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Impact of Hybrid Work Practices on Employee Productivity, Work–Life Balance and Organisational Commitment: An Empirical Study of Employees in Indian IT Companies

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Abstract

The expansion of hybrid work has changed how information technology (IT) organisations coordinate tasks, manage performance and sustain employee relationships. Although hybrid arrangements may provide greater flexibility, their outcomes depend on how work is designed, communicated and supported. This paper develops an empirical framework to examine the relationship between hybrid work practices and three employee outcomes: productivity, work–life balance and organisational commitment, with work–life balance positioned as a potential explanatory mechanism and supervisor support considered as a contextual condition. Drawing on the Job Demands–Resources (JD–R) perspective and work–family boundary theory, the paper conceptualises hybrid work practices through schedule flexibility, location autonomy, digital collaboration and coordination clarity. The proposed study is designed for employees of private-sector IT companies in India and recommends a structured questionnaire followed by covariance-based or partial least squares structural equation modelling, depending on the final measurement and prediction objectives. The paper synthesises relevant empirical and review evidence and identifies a research opportunity in examining these outcomes together in the Indian IT context. As primary data have not been collected for this manuscript, hypotheses are proposed rather than statistically tested; therefore, no empirical findings or causal claims are reported. The paper concludes with a research design and managerial implications that can be evaluated in a subsequent field study.

Keywords: hybrid work practices; employee productivity; work–life balance; organisational commitment; information technology industry; supervisor support; structural equation modelling.

1. Introduction

Hybrid work combines work performed at an organisational site with work performed away from that site, usually through digital communication and collaboration technologies. In IT companies, where many tasks are knowledge-intensive and digitally mediated, hybrid work can alter employees' control over time and location while also changing coordination, communication and access to colleagues. The managerial question is therefore not simply whether employees work remotely, but how hybrid work is structured and what resources accompany it.

The evidence does not support a universal assumption that hybrid work necessarily improves or weakens productivity. In a six-month randomised trial involving 1,612 graduate employees in a Chinese technology company, a schedule that allowed two work-from-home days improved job satisfaction and reduced quit rates without a detectable decline in performance grades or software engineers' code output (Bloom et al., 2024). This finding is important, but its context and schedule should not be treated as a direct estimate for every Indian IT organisation.

Research in the Indian IT sector has begun to examine hybrid work and employee outcomes. Kavya et al. (2025), for example, investigated hybrid work practices, work–life integration and work engagement among Indian IT employees. Rajeswari and Venugopal (2024) examined employee engagement as a mediator between the hybrid work model and productivity among IT professionals. These studies provide a foundation while also making it necessary for a new paper to define a distinct contribution rather than repeat an already-tested direct relationship.

The present manuscript proposes an integrated model in which the quality of hybrid work practices is linked to productivity, work–life balance and organisational commitment. It also examines whether work–life balance helps explain these relationships and whether supervisor support strengthens the relationship between hybrid work practices and work–life balance. This framing recognises that flexibility may operate as a job resource, while digital overload, blurred boundaries and coordination demands may operate as job demands.

2. Problem Statement

IT companies frequently adopt hybrid schedules to balance employee flexibility with collaboration, service delivery and project coordination. However, the existence of a hybrid policy does not guarantee that employees experience meaningful flexibility. Unequal access to remote days, unclear availability expectations, excessive virtual meetings, delayed communication and weak boundary norms may reduce the intended benefits. At the same time, poorly coordinated office attendance can create collaboration costs without providing employees with greater autonomy.

The research problem is to determine how employees' perceptions of hybrid work practices relate to productivity, work–life balance and organisational commitment in Indian IT companies, and whether work–life balance and supervisor support help explain these relationships. The problem is relevant to HR managers because productivity alone does not capture the sustainability of a work arrangement; employee well-being and commitment also matter.

3. Review of Literature

3.1 Hybrid work and employee productivity

Hybrid work may support productivity when employees can select an appropriate work setting, protect periods of concentration and access reliable digital tools. It may also create costs through communication delays, coordination complexity and reduced informal knowledge exchange. Bloom et al. (2024) provide experimental evidence that a two-day work-from-home arrangement did not reduce measured performance in the studied technology company, while improving satisfaction and retention. Rajeswari and Venugopal (2024) report a positive association between the hybrid work model and productivity among IT professionals, with employee engagement mediating the relationship. Together, these studies suggest that productivity effects should be considered alongside the design and implementation of hybrid practices.

