

Organizational Support and Hybrid Work Policies: A Conceptual Framework for Enhancing Employee Resilience and Work-Life Balance in the IT Sector

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Abstract

In a brief period since the inception of the hybrid working arrangements, the manner in which work is carried out in the information technology (IT) sector has been transformed with new possibilities and challenges brought in to both the employers and their employees. Hybrid work is more flexible, autonomous and accessible to work, but it also brings with it issues regarding employee stress and work-life blur, virtual collaboration challenges, and shifting workplace expectations. With organizations further institutionalizing the hybrid work patterns, the need to comprehend the mechanisms that promote the well-being of employees and sustainable performance is on the rise. Specifically, work-life balance and resilience of employees have proven to be extremely valuable products that determine personal performance and organizational performance. This theoretical dissertation tries to construct a framework to describe the mediating role of organizational support with respect to the correlation between a hybrid work policy and organizational resilience and work-life balance within the IT sector. The paper hypothesis is grounded on the Job Demands Resources (JD-R) Theory and Organizational Support Theory (OST) and states that the resource of organizational support will help the employees to cope with the challenges of working in a hybrid environment. The framework visualizes the organizational support in three dimensions that consist of: HR assistance, training and development and inclusive organizational policies. These support systems should maximize the ability of the employees to manage issues at the workplace and lead to a healthier-balanced work and personal life. The proposed framework strengthens the body of knowledge on hybrid work by integrating organizational support and employee resilience with the work-life balance into a single theoretical framework. It also offers useful lessons to IT organizations to strategize on supportive hybrid work strategies to enhance the wellbeing of workers, their resilience, and the whole organization sustainability.

Keywords: Hybrid work; organizational support; employee resilience; work-life balance; IT sector; HR assistance; training and development; inclusive workplace policies.

1. Introduction

1.1 Background of Hybrid Work in the IT Industry

The quick growth of digital technologies and evolving workforce demands has changed the conventional workplace models in any industry. Among the most remarkable changes, which has taken place, is hybrid work especially in the information technology (IT) sector. Hybrid work is a type of flexible working where employees split their working time between remote and office working. The COVID-19 pandemic also encouraged the application of this model whereby all organizations across the world were compelled to implement remote working in order to ensure that their businesses did not go down. Organizations were not ready to give up their hybrid setup after the pandemic as they can be more flexible, productive, and employee-satisfying.

The recent statistics show the increasing popularity of hybrid work all over the world. In a survey by Gallup (2024), they found out that about one-half of workers in jobs that are workable remotely are working on a hybrid basis, with just a quarter of them working fulltime. Equally, Microsoft Work Trend Index indicated that more than three-quarters of employees would like to have flexible work arrangements, which indicates a significant change

in the workplace expectations. In the IT field, hybrid work has gained special applicability since jobs that are technologically facilitated can be effectively undertaken in various locations. Therefore, hybrid policy is rapidly becoming a vital asset in IT organizations to attract talent, improve employee engagement and organizational competitiveness in a highly dynamic business environment.

1.2 Problem Statement

Although hybrid work has its benefits, it also comes with a number of challenges to both employees and organizations. The indistinctness of the hybrid arrangements can bring the blurring of the boundaries between the professional and personal life, which contributes to the intensity of work and working long hours. Research has revealed that employees operating within the hybrid setting tend to have issues dissociating themselves to work and it leads to stress, burnout and fatigue (Tomczak and Kulikowski, 2024). Deloitte 2024 Global Human Capital Trends report indicates that about half of the employees have reported that they experienced burnout symptoms in the form of growing work pressures and staying constantly connected to the digital world.

These issues are likely to worsen the situation to the IT professionals due to the deadlines of the project, virtual teamwork demands and the continuously changing technology. Besides that, organizational support might not be sufficient, preventing workers to adjust to the hybrid working system. This has compelled organisations to be challenged to come up with pleasing practices in the workplace that do not only help in the well-being of the employees, their resilience and work-life balance, but also maintain high productivity and performance levels.

