitment. The strong positive correlation identified between work-life balance and employee productivity confirms that employees maintaining healthier personal and professional balance perform more efficiently and produce higher-quality work.

Regression analysis further demonstrates that work-life balance is the strongest predictor of employee productivity, followed by organizational support, job satisfaction, and technology support. These findings indicate that organizational performance depends not only on employee competence but also on supportive leadership, effective communication, reliable digital infrastructure, and employee-friendly workplace policies. The study also reveals that experienced employees adapt more effectively to hybrid work environments and demonstrate higher productivity than

less experienced employees. The findings suggest that hybrid work should no longer be considered merely a temporary post-pandemic arrangement but rather a sustainable organizational strategy capable of improving employee well-being and organizational performance simultaneously. Organizations that invest in flexible scheduling, employee assistance programs, leadership development, digital collaboration technologies, and mental health initiatives are more likely to achieve higher productivity, stronger employee engagement, lower turnover, and long-term organizational success. The study contributes significantly to the fields of human resource management, organizational behavior, and workplace psychology by providing empirical evidence regarding the effectiveness of hybrid work arrangements. The findings offer practical guidance for managers, human resource professionals, policymakers, and business leaders seeking to design effective hybrid workplace strategies that balance employee well-being with organizational objectives. However, the study is limited to a sample of 50 employees and selected organizational settings. Future researchers may expand the scope by including larger sample sizes, multiple industries, cross-cultural comparisons, longitudinal research designs, and additional variables such as leadership style, employee engagement, organizational culture, psychological resilience, and artificial intelligence-enabled workplace technologies. Such future studies will further strengthen the understanding of employee productivity within evolving hybrid work environments. Overall, the study concludes that achieving an appropriate balance between employees' professional and personal lives represents one of the most important determinants of organizational productivity in hybrid workplaces. Organizations that prioritize employee well-being while maintaining operational efficiency will be better positioned to sustain competitive advantage in the rapidly changing future of work.

References

1. Allen TD, Herst DEL, Bruck CS, Sutton M. Consequences associated with work-to-family conflict. *J Occup Health Psychol.* 2000;5(2):278-308.
2. Allen TD, Golden TD, Shockley KM. How effective is telecommuting? *Psychol Sci Public Interest.* 2015;16(2):40-68.
3. Ashforth BE, Kreiner GE, Fugate M. Boundary management. *Acad Manage Rev.* 2000;25(3):472-491.
4. Bakker AB, Demerouti E. The Job Demands-Resources model. *J Manag Psychol.* 2007;22(3):309-328.
5. Bloom N, Liang J, Roberts J, Ying ZJ. Does working from home work? *Q J Econ.* 2015;130(1):165-218.
6. Clark SC. Work-family border theory: a new theory of work-family balance. *Hum Relat.* 2000;53(6):747-770.
7. Cooper CL, Marshall J. Occupational sources of stress: a review of the literature relating to coronary heart disease and mental ill health. *J Occup Psychol.* 1976;49(1):11-28.
8. De Menezes LM, Kelliher C. Flexible working and performance: a systematic review of the evidence for a business case. *Int J Hum Resour Manag.* 2017;28(4):1-27.
9. Eurofound. Living, working and COVID-19. Luxembourg: Publications Office of the European Union; 2020.
10. Gajendran RS, Harrison DA. The good, the bad, and the