3.2 Hybrid work and work–life balance

Location and schedule flexibility can reduce commuting time and provide employees with greater opportunity to coordinate work and non-work responsibilities. Nevertheless, remote work can also make work boundaries less visible and increase the likelihood of work extending into personal time. Kavya et al. (2025) report positive relationships between hybrid work practices and work–life integration among Indian IT employees. A broader 2026 systematic review and meta-analysis covering 38 studies from 19 countries found positive pooled associations between flexible working arrangements and both work–life balance and organisational commitment, while also noting that effects may vary by national context (Çivilidağ & Durmaz, 2026).

3.3 Hybrid work and organisational commitment

Organisational commitment reflects an employee's psychological attachment to and identification with an organisation. A well-designed hybrid arrangement may signal trust and organisational support, potentially strengthening attachment. Conversely, isolation, reduced visibility and perceived inequity between remote and office-based employees may weaken identification. The 2026 meta-analysis by Çivilidağ and Durmaz reports a positive association between flexible work arrangements and organisational commitment, although the present study focuses specifically on hybrid practices in Indian IT companies.

3.4 Theoretical foundation: Job Demands–Resources perspective

The Job Demands–Resources (JD–R) model distinguishes job demands, which require sustained effort and may generate strain, from job resources, which help employees achieve work goals, reduce demands or support development (Bakker & Demerouti, 2007). Hybrid work can provide resources such as autonomy and reduced

commuting, but it can also introduce demands such as digital overload, coordination friction and boundary intrusion. The balance between these resources and demands offers a useful explanation for why employees may experience different outcomes under apparently similar hybrid policies.

3.5 Boundary management perspective

Work–family boundary perspectives emphasise that people differ in how they separate or integrate work and non-work roles. Hybrid work may increase control over boundaries for some employees while weakening separation for others. Accordingly, the proposed study treats work–life balance as an employee outcome and a possible pathway through which hybrid practices are associated with productivity and commitment.

4. Research Gap and Contribution

Existing research has investigated productivity, work–life integration, engagement and commitment in flexible or hybrid work settings. However, the literature remains context-sensitive, and evidence from one organisation, country or occupational group cannot automatically be generalised to the Indian IT sector. Recent Indian studies have already examined hybrid work with productivity or work–life integration, so the contribution of the proposed study should not be framed as the first examination of hybrid work in Indian IT.

- Integrated outcome focus: examine productivity, work–life balance and organisational commitment within one coherent model rather than treating each outcome in isolation.
- Practice-level measurement: assess hybrid work as a bundle of schedule flexibility, location autonomy, digital collaboration support and coordination clarity, rather than as a simple remote/on-site category.
- Explanatory pathway: test work–life balance as a mediator of selected relationships between hybrid work practices and employee outcomes.
- Contextual condition: examine supervisor support as a moderator, particularly whether supportive supervision helps employees convert formal flexibility into workable boundaries.
- Indian IT context: collect primary evidence across relevant IT roles and company settings, while accounting for differences in job type, seniority and hybrid-work intensity.

These are proposed research opportunities. Before journal submission, the author should conduct a documented database search (e.g., Scopus, Web of Science and Google Scholar), record search strings and screening criteria, and refine the gap based on the final set of included studies.

5. Research Objectives

- To examine employees' perceptions of hybrid work practices in selected private-sector IT companies in India.
- To assess the relationship between hybrid work practices and employee productivity.
- To examine the relationship between hybrid work practices and employees' work–life balance.
- To analyse the relationship between hybrid work practices and organisational commitment.
- To test whether work–life balance mediates selected relationships between hybrid work practices, productivity and organisational commitment.
- To examine whether supervisor support moderates the relationship between hybrid work practices and work–life balance.