1.3 Research Gap

Organizational performance, employee productivity, and technological adaptation have been key factors as far as the literature on hybrid work is concerned. Despite the valuable information these areas provide, comparatively little has been carried out to understand how the organizational support systems assist employees to persevere and attain work-life balance within the hybrid work environment (Pletzer, Breevaart and Bakker, 2024).

Although the concept of organizational support, resilience, and work-life balance have been researched separately, a gap in the conceptual frameworks that explain how organizational support a mediating factor between hybrid work policies and employee outcomes is remains. The latter can be seen specifically in the sphere of IT, where a hybrid work setup has become the most widespread and the well-being of workers has turned into a company concern.

1.4 Aim and Objectives of the Paper

The paper aims at developing a conceptual framework that will describe how the policies of hybrid work relate to employee resilience and work-life balance in the IT industry through organizational support.

The objectives of the paper are:

- To analyze the nature and importance of the hybrid work policies in the IT sector.
- To investigate the levels of organizational support, which include the HR support, training and development, and inclusive workplace practices.

The research aim is to investigate the effect that the organizational support has on the staff resilience and work-life balance.

To develop a conceptual framework to show the relationships between the hybrid work policies, organizational support, employee resilience and the work-life balance.

1.5 Structure of the Paper

This paper has seven sections. The second section will discuss a literature review on hybrid work, organisational support, employee resilience, and work-life balance. The third part discusses the study methodology. The fourth section talks about the theoretical background, the Job Demands Resources (JD-R) Theory and Organisational Support Theory (OST). The 5th section is a statement of proposed conceptual framework and research propositions. The sixth part talks about the theoretical and practical implications. The seventh part wraps up the paper and provides the directions of future research.

2. Literature Review

2.1 Hybrid Work Policies in the IT Sector

2.1.1 Evolution of Hybrid Work

This subsection should address the change of the old office-based work arrangement to the new flexible and hybrid working arrangements. The COVID-19 pandemic made remote work more accepted and permanent hybrid work policies have been embraced by many organizations. Krajčik et al. (2023) emphasize that making hybrid work a strategy to gain more flexibility and adaptability in the dynamic business environment has become possible. On the same note, Hopkins and Bardoel (2023) affirm that organizations are keen on the concept of hybrid work as a viable form of work, which will help them to maintain the success and happiness of their employees in the workplace. Technological infrastructure and digital communication tools in the IT industry have ensured that hybrid working arrangements have become adopted all round, and the employees can work effectively despite their location.

2.1.2 Benefits of Hybrid Work

There are numerous advantages to hybrid work to both employees and organizations. Bloom et al. (2024) argue that employees working in an organization with a hybrid environment maintain a higher level without affecting the performance of the organisation. Workers are far more accommodating, take shorter time to commute and were far more at liberty to work at their own convenience. Chatterjee et al. (2022) also indicate that flexible work arrangement can lead to organizational performance when they are supported by good policies and commitment of management. These are the benefits that have led to the increasing popularity of the hybrid work in the IT industry.

2.1.3 Challenges of Hybrid Work

In spite of its benefits, hybrid work poses a number of challenges. The workers might feel socially isolated, have problems in communication, work-life boundary problems and heightened psychological stress. Hopkins and Bardoel (2023) argue that perhaps collaboration and organizational culture is more difficult to sustain in a hybrid environment. More so, Chatterjee et al. (2022) contend that supporting organizational policies and leadership practices are critical to the success of hybrid work. Without appropriate support mechanisms, the employees may not be in a position to strike the right balance between flexibility and productivity and well-being. In addition, hybrid work has the potential to bring inequalities in the organizational resources and career development opportunities particularly among individuals who telecommute during a prolonged duration.

2.2 Employee Resilience in Hybrid Work Environments

2.2.1 Concept of Employee Resilience

The ability of a person to adapt, recover and go on working despite adversity and workplace challenges is known as employee resilience. The concept of resilience has become increasingly important in contemporary organizations due to the swift developments in technology, workplace practices, and uncertain business climate. Lu et al. (2023) contend that the personal resource of employee resiliency plays a significant role and allows the employees to withstand the stress without negatively impacting work. Good workers are flexible, emotionally stable and have the ability to solve problems hence they can work under difficult situations all the time.

