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Exploring the Impact of Hybrid Work Enablers on Employee Productivity: An empirical study with special reference to IT Sector in Delhi NCR

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ABSTRACT
In the present study, the authors investigate how the hybrid work enablers impact the productivity of the employees in the IT sector in the Delhi NCR region. It considers the overall level of productivity in hybrid settings, explores the relationship between the major enablers and the performance of employees, and compares the impact of each variable and recommends the actions that can be adopted to strengthen the hybrid work practices. Being a quantitative research design, a conceptual framework was grounded on the discussion of primary data gathered on the hybrids of IT professionals that worked in hybrid roles (N=430) by using a structured questionnaire with 5-points Likert scale, and the secondary source that comprised of journals, books, and industry reports. Stratified random sampling was applied in such a way that there was representation in terms of different roles and organizations. Data was analysed using SPSS 26.0 with Cronbach alpha used to verify reliability and Shapiro-Wilk test to test the normality. Descriptive analysis was used in the summarization of the respondent characteristics, Pearson correlation was applied in determining the relationships between various variables and multiple regression to determine the impact of each enabler on productivity as compared to the others: the hypotheses were tested at the significance level of 0.05 and 0.01. The findings also suggest that hybrid environment employees report to be very productive particularly in the achievement of objectives, goal attainment and time management. The five enablers, technological support, work flexibility, communication and collaboration, managerial or leadership support, and work-life balance showed very good and significant relations with productivity. The regression analysis managed to discover work flexibility as the most significant predictor, followed by communication and collaboration, and technological support, but the rest of the areas, including leadership support and work-life balance, also had a significant, yet a smaller, impact. The current report will add to the limited empirical studies in the area of hybrid work in the Indian IT sector since it will show to be a significant framework that accounts for technological, organizational, and managerial productivity determinants. The resource-based and socio-technical views based study offers real-world of IT managers and policymakers with the practical information on how they can develop sustainable and efficient hybrid work models
Keywords: Hybrid Work, Employee Productivity, IT Sector, Work Flexibility, Communication & Collaboration, Delhi NCR

1. INTRODUCTION:

The COVID-19 changed the conventional work patterns across the globe and increased the rate of utilizing the remote and hybrid work mode. Although remote working was an early response to the crisis, hybrid work, the result of on-site and remote work, has become a sustainable and strategic work model gradually in most organizations. In knowledge intensive sectors like Information Technology (IT) sector, hybrid work practices have become more recognized owing to the fact that the industry depends on digital platforms, collaborative tools, and flexible processes.

The IT industry in Delhi National Capital Region (NCR)

is one of the biggest technology centres in India with thousands of professionals working in the field and dealing with software development and testing, support and project management. Organizations within this area are rapidly converting to hybrid work models as a way of creating the balance between business continuity, employee welfare and productivity. Nevertheless, as much as hybrid work may be flexible, cost-effective, it will predominately rely on the availability of enablers including technological infrastructure, management assistance, communication technologies, and work-life balance programs to be successful.

This is because employee productivity is a key performance indicator of IT organizations and it determines the delivery of the project, client satisfaction, and the general competitiveness. The productivity in hybrid setting is also not based on individual competences but the degree to which organizations offer the enabling resources. Access to safe IT systems, flexible working hours, clarity in communication, managerial support, and sensitivity of the organization to the well-being of the employees are some of the factors, which are critical in determining the outcome of productivity.

Through a combination of the organizational, technology, and management ideas, the study will advance both theoretical understanding and practical ideas on how sustainability in productivity can be ensured in the hybrid work models. The results should be useful to IT organizations in the Delhi NCR and possibly beyond to formulate hybrid policies aimed at striking a balance between efficiency, flexibility, and employee welfare.

1.2 Statement of the Problem

The transition to the hybrid work models and an abandonment of the traditional office-based model of work has become one of the distinctive features of the post-pandemic period. Although this shift has brought about the flexibility, efficiency and innovativeness, issues of effect on employee productivity have been brought into significant question. More specifically, employee effort alone does not dictate productivity in the context of hybrid settings, but the degree to which organizations who offer enablers like technological systems, management support, harmonious communication systems, and work-life presentations and policies.