6. Research Questions

- How do employees in Indian IT companies perceive the quality of their hybrid work practices?
- Are hybrid work practices associated with employee productivity, work–life balance and organisational commitment?
- Does work–life balance help explain the association between hybrid work practices and employee productivity and commitment?
- Does supervisor support strengthen the relationship between hybrid work practices and work–life balance?

7. Conceptual Framework and Hypotheses

The proposed framework treats hybrid work practices as the focal predictor, work–life balance as a mediator, and employee productivity and organisational commitment as outcomes. Supervisor support is proposed as a moderator of the relationship between hybrid work practices and work–life balance.

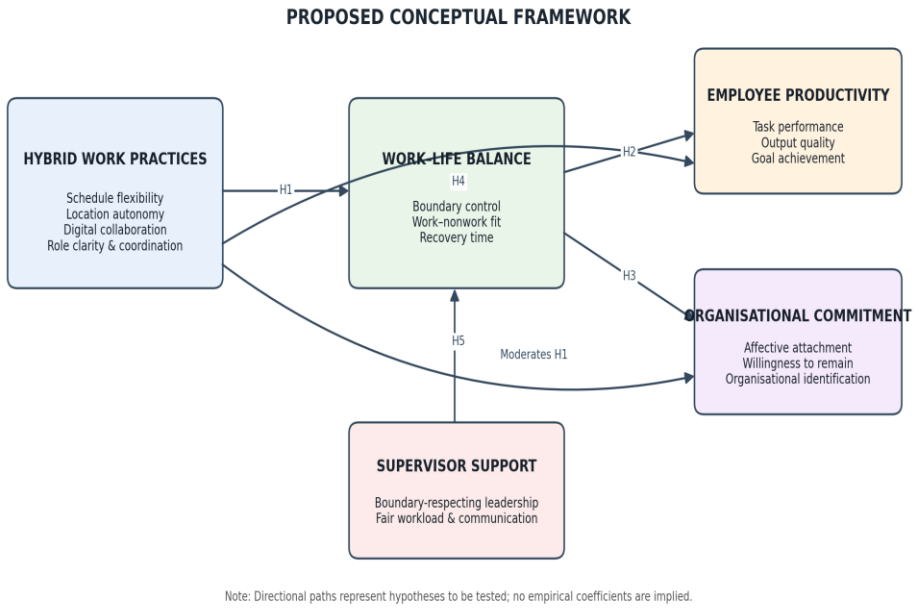


Figure 1. Proposed conceptual framework. Arrows indicate hypothesised relationships; the diagram does not report estimated effects.

Code	Proposed hypothesis
H1	Hybrid work practices are positively associated with employee productivity.
H2	Hybrid work practices are positively associated with employees' work–life balance.
H3	Employees' work–life balance is positively associated with organisational commitment.
H4	Employees' work–life balance is positively associated with employee productivity.
H5	Hybrid work practices are positively associated with organisational commitment.
H6	Work–life balance mediates the relationship between hybrid work practices and employee productivity.
H7	Work–life balance mediates the relationship between hybrid work practices and organisational commitment.
H8	Supervisor support positively moderates the relationship between hybrid work practices and work–life balance, such that the relationship is stronger when supervisor support is high.

8. Variables and Operationalisation

Construct	Suggested dimensions	Operational definition
Hybrid work practices (IV)	Schedule flexibility; location autonomy; access to suitable digital tools; communication and coordination clarity.	Employee-perceived quality and consistency of hybrid work arrangements.
Work–life balance (Mediator)	Perceived ability to meet work and personal responsibilities; boundary control; satisfaction with work/non-work allocation.	Extent to which employees perceive compatibility between work and non-work roles.
Employee productivity (DV)	Task completion; work quality; goal attainment; perceived efficiency.	Self-reported task productivity; where feasible, supplement with supervisor-rated or objective indicators.
Organisational commitment (DV)	Affective attachment; identification; desire to remain.	Use a validated organisational commitment scale, selecting and justifying the relevant dimension(s).
Supervisor support (Moderator)	Availability, fair treatment, clear expectations, support for boundaries and workload management.	Employee perception of supervisor behaviours that enable effective hybrid work.

