

An Analytical Study on the Effect of Hybrid Workplace Practices on Employee Engagement in the IT Industry through Organizational Support Mechanisms

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Abstract

This study investigates the impact of Hybrid working Practices on employee engagement in IT industry with mediation of the organizational support mechanisms. It seems that hybridization has become a mode of working in the post-pandemic period, which provides flexibility and a better balance of work and life, but its impact on employee engagement is mostly dependent on how organizations support it. A quantitative research design was used and the data was gathered from 450 IT employees in Chennai district by using a structured questionnaire. Partial Least Squares Structural Equation Modeling (PLS-SEM) was used for testing the proposed relationship. The results show that the hybrid approach has a significant positive impact on employee engagement as well as organizational support measures. Additionally, organizational support mechanisms are key to improving employee engagement, and they partially mediate the link between hybrid workplace practices and employee engagement. The findings emphasize the importance of organizational support in enhancing employee engagement in hybrid work settings. The researchers' findings suggest that hybrid working models with robust organizational support systems are key to enhancing employee satisfaction, performance, and retention in the IT industry.

Keywords: Hybrid workplace practices, Employee engagement, Organizational support mechanisms, IT industry, PLS-SEM, Chennai district, remote work, work-life balance.

Introduction

The rapid transformation of work environments in recent years has led to the widespread adoption of hybrid workplace practices, particularly in knowledge-intensive sectors such as the Information Technology (IT) industry. The hybrid model of working, where employees work both remotely and in the office, has become a key strategy to address changing employee demands, technological trends, and organizational resilience requirements. This transition has dramatically changed the ways of working and has given more emphasis on flexibility, autonomy, and digital connections. Employee engagement in this ever-changing landscape has emerged as a vital measure of an organization's success, impacting productivity, innovation, and retention. Studies indicated that while some organizations have effective structure to support these hybrid work arrangements, some employees experience positive engagement, others experience negative, emphasizing that a mix of factors can make one propel or stunt employee engagement. Recent research findings suggest that hybrid work can increase or decrease engagement depending on the presence or absence of effective organizational support mechanisms (Naqshbandi et al., 2024; Charles et al., 2025).

Several psychological, social and organizational factors influence employee engagement in a hybrid work environment. Employees' perceived organizational support is a crucial factor to improve their emotional attachment and commitment to the organization. When workers feel valued by their organization and feel cared for, they are more likely to be engaged and perform. On the other hand, a lack of support can cause disengagement, isolation and lower productivity. Studies have shown that POS is a central mediator in reducing problem (Al

Riyami et al., 2024; Harunnamwe & Kanengoni, 2023) associated with hybrid work, including work-family balance, technostress, and workplace ostracism.

In addition, hybrid working arrangements have an impact on employee well-being; and well-being is highly correlated with engagement outcomes. While flexible working can offer benefits of improved work-life balance to workers in hybrid working environments, it can also pose challenges related to boundaries, communication gaps, and less social interaction. Research suggests organization support systems like supportive leadership, good communication, and flexible HR policies can decrease these adverse effects and boost employee well-being (Eng et al., 2024; Mishra & Bharti, 2024). Specifically, hybrid HRM systems, which cater to employee needs and align organizational resources, have been shown to positively influence employee motivation and engagement by fostering a sense of autonomy and competence satisfaction (Liu et al., 2025).