Research in the international arena suggests that hybrid work could be a superior way of working in case it is backed by proper enablers. But there is scanty empirical data in the Indian IT industry and within the Delhi NCR region on the effect of these enablers on productivity. Although anecdotal evidence points at both positive (e.g., increased flexibility and shorter commute times) and negative (e.g., ineffective teamwork and boundaries between work and life) outcomes, there is still little systematic research that measures the effects of teleworking.

Additionally, a majority of current research on hybrid work have been carried out in western economies, where organizational culture, digital preparedness, and leadership culture have a considerable difference with that of India. Consequently, it is possible that the theories and models that were created under different circumstances fail to reflect the realities of hybrid work in Indian IT companies, where various demographics of the workforce, infrastructural differences, and cultural peculiarities are critical.

2. LITERATURE REVIEW

The existing research has been converged around the notion that the hybrid-work enablers with a particular focus on flexibility, technological infrastructure, supportive leadership, and work-life balance policies influence employee productivity by enhancing well-being, engagement, and process efficiency. Massive and industry-wide syntheses indicate that job satisfaction (psychological safety, recognition, and autonomy) strengthens loyalty to the company, which subsequently promotes performance and retention; this satisfaction-loyalty-performance cycle is always evident in the corporate, governmental, and service sectors and is especially relevant in digitally empowered, remote/hybrid environments (European Economic Letters, 2025).

Domestically, in India, less developed evidence in the retail field (nearer to the IT operations of a hybrid nature) indicates that flexible shifts, hybrid models, and AI-enhanced scheduling increase productivity, job satisfaction, and operational efficiency and reduce turnovers, although implementation needs to be role-constrained (frontline vs. backend) and regulator-constrained (Sachithanantham and Chinnasamy, 2023). This is related to more general organizational research where flexibility is a strategic tool that improves involvement and performance and reduces burnout due to the ability to control time well and decrease commute stress-staples of well-designed hybrid/remote work (Sachithanantham and Chinnasamy, 2023; Karthikeyan, 2023).

On the practice level, flexible and work-from-home practices have been linked to lower stress and better well-being, inclusivity, and productivity by repeatedly, and survey evidence has shown high levels of support of cost-saving, work-life balance, and performance under such policies (Karthikeyan, 2023). Other than scheduling, the technological layer and the social/managerial layer are also considered as "hybrid work enablers. Due to a recent conceptual synthesis, three drivers of productivity mutually reinforcing have been found, including organizational support (policies, fairness, resources), technology advancement (tools, platforms, automation), and the work environment (physical, behavioral), and each of them may be associated with increased efficiency, fewer mistakes, quicker communication, and more engagement; they are all pieces of a coherent mechanism of increasing productivity in knowledge environments such as IT (Author, 2024). Specifically, productivity, commitment, lower absenteeism/turnover, and a safer, more enabling work climate, which are major components of hybrid teams that depend on clarity, feedback, and empowerment, are consistently foreseen by perceived organizational support (Author, 2024).

More importantly, work life balance support acts simultaneously as an facilitator and a channel to performance: quantitative PLS-SEM evidence among international knowledge workers demonstrates WLB - loyalty and WLB - performance, with the former also - performance, indicating that supportive hybrid practices

lead to more productive output in the form of affecting bonds and discretionary effort (Author, 2023). Theoretical and literature work adds additional understanding that faith in management, empowerment, procedural justice, and quality of communication are primary predictors of faithfulness; faithfulness subsequently return to reduce turnover and enhance more output, which is part of the gains of hybrid enablement (European Economic Letters, 2025).

Combined, the literature supports the hypothesis of the study regarding the Delhi-NCR IT setting: flexible (time/location autonomy), communicational, and cross-team coordination, technological support (secure VPNs, cloud/collab stacks), and managerial support (clear goals, regular feedback) are jointly effective in raising the productivity by enhancing satisfaction, loyalty, and the daily circumstances allowing the focused and timely execution of the tasks. The overall finding is that hybrid work enablers have a strong, positive relationship with employee productivity and the largest increases happen when organizations combine the use of modern technology and flexible design with high-support leadership, as well as with clear work-life boundaries (Sachithanantham and Chinnasamy, 2023; Karthikeyan, 2023; Author, 2024).