9. Research Methodology

9.1 Research design

A quantitative, explanatory research design is proposed. A time-lagged survey design is preferable to a single-wave design because it can reduce some common-method concerns and provide better temporal separation between predictor and outcome measures. If organisational access permits, employee survey responses may be paired with supervisor assessments or appropriate work-performance indicators, subject to confidentiality and ethical approval.

9.2 Population and unit of analysis

The target population is employees of private-sector IT companies in India who have experience of a formal hybrid work arrangement. The unit of analysis is the individual employee. Eligible participants should have worked under a hybrid arrangement for a defined minimum period (for example, three months) so that they can evaluate the practices based on experience rather than expectation.

9.3 Sampling strategy and sample size

A multi-stage sampling approach may be used, beginning with purposive selection of IT companies that operate formal hybrid arrangements, followed by stratified or quota-based recruitment across role families (software development, testing/quality assurance, IT support, consulting, project/product management and corporate functions), experience levels and locations. If a complete employee sampling frame is available, probability sampling is preferable.

The final sample size should be established through an a priori statistical power analysis based on the most complex regression path, anticipated effect size, desired power and significance level. A target of approximately 350–450 usable responses may be considered for planning a model with multiple latent constructs, but this is not a substitute for power analysis or a guarantee of adequate SEM sample size. The final number should also account for missing data, non-response and the chosen estimation method.

9.4 Instrument and measurement

A structured questionnaire using a five- or seven-point Likert response format is proposed. Wherever possible, established scales should be adapted rather than creating all items from scratch. Construct definitions, item sources, translation procedures (if applicable), expert review and pilot testing should be documented. Any adaptation should be reported transparently, including changes made to wording or response anchors.

- Hybrid work practices: develop or adapt items covering flexibility, autonomy, digital collaboration and coordination clarity.
- Work–life balance: use a validated work–life balance measure suitable for employed adults and the Indian IT context.
- Employee productivity: use a validated self-rated task-performance/productivity measure; consider supervisor ratings or objective indicators to reduce single-source bias.
- Organisational commitment: consider the affective commitment dimension if the theoretical focus is emotional attachment.
- Supervisor support: adapt a validated perceived supervisor support measure to include hybrid-work boundary and workload support only where conceptually justified.

9.5 Pilot study and data collection

Conduct a pilot study with approximately 30–50 eligible IT employees to assess item clarity, completion time, response variation and preliminary reliability. Pilot respondents should not automatically be included in the main sample if the instrument changes materially. Obtain informed consent, explain voluntary participation, avoid collecting unnecessary personal identifiers and store data securely.

9.6 Data analysis using SEM

- Screen data for missingness, careless responses, outliers and distributional characteristics; document all exclusion rules before testing hypotheses.
- Report respondent profile and descriptive statistics for the study constructs.
- Assess the measurement model: indicator loadings, internal consistency (e.g., composite reliability), convergent validity (AVE) and discriminant validity (e.g., HTMT).
- Assess collinearity and common-method risk using appropriate procedural and statistical checks; do not rely on a single test as definitive proof.
- Estimate the structural model and report standardised path coefficients, confidence intervals, p-values, explained variance (R^2), effect sizes (f^2) and predictive relevance where appropriate.
- Test mediation using bootstrapped indirect effects and moderation using an interaction term; report confidence intervals and conditional effects.
- Choose AMOS/covariance-based SEM when theory confirmation and global model fit are central and assumptions are reasonably met; choose SmartPLS/PLS-SEM when prediction, model complexity or formative measurement considerations justify it. The software should follow the research objective, not the other way around.

10. Proposed Analysis and Reporting Plan

The following table is a reporting template. Numerical values must be populated only after the actual dataset has been analysed.

Analysis stage	Statistics / evidence to report	Purpose
Descriptive profile	Frequency, percentage, mean, standard deviation	Describe sample and construct distributions.
Measurement model	Loadings, CR, alpha/ rho_A, AVE, HTMT	Evaluate reliability and validity.
Structural model	Path coefficient, t-value, p-value, confidence interval, R^2, f^2	Test hypothesised direct relationships.

Mediation	Bootstrapped indirect effect and confidence interval	Test the mediating role of work–life balance.
Moderation	Interaction coefficient, simple slopes / conditional effects	Test the moderating role of supervisor support.