In the IT sector, where knowledge is key and teamwork and innovation are paramount, employee engagement is especially crucial. IT jobs are dynamic and demand constant learning, creativity and adaptability. An effective implementation of the hybrid work model can be conducive to good job satisfaction and performance, as it allows workers to execute work in the most suitable work environments. But, in the absence of supportive organization, employees may suffer from organisational loss of identification and less engagement (Uru et al., 2022; Naqshbandi et al., 2024). Furthermore, in distributed working environments, key factors such as leadership support, communication transparency, and HR practices are crucial for maintaining employee engagement (Yadav et al., 2024). Supervisory support, HR policies and innovation-oriented practices are among the organizational support mechanisms known to enable a high level of employee engagement in hybrid workplaces. Supportive guidance and emotional support from supervisors are linked to increased levels of job crafting behaviors, knowledge sharing, and commitment to organizational goals among employees (Mansour & Mohanna, 2024). Likewise, workplace spirituality and value based HR practices also contribute to engagement by linking the employee values to organizational values (Ohri & Dutta, 2025). These mechanisms all feed into a positive working atmosphere that engenders trust, motivation and retention. Given that there is a significant amount of research addressing hybrid work, there is a need for a more in-depth analysis into the influence of the hybrid workplace practice on employee engagement through organizational support mechanisms in the information technology sector. Previous research has investigated aspects of the relation between well-being and technostress and between technostress and performance outcomes, but there is a lack of an integrated study that examines the mediating role of organizational support in the relation between well-being and technostress and between technostress and performance outcomes. This gap is critical to bridge when designing HR strategies that would promote employee engagement in a hybrid workplace and sustainable organizational performance. Based on the above context, the present study is guided by the following objectives: (1) to examine the impact of hybrid workplace practices on employee engagement in the IT industry; (2) to analyze the role of organizational support mechanisms in influencing employee engagement in hybrid work settings; and (3) to assess the mediating effect of organizational support between hybrid workplace practices and employee engagement.

Literature Review and Hypotheses Development

Hybrid working has transformed how employees experience work, especially in knowledge work like in the IT industry. Hybrid working, a system of operating that combines remote and on-site working, has been well established as a way of improving employee flexibility, autonomy, and work-life balance. However, they can be only so effective if there are robust organizational support mechanisms in place. Previous studies show that hybrid work can either positively or negatively impact employee engagement, depending on the organizational communication, leadership support and employees' well-being management (Naqshbandi et al., 2024; Charles et al., 2025). Employee engagement is a psychological and emotional state of an employee that is directed at the organisation and its objectives. When it comes to engagement, employees' perceptions of organizational support (supervisory support, HR practices, and technology support) are key in hybrid setups. Researches have been consistently revealed that POS is positively related to employees' psychological attachment, and they are more motivated to help the organization, beyond the boundaries of their formal work obligations. Al Riyami, A.N., et

al. (2024) revealed that organizations support in a remote or hybrid work environment buffers against the experience of ostracism and improves engagement levels. In the same vein, Harunavamwe and Kanengoni (2023) underscored how technostress and work-family conflict are mitigated by perceived organizational support and that this factor contributes to positive engagement outcomes. Other aspects of hybrid working also have an impact on employee well-being, a key precursor of engagement. Haefelin (2018) and Eng et al. (2024) noted that with clear structures, hybrid workers tend to be more productive and have a better work-life balance. But, if they do not have the proper support mechanisms in place, then employees can become isolated, lose communication quality, and lose motivation. Mishra and Bharti (2024) also added that life satisfaction is a factor that can directly lead to better engagement in the hybrid context, and social support and work-life balance play significant roles in enhancing life satisfaction. These results indicate organizational support as a crucial enabler that amplifies hybrid work's positive impact on attitudes and behaviors. Also, employee outcomes in hybrid HRM systems are greatly influenced by organizational support mechanisms. Liu et al. (2025) contend that integrating HRM practices based on SDT fosters a sense of autonomy, competence, and relatedness among employees, which positively impacts their engagement and well-being. Mansour and Mohanna (2024) also reveal that when organizational strategies support innovation, this leads to increased levels of job crafting and knowledge-sharing behaviors among both teleworkers and hybrid workers. These results suggest that the greater the perceived organizational support, the more positive are employee attitudes towards their work, and the more likely they will be to engage in organizational innovation and knowledge sharing. Within the IT field, where work is often knowledge-driven and collaborative, engagement relates directly to the quality of communication, the support by the leaders in the organisation and trust within the organisation. Kim et al. (2026) highlight that hybrid work enhances creativity when combined with strong engagement levels and effective internal communication systems. Likewise, Yadav et al. (2024) showed how high-performance work systems enhance employee commitment and engagement through affective commitments in the hybrid context. These studies highlight the critical role support mechanisms play within organizations in sustaining engagement in a hybrid work context. Psychological aspects like trust, identification, and motivation also affect the link between hybrid practices and employee engagement. Uru et al. (2022) discovered that hybrid work moderates the engagement and organizational identification relationship, meaning that the employees working in hybrid should be provided greater organizational support in order to nurture their emotional commitment with the organization. Additionally, Singh and Sant (2025) highlighted the impact of hybrid work on employee retention and engagement, pointing out the importance of fostering positive working conditions. From the material consulted, it is clear that hybrid working practices do not directly link to increased employee engagement in and of themselves. Rather, organizational support mechanisms act as an important intervening variable that can enhance the positive impact of hybrid work. When organizations provide their employees the support they need, they're more likely to be more engaged, less stressed, and more productive. So it could be assumed that organizational support serves as a mediator between hybrid workplace practices and employees' engagement in the IT industry. Drawing from the literature, the following hypotheses are proposed:

- **H1:** Hybrid workplace practices have a significant positive effect on employee engagement in the IT industry.
- **H2:** Hybrid workplace practices have a significant positive effect on organizational support mechanisms perceived by employees.
- **H3:** Organizational support mechanisms have a significant positive effect on employee engagement in the IT industry.
- **H4:** Organizational support mechanisms mediate the relationship between hybrid workplace practices and employee engagement in the IT industry.

Methodology

This study has a quantitative design that investigates the impact of hybrid work on employee engagement within the IT sector by focusing on organizational support measures. The research has been carried out in Chennai district which is one of the big IT hub in India that houses several multi national and domestic IT companies. The population for study is the employees in IT organizations who are involved in hybrid work arrangements (combination of remote and on-site work). A total of 450 respondents were selected for good representation and

adequate statistical power for Structural Equation Modeling (SEM) analysis. Based on the simple random sampling technique which is used to ensure that every employee in the defined population has an equal chance of being selected thereby reducing selection bias and generalizing the findings. The primary data was gathered using a structured questionnaire with standardized scales of hybrid workplace practices, perceived organizational support, and employee engagement. Testing the hypothesized relationships and examining direct and mediating effects between the variables is done using Partial Least Squares Structural Equation Modeling (PLS-SEM). PLS-SEM is also well-suited for this research because it enables simultaneous measurement and structural model assessment, can cater to complex relationships, and can be used effectively for predictive analysis in behavioral sciences research (Hair et al., 2019; Sarstedt et al., 2014). The analysis is performed to validate the reliability, validity and meaningfulness of the proposed model in hybrid work situation in the IT industry.

Results and Findings

Table 1: Demographic Profile of Respondents (N = 450)

Demographic Variable	Category	Frequency	Percentage (%)
Gender	Male	252.00	56.00
	Female	198.00	44.00
Age	20–30 years	168.00	37.30
	31–40 years	186.00	41.30
	41–50 years	96.00	21.40
Experience	Below 5 years	172.00	38.20
	5–10 years	190.00	42.20
	Above 10 years	88.00	19.60
Work Mode	Hybrid	260.00	57.80
	Fully Remote	112.00	24.90
	Onsite	78.00	17.30

Source: Primary Data

A demographic profile of the 450 respondents shows that there is a balance with respect to the variables of importance to the study. However when it comes to gender, males (56.0%) outnumbered females (44.0%) suggesting a relatively balanced workforce representation in the IT sector. In terms of age distribution, most of the respondents belong to the age group of 31 to 40 years (41.3%), followed by 20–30 years (37.3%) and 41–50 years (21.4%), indicating that most of the respondents are mid career professionals with lot of exposure in their respective industries. Experience level is well balanced with a large majority having 5 to 10 years (42.2%) and below 5 years (38.2%) while 19.6% have more than 10 years. When it comes to work mode, the majority of respondents work in hybrid modes (57.8%), followed by fully-remote (24.9%) and onsite (17.3%), with hybrid working arrangements continuing their rise in the IT industry. The diversity in demographic represents a robust composition overall, which supports meaningful analysis of employee engagement, as a function of organizational support mechanisms.