2.2.2 Importance of Resilience among IT Employees

The aspect of resilience is particularly important when it comes to IT professionals who frequently have to cope with stressful work schedules, deadlines of project completion, technological downtimes, and continuous learning requirements. Virtual teams add more challenges to hybrid work environments, such as virtual teamwork, decreased face-to-face communication, and altered work practices. Lu et al. (2023) are convinced that the positive organizational practices may enhance employee resilience and improve the different outcomes of work. The support mechanisms within the organization, such as training opportunities, wellness programmes, and flexible working arrangements provide the employees with resources that may enable them to deal with the stress and adapt to the evolving working environment.

2.3 Work-Life Balance in Hybrid Work Settings

2.3.1 Concept of Work-Life Balance

Work-life balance is a phenomenon that deals with the capacity of people to balance the aspects of work, family and personal relationships in a productive manner. It is a gauge of the level of satisfaction and stability of the workers in several aspects of their lives. Krajčák et al. (2023) claim that the hybrid working conditions can make the most out of the flexibility of the work-life as it will leave the employees with more control of the time and location of working. Good work-life balance has a positive effect on the well-being of the employees, job satisfaction and long-term organizational commitment.

2.3.2 Hybrid Work and Work-Life Balance Outcomes

With decreased commuting needs and greater flexibility in schedules, hybrid work provides possible benefits in work-life balance. The advantages, however, are not always assured. With the ability to work at home, employees may experience issues with work and personal separation, which is a contributing factor to the increasing stress and role conflict. Hopkins and Bardoel (2023) emphasize that sustainable forms of hybrid work require organizational support systems that have the potential to help workers establish effective work-life boundaries. The research by Bloom et al. (2024) also indicates that the model of hybrid work properly developed can increase employee satisfaction and retention partially because it can be used to provide healthier work mixed with non-work.

2.4 Organizational Support in Hybrid Work Environments

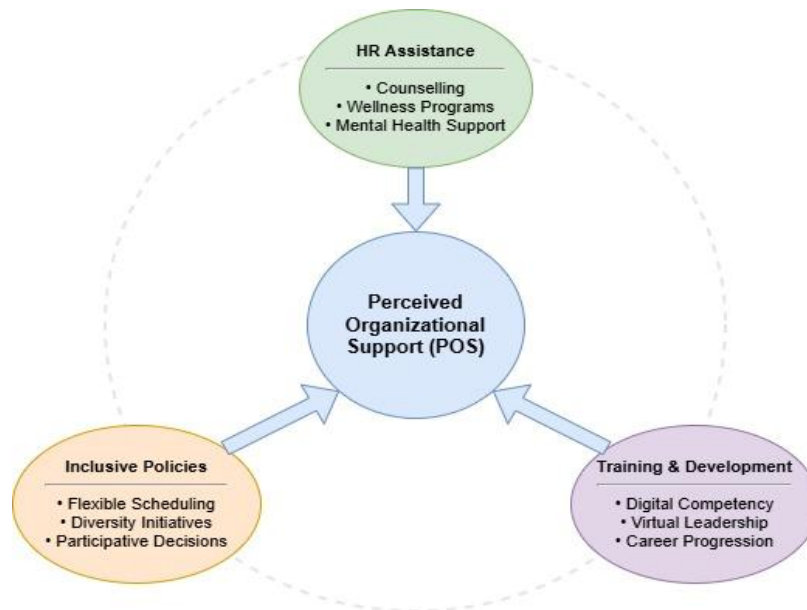


Figure 1: The Three Pillars of Organizational Support (Mediating Mechanism)

(Source: Self-created)

2.4.1 HR Assistance Programmes

One of the most important issues of organizational support in hybrid workplaces is HR support programmes. These programs are typically employee counselling, wellness programs, mental assistance and communication avenues to help the employees navigate through the problems of the workplace. Mihalache and Mihalache (2022) acknowledge that the strength of support in the workplace is massive in improving the well-being of employees and their loyalty to an organization in uncertainty. Through effective communication and employee assistance programs, organizations can also reduce stress and enhance flexibility of workers to the fluctuating work conditions.