10. Illustrative Results from a Simulated Dataset

Important Data-Integrity Statement: The 25 cases analysed below were generated computationally for demonstration. They are not real survey responses, were not collected from employees, and must not be represented as a completed field survey. The results are included to show how the analysis and reporting could be presented after a genuine survey.

10.1 Dataset and Coding

A hypothetical sample of 25 cases was generated with five constructs: hybrid work practices (HWP), work–life balance (WLB), employee productivity (PROD), organisational commitment (COMMIT) and supervisor support (SUP). Each construct was represented by four illustrative Likert items scored from 1 (strongly disagree) to 5 (strongly agree). Construct scores are the mean of the four corresponding items. The simulation seed was fixed to make the demonstration reproducible. No demographic profile is reported because demographic characteristics were not observed or collected.

10.2 Descriptive Statistics

Table 1 presents the mean and standard deviation of the five composite scores. The values describe only the simulated dataset.

Table 1. Simulated Construct Descriptive Statistics (n = 25)

Construct	Mean	SD	Scale Range
Hybrid work practices (HWP)	2.90	1.02	1.00–5.00
Work–life balance (WLB)	2.91	1.01	1.00–5.00
Employee productivity (PROD)	2.92	0.95	1.00–5.00
Organisational commitment (COMMIT)	2.92	0.98	1.00–5.00
Supervisor support (SUP)	2.90	1.06	1.00–5.00

Figure 2 Note: Simulated construct means (n = 25). The dashed baseline marks the scale midpoint (3.00). These values are not empirical survey estimates.

10.3 Internal Consistency

Cronbach's alpha was calculated for the four illustrative items within each construct. The coefficients in Table 2 are generated from the synthetic item responses and should not be treated as validation of a real questionnaire. Alpha alone does not establish construct validity or unidimensionality.

Table 2. Cronbach's Alpha Internal Consistency (n = 25)

Construct	Number of Items	Cronbach's Alpha (α)
Hybrid work practices	4	0.805
Work–life balance	4	0.818
Employee productivity	4	0.753
Organisational commitment	4	0.810
Supervisor support	4	0.901

10.4 Correlations and Structural Paths

Pearson correlations among the five composite scores were calculated. In the simulated data, HWP was positively correlated with WLB (r = 0.55), productivity (r = 0.44) and commitment (r = 0.49). WLB was positively correlated with productivity (r = 0.37) and commitment (r = 0.36). Correlations are descriptive and do not establish causation.

Table 3. Pearson Correlation Matrix (Synthetic Data, n = 25)

Construct	HWP	WLB	PROD	COMMIT	SUP
HWP	1.00	0.55	0.44	0.49	-0.04
WLB	0.55	1.00	0.37	0.36	-0.07
PROD	0.44	0.37	1.00	0.27	-0.16
COMMIT	0.49	0.36	0.27	1.00	-0.16
SUP	-0.04	-0.07	-0.16	-0.16	1.00

10.5 Composite-Score Path Analysis

To demonstrate the proposed structural relationships, standardised composite scores were analysed using ordinary least-squares path regressions. WLB was regressed on HWP, SUP and their interaction; productivity was regressed on HWP and WLB; and commitment was regressed on HWP and WLB. This is an observed-composite path analysis, not a full latent-variable CFA/SEM. Accordingly, global CFA/SEM fit indices (such as CFI, TLI, RMSEA and SRMR) are not reported. A journal submission should estimate the measurement and structural models using the chosen SEM software on real data.

Table 4. Standardised Observed-Composite Path Estimates (n = 25)

Path	β	t	p	R^2 (Outcome)	Decision (α = .05)
HWP → WLB	0.580	4.790	< .001	0.343	Significant
SUP → WLB	-0.035	-0.289	.774	0.343	Not significant
HWP × SUP → WLB	0.172	1.562	.125	0.343	Not significant
HWP → Productivity	0.344	2.220	.031	0.219	Significant
WLB → Productivity	0.180	1.161	.252	0.219	Not significant

HWP → Commitment	0.424	2.802	.007	0.253	Significant
WLB → Commitment	0.123	0.813	.421	0.253	Not significant