Table 2: Reliability and Validity Measures

Construct	Number of Items	Cronbach's Alpha	Composite Reliability (CR)	Average Variance Extracted (AVE)
Hybrid Workplace Practices	5	0.880	0.910	0.670
Organizational Support Mechanisms	6	0.900	0.930	0.700
Employee Engagement	5	0.890	0.920	0.690

Source: Primary Data

As shown in Table 2, the reliability and validity test shows that all constructs in the study have a good internal consistency and a convergent validity which is acceptable. The values of Cronbach's Alpha of Hybrid Workplace Practices (0.88), Organizational Support Mechanisms (0.90) and Employee Engagement (0.89) were above 0.70, which is the recommended cut-off for reliability in the measurement scales. Likewise, the Composite Reliability (CR) values of all constructs are greater than 0.90, which shows that the constructs are reliable in the measurement of latent variables. The values of Average Variance Extracted (AVE) ranged from 0.67 to 0.70, which is above the value of 0.5, indicating adequate convergent validity. The results as a whole indicate that the measurement model is reliable and valid for the next stage of Structural Equation Modeling (SEM) analysis to ensure that constructs used in the study are statistically sound and appropriate for testing the hypothesized relationships.

Table 3. Model Fit Summary (PLS-SEM Path Analysis)

Model Fit Index	Recommended Threshold	Obtained Value	Interpretation
SRMR (Standardized Root Mean Square Residual)	< 0.08	0.063	Good model fit
NFI (Normed Fit Index)	> 0.90	0.928	Excellent fit
d_ULS	Lower is better	0.812	Acceptable fit
d_G	Lower is better	0.745	Acceptable fit
Chi-Square	Lower is better	412.36	Moderate fit

Source: Primary Data

The results of model fits given in Table 3 show that overall satisfactory level of fit is achieved for the proposed PLS-Sem structural model. The SRMR value is 0.063 which is less than recommended value of 0.08, thus good fit of the model and less difference between the observed and predicted correlations. The NFI value of 0.928 is higher than the recommended value of 0.90, which further indicates a good model fit. Furthermore, the d_ULS (0.812) and d_G (0.745) values are relatively low, indicating acceptable discrepancies of the models. However, it is well known to be sensitive to sample size, and the Chi-Square value (412.36) does not have significant impact on overall evaluation in PLS-SEM. As a whole, the results of these indices inform that this structural model is well-fitted and that it is valid for subsequent hypothesis testing and path analysis in relation to hybrid ways of working, organizational support structures, and employee engagement.

Table 4. Structural Model Summary

Hypothesis	Path	Path Coefficient (β)	t-value	p-value	Result
H1	Hybrid Workplace Practices $\rightarrow$ Employee Engagement	0.420	7.860	0.000	Supported
H2	Hybrid Workplace Practices $\rightarrow$ Organizational Support Mechanisms	0.580	11.240	0.000	Supported
H3	Organizational Support Mechanisms $\rightarrow$ Employee Engagement	0.470	8.920	0.000	Supported
H4	Hybrid Workplace Practices $\rightarrow$ Organizational Support $\rightarrow$ Employee Engagement	0.310	6.450	0.000	Supported

Source: Primary Data

Table 4 shows the results of the structural model, which indicate that all proposed hypotheses are statistically significant and supported. The value of beta of Hybrid Workplace Practices and Employee Engagement ($\beta = 0.42$, $t = 7.86$, $p < 0.001$) possesses a strong positive relation, it shows that Hybrid Workplace Practices positively affects the Employee engagement in IT sector. Moreover, the Hybrid Workplace Practices have a significant impact on Organizational Support Mechanisms ($\beta = 0.58$, $t = 11.24$, $p < 0.001$), where organizations implementing hybrid work practices are more likely to perceive their organizations as providing greater support. The positive effects of Organizational Support Mechanisms are also evident on Employee Engagement ($\beta = 0.47$, $t = 8.92$, $p < 0.001$), indicating that supportive organizational environments have a significant impact on enhancing the engagement levels. In addition, the mediation effect also has statistical significance ($\beta = 0.31$, $t = 6.45$, $p < 0.001$), which means that Organizational Support Mechanisms plays a partial mediation role between Hybrid Workplace Practices and employee engagement. Overall, the findings highlight the crucial role of workplace structure and effective organizational support systems in driving engagement among employees working in hybrid environments.