- unknown about telecommuting: meta-analysis of psychological mediators and individual consequences. *J Appl Psychol.* 2007;92(6):1524-1541.
11. Golden TD. The role of relationships in understanding telecommuter satisfaction. *J Vocat Behav.* 2006;68(1):176-189.
 12. Greenhaus JH, Beutell NJ. Sources of conflict between work and family roles. *Acad Manage Rev.* 1985;10(1):76-88.
 13. Greenhaus JH, Collins KM, Shaw JD. The relation between work-family balance and quality of life. *J Vocat Behav.* 2003;63(3):510-531.
 14. Guest DE. Perspectives on the study of work-life balance. *Soc Sci Inf.* 2002;41(2):255-279.
 15. Haar JM, Russo M, Suñe A, Ollier-Malaterre A. Outcomes of work-life balance on job satisfaction, life satisfaction and mental health: a study across seven cultures. *Int J Hum Resour Manag.* 2014;25(19):2724-2743.
 16. Hill EJ, Ferris M, Martinson V. Does it matter where you work? A comparison of how three work venues affect aspects of work and personal/family life. *J Vocat Behav.* 2003;63(2):220-241.
 17. International Labour Organization. Working from home: from invisibility to decent work. Geneva: International Labour Organization; 2021.
 18. Kniffin KM, Narayanan J, Anseel F, Antonakis J, Ashford SP, Bakker AB, *et al.* COVID-19 and the workplace: implications, issues, and insights for future research and action. *Am Psychol.* 2021;76(1):63-77.
 19. Kossek EE, Lautsch BA. Work-life flexibility for whom? Occupational status and work-life inequality in management. *Annu Rev Organ Psychol Organ Behav.* 2018;5:1-26.
 20. Kumar R, Singh A. Hybrid work and employee productivity in India. *Indian J Hum Resour Manag.* 2023;10(2):55-72.
 21. Locke EA. The nature and causes of job satisfaction. In: Dunnette MD, editor. *Handbook of industrial and organizational psychology.* Chicago: Rand McNally; 1976. p. 1297-1349.
 22. Maslach C, Leiter MP. Burnout. In: Fink G, editor. *Stress: concepts, cognition, emotion, and behavior.* Amsterdam: Academic Press; 2016. p. 351-357.
 23. Meyer JP, Allen NJ. A three-component conceptualization of organizational commitment. *Hum Resour Manag Rev.* 1991;1(1):61-89.
 24. Organisation for Economic Co-operation and Development. The future of teleworking. Paris: OECD; 2021.
 25. Parker SK, Knight C, Keller A. Remote managers are having trust issues. *Appl Psychol.* 2020;69(3):785-818.
 26. Robbins SP, Judge TA. *Organizational behavior.* 19th ed. Harlow: Pearson; 2022.
 27. Sharma P, Gupta R. Work-life balance in hybrid organizations. *Indian J Ind Relat.* 2022;58(1):84-98.
 28. Singh M, Verma A. Employee well-being in digital workplaces. *Int J Manag Stud.* 2021;8(4):15-28.
 29. Spector PE. *Job satisfaction: application, assessment, causes, and consequences.* Thousand Oaks (CA): Sage; 1997.
 30. Tetrick LE, Winslow CJ. Workplace stress management interventions and the level of the intervention: a review of the literature. *Annu Rev Organ Psychol Organ Behav.* 2015;2:447-474.
 31. Wang B, Liu Y, Qian J, Parker SK. Achieving effective remote working during the COVID-19 pandemic: a work design perspective. *Appl Psychol.* 2021;70(1):16-59.
 32. World Economic Forum. The future of jobs report 2022. Geneva: World Economic Forum; 2022.
 33. Yamashita M, Otsuka K. Employee productivity in hybrid work. *Asia Pac Manag Rev.* 2022;27(3):185-197.
 34. Deloitte. Global human capital trends 2023. New York: Deloitte; 2023.
 35. Gallup. State of the global workplace 2023 report. Washington (DC): Gallup; 2023.
 36. McKinsey & Company. American opportunity survey. New York: McKinsey & Company; 2022.
 37. Microsoft. Work trend index 2022. Redmond (WA): Microsoft; 2022.
 38. PwC. Global workforce hopes and fears survey 2023. London: PwC; 2023.

How to Cite This Article

Anuradha GS. Work-life balance and employee productivity in hybrid workplaces: an empirical study of employee well-being, organizational support, job satisfaction, and performance in the post-pandemic work environment. *J Front Multidiscip Res.* 2026;7(2):121-130. doi:10.54660/JFMR.2026.7.2.121-130.

Creative Commons (CC) License

This is an open access journal, and articles are distributed under the terms of the Creative Commons Attribution-NonCommercial-ShareAlike 4.0 International (CC BY-NC-SA 4.0) License, which allows others to remix, tweak, and build upon the work non-commercially, as long as appropriate credit is given and the new creations are licensed under the identical terms.