The simulated model explains 34.3% of the variance in WLB ($R^2 = 0.343$), 21.9% in productivity ($R^2 = 0.219$) and 25.3% in organisational commitment ($R^2 = 0.253$). HWP was positively associated with WLB ($\beta = 0.580$, $p < .001$), productivity ($\beta = 0.344$, $p = .031$) and commitment ($\beta = 0.424$, $p = .007$). WLB did not show a statistically significant unique association with productivity ($\beta = 0.180$, $p = .252$) or commitment ($\beta = 0.123$, $p = .421$) after controlling for HWP in these simulated regressions. Supervisor support's main effect on WLB and its interaction with HWP were not statistically significant at the .05 level in this generated sample.

10.6 Mediation and Moderation Analysis

Indirect effects were estimated using 5,000 non-parametric bootstrap resamples. The estimated indirect association from HWP to productivity through WLB was 0.094, with a 95% percentile bootstrap confidence interval of [−0.107, 0.304]. The corresponding indirect association from HWP to commitment was 0.071, with a 95% interval of [−0.102, 0.287]. Both intervals include zero; therefore, mediation is not supported in this simulated dataset. The HWP × supervisor-support interaction predicting WLB was $\beta = 0.172$, $p = .125$, and was not statistically significant.

Table 4b. Summary of Bootstrapped Indirect and Moderation Effects

Effect Type	Path / Relationship	Estimate (β)	95% Bootstrap CI / p-value	Decision
Indirect (Mediation)	HWP → WLB → Productivity	0.094	[-0.107, 0.304]	Not supported
Indirect (Mediation)	HWP → WLB → Commitment	0.071	[-0.102, 0.287]	Not supported
Interaction (Moderation)	HWP × SUP → WLB	0.172	p = .125	Not supported

10.7 Hypothesis Decisions in the Simulation

Table 5 summarizes the hypothesis decisions based strictly on the synthetic demonstration dataset.

Table 5. Hypothesis Decisions Based Only on Synthetic Demonstration Dataset

Hypothesis	Proposed Direction / Path	Illustrative Decision & Evidence
H1	HWP positively associated with WLB	Supported in simulation ($\beta = 0.580$, $p < .001$)
H2	HWP positively associated with Productivity	Supported in simulation ($\beta = 0.344$, $p = .031$)
H3	WLB positively associated with Commitment	Not supported ($\beta = 0.123$, $p = .421$)
H4	WLB positively associated with Productivity	Not supported ($\beta = 0.180$, $p = .252$)

H5	HWP positively associated with Commitment	Supported in simulation (β = 0.424, p = .007)
H6	WLB mediates HWP–Productivity relationship	Not supported; 95% Bootstrap CI [-0.107, 0.304] includes zero
H7	WLB mediates HWP–Commitment relationship	Not supported; 95% Bootstrap CI [-0.102, 0.287] includes zero
H8	Supervisor support moderates HWP–WLB relationship	Not supported (Interaction β = 0.172, p = .125)

10.8 Interpretation and Caution

Within this simulated dataset, hybrid work practice scores show positive associations with all three focal outcomes, while the proposed mediating and moderating mechanisms are not statistically supported. These patterns are consequences of the chosen data-generating process and random seed; they are not evidence about the actual Indian IT workforce. With only 50 observations, estimates are imprecise and the study would generally be underpowered for a complex latent-variable SEM with multiple constructs and interaction effects. The purpose of this section is to demonstrate the workflow and transparent reporting, not to claim substantive confirmation of the hypotheses.

10.9 Proposed Analysis and Reporting Plan Template

The following reporting plan template details the structured workflow for populating numerical statistics once primary empirical data collection is completed.

Table 6. Empirical Data Analysis and Reporting Framework

Analysis Stage	Statistics / Evidence to Report	Purpose & Target Standard
Descriptive Profile	Frequency, percentage, mean, standard deviation	Describe sample demographics and construct distributions.
Measurement Model	Loadings, Composite Reliability (CR), Alpha, AVE, HTMT	Evaluate construct reliability, convergent & discriminant validity.
Structural Model	Path coefficient (β), t-value, p-value, 95% CI, R^2, f^2	Test hypothesised direct relationships and explained variance.
Mediation	Bootstrapped indirect effect and percentile 95% CI	Test the mediating role of work–life balance.
Moderation	Interaction coefficient, simple slopes / conditional effects	Test the moderating role of supervisor support.