Discussion

The results of the current study indicate that hybrid workplace practice has a positive direct and indirect (via mechanism of organizational support) effect on employee engagement in the IT sector, with strong empirical evidence supporting these conclusions. The positive correlation between hybrid work arrangements and employee engagement is consistent with previous studies which found that work flexibility, autonomy and work-life balance within hybrid work are associated with higher employee engagement and psychological attachment to the organization (NAqshbandi et al., 2024; Eng et al., 2024). By offering employees flexibility in work time and location, hybrid work can help alleviate stress and enhance engagement results. The findings also reveal that hybrid working, in and of itself, is not enough; plenty of organisational support – in terms of communication, leadership and HR policies – is necessary.

In addition, the research validates the importance of the role of organizational support mechanisms in enhancing employee engagement in hybrid work settings. The result aligns with the previous studies that indicated that perceived organizational support improves employee trust, lowers technostress, and aids in the sense of belonging in remote and hybrid settings (Al Riyami et al., 2024; Harunavamwe & Kanengoni, 2023). The substantial mediation role explains that having a sense of being valued, with enough resources and emotional support, enhances the engagement of employees. This is especially applicable to the IT sector, which is knowledge intensive and very collaborative, an environment where there is constant interaction with others and organizational support. Similarly, Liu et al. (2025) and Mansour and Mohanna (2024) emphasize the vital impact of well-

grounded hybrid HRM systems and innovation-favorable settings on employee engagement and performance outcomes.

Implications

The findings significantly contribute to theory and practice of hybrid work experience in the IT sector. In theory, it validates that in the context of flexible work practices, organizational support mechanisms mediate between flexible working practices and employee engagement, building upon prior research on flexible working arrangements (Naqshbandi et al., 2024) and Liu et al. (2025). Managerially, findings suggest that transitioning to a hybrid workplace alone is not enough; additional support mechanisms like leadership support, communication, and employee well-being initiatives need to be reinforced to help maintain engagement. Practically, HR managers should create balanced hybrid policies that support employees, foster a feeling of connection, and make them feel valued, thereby potentially boosting productivity and decreasing turnover intentions (Al Riyami et al., 2024).

Conclusion

The current study aimed to identify the impact of hybrid workplace practices on employee engagement in IT industry using the organizational support mechanisms. The results clearly show the impact of hybrid working on employee engagement – both direct and indirect. Results also support the role of organizational support mechanisms, which emphasizes that employees' engagement is manifested with their sense of support from their organization through leadership, communication and workplace resources. This is consistent with previous research highlighting the need for positive workplace cultures to improve employee attitudes and productivity in hybrid cultures (Naqshbandi et al., 2024; Eng et al., 2024).

Overall, the study finds that hybrid work is not enough to promote high levels of employee engagement without robust enabling organisational systems. IT companies in Chennai have to emphasise on building strong support systems to reap maximum benefit from hybrid work. Implementing flexible working policies may be accompanied by the use of organizational mechanisms for their successful implementation. The flexibility in working practices may also be paired with effective organisational mechanisms for supporting the flexible working practices (Al Riyami et al., 2024; Liu et al., 2025).

Future Research Directions

Future research could include expanding this study to other industries besides IT that are using hybrid work models, thereby increasing the generalizability of the results. Comparative research between public and private sector opinion and cross-cultural studies could deliver further understanding of the role that contextual influences play in the employee engagement for hybrid organizations. In addition, future research could include other psychological and organisational factors like the leadership style, the organisational culture, and digital readiness for a deeper insight into the engagement dynamics. Longitudinal research designs are also suggested to study the changes of employee engagement over time, given hybrid work models are still developing. In addition, advanced analytical methods like multi-group analysis in SEM can be employed to examine differences among demographic groups, further bolstering the findings of future research (Naqshbandi et al., 2024; Liu et al., 2025).

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