2.4.2 Training and Development Support

The training and development programs can ensure success of employees in the hybrid work environments since they learn skills and knowledge that can assist them to become successful in the new work environments. Digital

competency training and virtual collaboration skills, leadership development and career growth opportunities could be part of such programmes. Khaw et al. (2023) emphasize the role of the ability of the employees to learn new skills and embrace adaptive working practices in the effective organizational change adaptation. The constantly available opportunities to learn allow the employees to be productive and assured to be able to adapt to technological and organizational changes. The problem of training support is particularly acute in the IT industry where the majority of the technologies are evolving extremely fast, and the employees have to continuously improve their professional skills.

Table 1: Summary of Key Literature

Author(s)	Focus Area	Key Findings
Krajčák et al. (2023)	Hybrid work and flexibility	The concept of a hybrid work improves work-life balance and contributes to adjusting to workplace requirements.
Hopkins and Bardoel (2023)	Sustainable hybrid work	Good hybrid models must contain organizational support and policies targeting the employees.
Bloom, Han and Liang (2024)	Hybrid work outcomes	Hybrid working increases the level of employee satisfaction without affecting performance adversely.
Chatterjee, Chaudhuri and Vrontis (2022)	Remote work flexibility	Flexible work is supported by organizational practices and management.
Mihalache and Mihalache (2022)	Workplace support	Organizational support enhances well-being and commitment of employees.
Lu et al. (2023)	Employee resilience	Organizational support and HR practices have a positive impact on resilience and employee outcomes.
Demerouti and Bakker (2023)	JD-R Theory	Job resources lessen the work pressure and encourage desirable employee performance.
Ho and Chan (2022)	Perceived organizational support	Organizational support solidifies psychological well-being and thriving of the workplace.

2.4.3 Inclusive Organizational Policies

The organizational policies are inclusive which leads to a good working environment as it encourages fairness, flexibility, diversity and involvement of the employee. The flexible scheduling system, diversity and supportive decision making are some of these factors that may influence the organization-support perception of employees. The idea of sustainable hybrid work models relies on the policies that take into account multiple needs and preferences of employees, as Hopkins and Bardoel (2023) point out. Moreover, Chatterjee et al. (2022) mention that organizational policies and leadership can be used to enhance employee experiences in the case of flexible work. Inclusive policies thus make good organizational resources that facilitate employee welfare, strength and the work-life balance.

2.5 Linking Hybrid Work, Organizational Support, Resilience and Work-Life Balance

Based on the available literature, we can say that there is a high correlation between the hybrid work policies, organizational support, resiliency of the employees and work-life balance. Research shows that hybrid working conditions may have both positive and negative effects based on the resources that are at the disposal of workers. Bloom et al. (2024) show that hybrid work may enhance employee retention and satisfaction in case it is done in an effective way. Similarly, Chatterjee et al. (2022) believe that the effectiveness of flexible work arrangements can be established in an establishment with the aid of organizational policies and management.

An article by Mihalache and Mihalache (2022) suggests that workplace support can play a pivotal role in promoting employee well-being, and an article by Lu et al. (2023) claims that one of the key factors contributing to employee resilience and positive work outcomes is organizational support. All these results are suggestive of the fact that one of the most important processes that hybrid work influences the experiences of employees is

organizational support. The relations are however discussed separately most of the time without bringing them together into a single framework with the assistance of previous studies.

3. Research Methodology

3.1 Research Design

The concept of this study is a conceptual research design to examine the relationship between hybrid work policies, organizational support, employee resilience and work-life balance in the IT industry. It is a theoretical paper, thus no primary data will be gathered and tested. Instead, it was to develop a conceptual model to explain the interrelationships among the important variables that were identified in the literature.

3.2 Nature of Data

The study relies on secondary data which has been collected from peer-reviewed articles from journals, academic books, industry reports and organisation publications. These sources provide an insight into the workplaces in which employees work in a hybrid manner, as well as into the support systems, employee resilience and work-life balance set up in these environments.