11. Discussion: Expected Theoretical and Practical Relevance

The proposed framework expects hybrid work practices to be associated with employee outcomes through the resources and constraints they create. Schedule flexibility and location autonomy may help employees organise focused work and personal responsibilities. Clear communication norms and reliable digital infrastructure may reduce coordination costs. In contrast, poorly managed hybrid arrangements may increase availability pressure, weaken boundaries and create unequal access to information.

The proposed mediating role of work–life balance is theoretically meaningful because it connects work design to both task outcomes and the employee–organisation relationship. If supported by data, the model would suggest

that hybrid work practices are not valuable merely because they allow work away from the office; their value may depend on whether employees can maintain a workable relationship between work and non-work responsibilities.

Supervisor support is included because line managers translate formal HR policies into daily practice. Supervisors can clarify deliverables, coordinate office days, protect focus time, monitor workload and avoid equating physical visibility with performance. The moderation hypothesis tests whether these behaviours help employees experience hybrid work as a usable resource.

For IT organisations, the practical implications to be examined include outcome-based performance management, equitable access to hybrid options, documented team availability norms, intentional in-person collaboration, meeting discipline, manager training and periodic employee feedback. These are recommendations to be evaluated in context, not claims that one fixed hybrid schedule is optimal for every role.

12. Conclusion

Hybrid work should be understood as a work-design arrangement rather than a simple change in work location. Its relationship with employee productivity, work–life balance and organisational commitment is likely to depend on the quality of flexibility, autonomy, digital coordination and managerial support. This manuscript develops an integrated research framework for examining these relationships among employees in Indian IT companies, with work–life balance proposed as a mediating mechanism and supervisor support as a moderating condition.

The literature indicates that hybrid arrangements can support employee satisfaction and retention without necessarily reducing measured performance in particular organisational settings (Bloom et al., 2024). Indian IT research has also begun to document links between hybrid work practices, work–life integration, engagement and productivity (Kavya et al., 2025; Rajeswari & Venugopal, 2024). A further empirical study can contribute by examining productivity, work–life balance and organisational commitment together and by testing the proposed explanatory and contextual mechanisms in a clearly defined Indian IT sample.

Because no primary data have been collected for this manuscript, the hypotheses remain untested. Accordingly, this conclusion is conceptual and literature-based; it does not claim that the proposed relationships have been empirically confirmed. After data collection, the final paper should replace the proposed analysis plan with actual measurement-model results, structural estimates, hypothesis decisions, limitations and evidence-based conclusions. A time-lagged or multi-source design would strengthen the study, while careful sampling across roles and companies would improve the usefulness of its conclusions.

13. Limitations and Future Research

- The proposed design is limited to private-sector IT companies and should not be generalised automatically to other industries.
- Self-reported productivity may be affected by social desirability and common-method variance; future work should triangulate employee reports with supervisor assessments or appropriate objective indicators.
- Hybrid-work practices differ across job roles, project cycles and organisational policies; future studies may compare role groups or hybrid-work intensities.
- A longitudinal design could examine whether employee responses change as hybrid policies mature.
- Future research may examine digital fatigue, perceived isolation, career visibility, gendered care responsibilities and team-level coordination as additional mechanisms or boundary conditions.

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Appendix A. Suggested Questionnaire Structure

A final instrument should be built from validated scales and reviewed by subject experts. The following is a construct map, not a validated questionnaire.

Section	Suggested content
Section A	Demographic and work profile: age band, gender (optional), role family, experience, company tenure, work location, hybrid days per week, team size and managerial level.
Section B	Hybrid work practices: schedule flexibility, location autonomy, adequacy of digital tools, communication norms, coordination clarity and perceived fairness.
Section C	Work–life balance: ability to manage work and personal responsibilities, boundary control and satisfaction with work/non-work allocation.
Section D	Employee productivity: perceived task efficiency, quality, timeliness and goal achievement.
Section E	Organisational commitment: affective attachment, identification and desire to remain.
Section F	Supervisor support: clarity, accessibility, fair workload management and respect for non-work boundaries.