3.3 Literature Selection Process

The last 3 years (2022–2025) were used as the timeframe for the literature review, with a focus on publications from this period to account for the most recent developments in the research area of hybrid working. All the sources used for this study were chosen based on the assumption that they have academic credibility, are relevant to the research objectives and can be used to understand relationship between the key constructs.

3.4 Framework Development Process

The conceptual framework was created in a systematic way by taking into account the literature reviewed. This study is based on the combination of Job Demands-Resources (JD-R) Theory and Organizational Support Theory (OST) to explore the relationship between organizational support and employee resilience in hybrid work settings and work-life balance.

3.5 Scope of the Study

The framework is developed according to the IT organization that operates in a hybrid fashion. It also provides a theoretical framework for the interpretation of the results of employees and future empirical research to support the relationships expected.

4. Theoretical Foundation

4.1 Job Demands–Resources (JD-R) Theory

Job Demands Resources (JD-R) Theory is an in-depth theory of the impact of workplace factors on employee health and productivity. The theory suggests that all jobs have certain job requirements and job resources which influence psychological and behavioural outcomes of employees (Prayag, Muskat and Dassanayake, 2024). Job demands are those work elements that demand a physical, mental or emotional effort over time that can result in strain and exhaustion when excessive. Job resources on the other hand are the physical, social, organizational or psychological resources which help employees to achieve work goals, reduce job related stress and also help them to grow and develop.

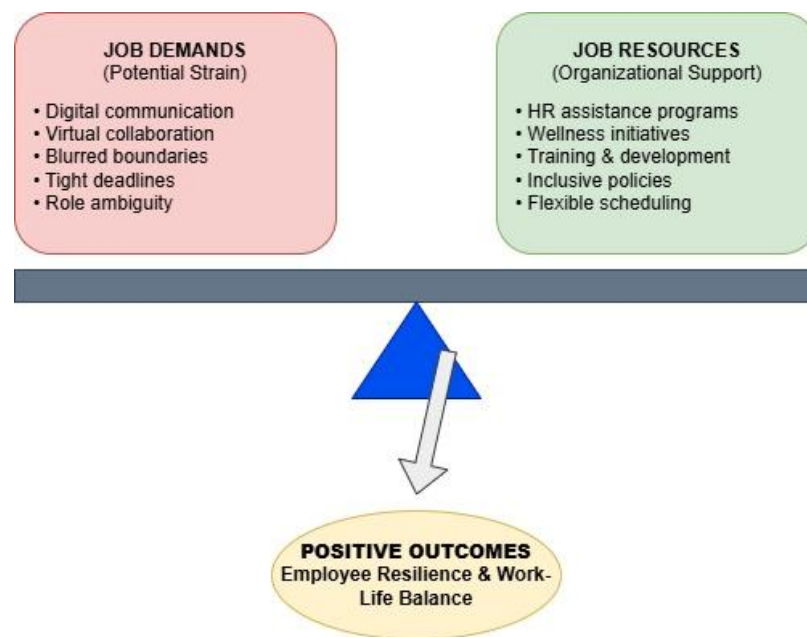


Figure 2: The Job Demands-Resources (JD-R) Balance Scale in Hybrid IT Work

(Source: Self-created)

The employees of the hybrid workplaces have been overwhelmed with different job requirements since they are expected to work at home and in the offices. These needs can encompass the need to be more digital, address virtual collaboration issues, and have technological requirements, role ambiguity, and challenges with establishing boundaries between professional and personal life (Okojie et al., 2023). Although hybrid work is flexible, it can also cause more tensions in the workload, and also puts employees under stress, as they cannot effectively fulfill the demands.

JD-R Theory is also interested in the role of job resources in mollify the negative effects of job demands. One of the most important job resources in the hybrid working environment can be regarded as organizational support. The HR support, training programs, positive leadership, employee wellness programs, and flexible work arrangements are some of the resources that enable employees to manage the stresses of working and ensure they remain productive (Bonaiuto et al., 2022). The resources enhance flexibility of workers to the changing nature of work and reduce the risk of burnout.

The other assumption that the theory implies is that the employees are more likely to have positive results like enhanced motivation, well-being, resilience, and work-life balance due to the presence of sufficient resources. Thus, JD-R framework may be a useful theoretical lens in the process of learning how the organizational support could influence the experiences of employees working in a hybrid workplace.

4.2 Organizational Support Theory (OST)

The Organizational Support Theory elaborates on how the workers view of their organization gets formed in terms of the extent to which their organization cares about them and their work. These perceptions are also referred to as perceived organizational support which are developed when the employees interrelate with the organizational policies, practices, supervisors and work experiences. Employees have great opportunities to develop positive attitudes towards their work and employer by making them feel that their organization is ready to assist them.

One of the major assumptions that the theory makes is principle of social exchange. Employees are likely to feel obliged to give back to the organization when they feel that it has done a lot to them by setting up positive behaviours such as increased commitment, engagement and performance (Ibrahim and Hussein, 2024). On the contrary, less supported employees might be less motivated, low job satisfaction, and organisational attachment.

The role of organizational support is crucial in hybrid work settings since workers are less likely to encounter their coworkers and supervisors face-to-face. Some of the supportive practices that make employees feel important and attached to the organization include regular communication, flexibility of policies, employee assistance

programmes and provision of professional development opportunities (Mascarenhas, Galvao and Marques, 2022). These perceptions strengthen psychological resources of the workers and they can solve problems at their working place. The perceived organizational support, in its turn, has a positive impact on the resilience, well-being, and performance of a healthier work-life balance among the employees.

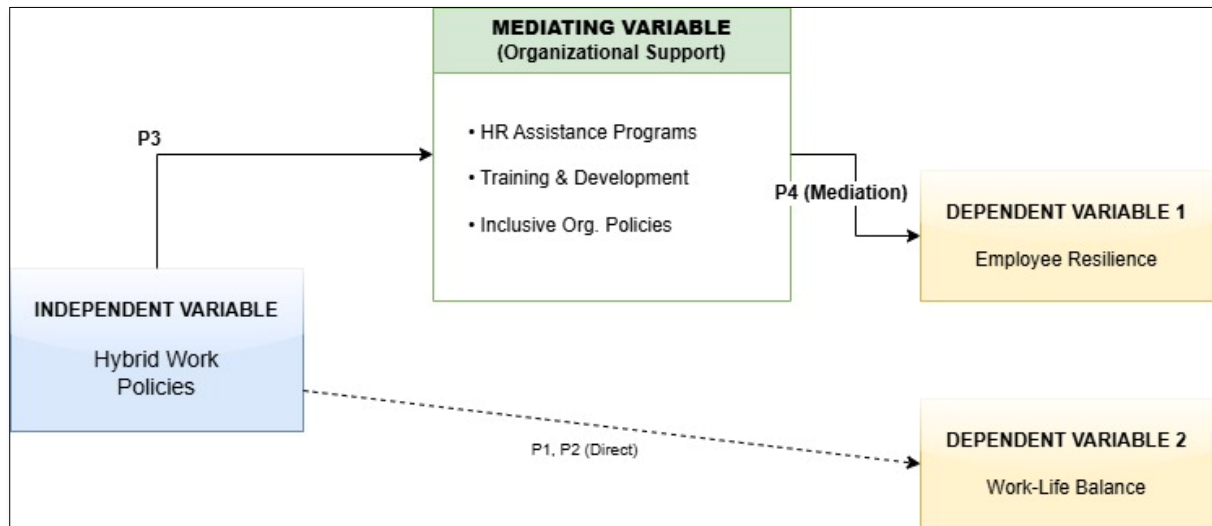


Figure 3: Proposed Conceptual Framework

(Source: Self-created)

4.3 Integration of JD-R and OST

Organizational Support Theory + Job Demands Resources Theory offers a complicated approach to the experiences of the workers who are employed under hybrid conditions. Although JD-R Theory highlights the balance between job demand and the resources available, the Organizational Support Theory states the manner in which the employees perceive and react to the supportive organizational practices. All the theories are complementary in their ability to provide a more in-depth understanding of the result of employees as it is moderated by organizational support (García-Salirrosas et al., 2023).