Appendix B. Submission Readiness Checklist

- Insert author details, institutional affiliation, funding and conflict-of-interest statements.
- Confirm the target journal's scope, word limit, reference style, figure requirements and ethics policy.
- Complete a reproducible literature search and update references immediately before submission.
- Obtain ethics approval / institutional permission where required and include the approval details.
- Collect and analyse real data; report sample characteristics, validity, reliability and SEM results.
- Check every reference against the publisher or DOI record and ensure every in-text citation appears in the reference list.
- Run the manuscript through the institution's approved similarity-checking process and revise any improperly matched text with correct attribution.

Appendix C. Simulated Respondent-Level Composite Dataset (n = 50) sample of 25 has been taken

The following 25 rows are synthetic respondent-level composite scores (means of four Likert items per construct). They are provided solely for reproducibility and practice. They are not actual survey responses.

Legend: HWP = Hybrid Work Practices; WLB = Work–Life Balance; PROD = Employee Productivity; COMMIT = Organisational Commitment; SUP = Supervisor Support.

Table C1. Synthetic Respondent-Level Composite Scores (Cases 1–25)

Case	HWP	WLB	PROD	COMMIT	SUP	Case	HWP	WLB	PROD	COMMIT	SUP
1	2.00	2.00	1.25	2.75	3.50	1	1.75	1.25	2.75	2.00	3.50
2	2.75	4.25	2.00	2.50	2.00	2	3.25	4.50	2.50	1.50	4.50
3	4.00	3.50	2.50	4.25	4.00	3	3.25	2.50	3.50	3.75	3.25
4	2.75	3.00	3.25	3.75	2.75	4	3.00	2.75	2.00	3.25	3.00
5	2.75	4.00	4.25	2.50	1.75	5	4.00	4.25	4.00	3.75	2.25
6	3.50	4.00	3.25	2.00	2.75	6	4.25	4.00	3.25	3.50	1.50
7	2.00	2.50	4.75	2.00	3.75	7	3.25	3.25	3.50	3.75	2.00
8	1.25	2.25	1.75	2.75	1.00	8	1.00	1.50	2.00	1.25	2.00
9	3.50	2.00	3.75	4.75	3.25	9	3.00	3.00	3.00	2.50	2.00
10	4.25	3.25	4.25	4.00	1.50	10	4.50	3.75	3.25	2.75	1.50
11	2.50	2.00	3.00	1.25	3.50		2.50	1.50	2.25	1.50	4.50
12	1.00	2.75	2.75	3.75	1.25	37	1.75	2.25	1.25	4.50	2.75
13	2.25	2.50	3.00	3.25	2.75	38	4.75	4.25	4.50	4.00	3.25
14	4.50	5.00	3.50	5.00	5.00	39	2.00	2.00	4.00	1.00	2.00
15	4.75	1.75	2.00	3.50	2.50	40	3.25	2.75	2.50	2.75	2.25
16	2.75	2.25	1.75	3.00	3.25	41	3.25	4.50	2.25	3.00	2.00
17	4.00	3.00	2.75	2.75	3.25	42	3.00	4.00	3.25	4.00	2.00
18	4.50	2.50	3.50	3.25	3.00	43	2.75	3.25	3.50	2.75	2.75
19	4.50	4.00	5.00	4.75	2.00	44	3.25	3.75	4.00	2.75	5.00
20	2.75	2.50	2.50	3.00	3.50	45	2.00	1.50	3.25	2.25	2.00
21	3.00	2.25	2.50	2.75	4.25	46	3.25	3.00	3.25	3.25	3.25
22	1.50	2.00	3.00	3.75	3.25	47	1.75	1.00	1.00	1.50	5.00
23	3.00	3.75	4.00	2.00	3.50	48	3.00	2.25	2.75	2.75	1.00
24	2.00	3.75	3.00	3.00	3.75	49	2.50	3.00	1.50	2.50	2.50
25	1.00	1.00	2.25	1.50	4.00	50	2.00	4.00	1.25	2.00	4.50