JD-R framework recognizes the fact that organizational support is a strong job resource and it would work well in mitigating the adverse impact of hybrid work demands. Organizational Support Theory further elaborates the role of the perceptions of the employees of the support in the positive outcomes in terms of psychological and behavioural aspects (Ho and Chan, 2022). All these views can assist in understanding more closely the role of support systems like HR support, training and development and inclusive employment policies in assisting employees to adjust to the hybrid work systems.

Such an integration of theoretical approach is especially applicable to IT employees who are more likely to work in a fast-paced, technology intensive and very demanding work environment. The two theories combined then give a sound basis on how the proposed conceptual framework of connecting the hybrid work policies, organizational support, and employee resilience and work-life balance is put in place.

5. Development of the Conceptual Framework

5.1 Identification of Core Constructs

The conceptual framework that is proposed is created to clarify the impact of organizational support on the connection between hybrid work policies and the results of employees in the IT sector. The independent variable is the hybrid work policies because they establish the working conditions and experience of employees. The mediating variable is organizational support and can take three dimensions of HR assistance which are training and development and inclusive organizational policies (Shirmohammadi, Au and Beigi, 2022). These dimensions are pointers to organizational resources that enable employees to adjust to the hybrid work conditions. The

dependent variables will be the employee resilience and work-life balance which show some prominent indicators of employee welfare and successful adaptation in the contemporary hybrid workplaces.

5.2 Proposed Relationships and Propositions

Proposition 1: Hybrid Work Policies Influence Employee Resilience

The hybrid work policies present the employees with opportunities and challenges. More autonomy and control over work schedules, and reduced commuting requirements can be provided by flexible working, and this can enable workers to better manage workplace stresses. Equally, hybrid work implies that workers have to work out how to coexist with the new technology, virtual work, and new work arrangements (Jun and Lee, 2023). These experiences can improve capacity of employees to deal with uncertainty and challenges in the workplace.

Proposition 2: Hybrid Work Policies Influence Work-Life Balance

The hybrid work arrangements will offer more flexibility to the workers regarding when and where to work. Such flexibility may assist in the improved balance of professional and personal life by decreasing the time spent on commute and the possibility of the employees to better plan their work. Nevertheless, there is also the risk that telecommuting will obliterate the boundaries between work and personal life, and employees will not be able to forget about work related events. The overall effect of hybrid work on work-life balance will depend on how workers will deal with these opposing demands.

Proposition 3: Organizational Support Positively Influences Employee Resilience

Organizational support equips employees with resources that would assist them in managing demand in the workplaces and also help them adapt to work demands that are not familiar to them. HR support programmes, career advancement, and supportive organizational culture can empower the confidence and ability of an employee to rise up to the challenge (Xueyun et al., 2023). Once the employees understand that their organization cares about their well-being and is willing to help them in that matter, they are going to have more chances to come up with positive coping strategies and be motivated enough to overcome the uncertainty.

Proposition 4: Organizational Support Positively Influences Work-Life Balance

Work-life balance includes organizational support since it creates an environment that helps employees to balance their work and personal lives. The HR practices, wellness programs, and work schedule flexibility as well as inclusive workplace policies could help to mitigate the work-related stress and enhance the overall well-being of the employees.

5.3 Mediating Role of Organizational Support

It is proposed that the mediating mechanism is organizational support in which the impact on employee resilience and work-life balance can be achieved due to the hybrid work policies. The guidance, counselling and wellness programmes are, the HR assistance programmes, which assist employees in dealing with work related problems. Training and development programs improve the knowledge, skills, and confidence of employees, which helps them to adjust to the needs of hybrid work (AbdELhay et al., 2025). Organizational policies based on equity will establish a healthy and inclusive workplace environment that will enable employee engagement and psychological well-being. Combined, these dimensions enhance the capacity of the employees to handle the demands of the workplace and balance between the work and personal demands. Positive employee outcomes and policies on hybrid work should thus be connected by organizational support.

5.4 Explanation of the Proposed Framework

The given framework means that the hybrid work policy directly affects the experiences of the employees in the IT sector. The success of these policies however, is determined by the degree of organizational support that the employees have. The HR support, training and development, and inclusive organization policy are organizational resources that enable employees to adjust to the hybrid work environments (Demerouti and Bakker, 2023). Having such support mechanisms, workers are more likely to become hardy and possess a good work-life balance. The affirmative correlation of hybrid work policies with the outcomes of employee well-being, in turn, is mediated by organizational support, which is the foundation of the proposed conceptual framework.

6. Discussion and Implications

6.1 Theoretical Implications

The specified framework helps to establish the theoretical knowledge of the hybrid work since both the Job DemandsResources (JD-R) Theory and the Organizational Support Theory can be included in the same theoretical framework. The framework expands JD-R Theory by determining organizational support as a valuable asset that aids workers to deal with the challenges that come with hybrid working setups (El Saeed, Maarouf and Younis, 2025). It is also founded on the Organizational Support Theory because it shows the effect of supportive organizational practices on the resiliency of employees and their work life. The framework also adds to the literature on hybrid work as it presents a systematic description of how organizational support affects the employee outcomes in the existing work settings.

Moreover, the framework has contributed to the contemporary discussion regarding employee well-being on the basis of the relatedness of organizational resources and employee performance in the context of hybrid workplaces. It contributes to the current body of knowledge by placing organizational support as a mediating variable instead of being an independent organizational variable. This line of thought provides a more holistic perspective of how the workplace policies can result in good experiences of employees. Besides, the framework is also a reaction to the increasing necessity to conduct the research that studies both human and psychological aspects of hybrid work. The theoretical contribution provides a topical background to the future research works in the field of the sustainability of workplaces and employee development as the concept of the hybrid employment models are already being developed.

6.2 Practical Implications for IT Organizations

The framework has a number of viable implications on IT organizations aiming to optimize the advantages of hybrid work. Employing the assistance programmes, wellness, and good communication are some of the strategies that organizations should embrace in order to strengthen HR strategies. Training and development can be improved through investment in training and development programmes to help the employees to adjust to the evolving technological and workplace demands (Galanakis and Tsitouri, 2022). In addition, the organizations will be expected to come up with the policies of inclusiveness in the working environment that will promote flexibility, equity and participation of the employees. With such support mechanisms in focus, IT organizations will be able to better resilience their employees, improve their work-life balance and establish a more sustainable and productive hybrid working environment.

6.3 Future Research Directions

Future research should empirically examine the proposed conceptual framework through quantitative or qualitative research approaches. Researchers may investigate the relationships among hybrid work policies, organizational support, employee resilience, and work-life balance across different organizational and industrial contexts (Zhang et al., 2025). Furthermore, longitudinal studies could provide deeper insights into how these relationships evolve over time as hybrid work practices become increasingly established within organizations. Such investigations would help validate and refine the proposed framework while extending its practical and theoretical applicability.

7. Conclusion

7.1 Summary of Major Arguments

One of the most demanded forms of work in the IT sector, the hybrid work has transformed the traditional patterns of the workplace and offered some novelties to the organizations and their employees in terms of flexibility and autonomy. Although hybrid work can be advantageous, with more flexibility, less time wasted in commuting to work, and better work arrangement, it also presents certain issues, including employee stress, communication issues, role confusion, and work-life boundaries. These problems highlight the necessity of organizational intervention in terms of helping employees to adapt to the new working environment. The hypothesis of this paper is that organizational support in terms of HR support, training and development programs, and inclusive workplace policies is a key resource that can be exploited to assist employees in effectively adjusting to the hybrid work demands. Employers, with proper support systems would be in a position to help the staff to be more resilient, improve mental health and better work life balance. Organizational support is thus important in making sure that

the positive effects of hybrid work are maximized and the adverse effects that it may have on employees minimized.

No conflict of interest and No financial interests

7.2 Contribution of the Conceptual Framework

The conceptual framework proposed has added to the body of knowledge as it has combined the hybrid work policy, organizational support, employee resilience, and work-life balance as a single theoretical framework. The synthesis of the Job Demands-Resources Theory and Organizational Support Theory provides a better understanding of how organizational support may impact the performance of employees in the hybrid working environment. The management tool framework offers viable ideas to IT firms, who want to build good support mechanisms, which would further improve the welfare of the employees and their sustainability in their work.

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