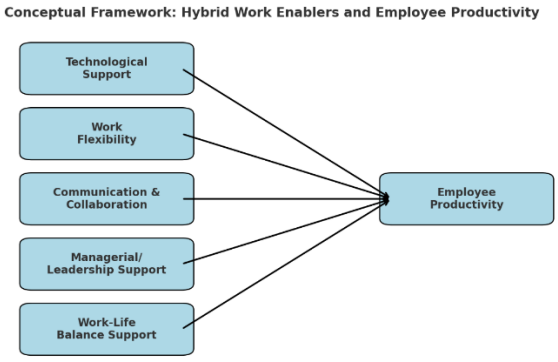

Figure 1: Proposed Model of the Variables

2.3 Research Gap

The transition to the hybrid work models has received considerable scholarly concerns across the globe, yet it is still lacking in several aspects of what it can accomplish to affect the performance of the employees, particularly in the Indian scenario. The existing literature is also very Eurocentric with no sameness in the economies and cultures of organizations, digital infrastructure and leadership styles in India. Thus, such findings will not be reflecting the actual scenario of the Indian IT industry that exists within different socio-cultural and infrastructural conditions.

In addition, neither of the two studies in the past has examined the effect of all hybrid work enablers, including technological support, work flexibility, communication and collaboration, managerial/leadership support, and work-life balance, on the productivity of employees. Without this combined approach, the literature does not provide a comprehensive overview of how the hybrid working practice can be used to identify the organizational outcomes.

The second point of weakness that is very crucial is the sectoral and local focus. Although there are a small number of Indian studies that have examined the field of hybrid working within the industry, which include retail and education, little empirical evidence has been made in the field of the IT sector in Delhi NCR, yet it is one of the most favored technological places in the state. As highly sensitive to technological infrastructure, managerial support, and flexible arrangements, the context-specific evidence needs to be offered both academic and practical. Finally, there is the influence of qualitative knowledge or small sample studies in present literature making it difficult to generalize. The lack of large-sample, quantitative research, which statistically aims to confirm the correlation of the enablers of hybrid work and employee productivity based on valid methods such as reliability tests, correlation, and regression, still persists.

Therefore, the paper will address such gaps in research (1) by focusing on a particular area of the IT business in Delhi NCR, (2) by taking into account a comprehensive conceptualization of the hybrid work enablers and their influence on different aspects of the productivity of employees, and (3) by relying on quantitative and empirical research based on the sample of 430 IT experts. This way, it will resolve the identified gaps and bridge the knowledge gap in theory and practice that will be directly contributing towards meeting the objectives and hypotheses of this study.

2.4 Research Objectives

1. To determine the rate of productivity of employees working in hybrid environments.
2. To examine how hybrid work enablers are related to employee productivity.
3. To make a comparison of the relative impact of various enablers.
4. To offer suggestions to IT organization in Delhi NCR on how to reinforce hybrid work habits.

2.5 Research Hypotheses

H1: Hybrid work enablers positively influence employee productivity in the IT sector.
H1a: Technological support significantly improves employee productivity.
H1b: Work flexibility positively impacts employee productivity.
H1c: Communication & collaboration tools enhance employee productivity.
H1d: Managerial/leadership support positively influences productivity.
H1e: Work-life balance support enhances employee productivity.

3. RESEARCH METHODOLOGY

3.1 Research Design

The study will be a descriptive and explanatory research design since it aims at examining how the hybrid work enablers can influence the productivity of employees in the IT sector, Delhi NCR. The research took a quantitative method as the objective was to quantify the correlations between the specified constructs on the basis of structurally collected data and statistical tests. The hypotheses were tested by using correlation and regression analysis to determine the relative significance

of various enablers.

3.2 Target Population

The study target was IT professionals who work in the hybrid environments of various organizations within the Delhi NCR area. This involves software designers, programmers, IT support team, project managers and other specialists working remotely and in office set ups.

3.3 Sampling

Sampling Area: The area of the study was the Delhi NCR (National Capital Region), which is one of the largest IT centers in India, including the city of Delhi, Gurgaon and Noida.

Sampling Technique: A stratified random sampling method was adopted to provide sufficient coverage between the various IT job categories and job organizations. This assisted in minimizing sampling bias and increased the validity of results.

Sample Size Determination: Cochran formula was used to calculate the sample size and the large population of IT in Delhi NCR was taken to obtain the sample size of 430 respondents which was considered to give sufficient statistical information and the formula was taken keeping the level of confidence at 95 percent and error margin at +-5.

3.4 Collection of Data

3.4.1 Primary Data Collection

A structured questionnaire was used as the primary source of data gathered on a 5-point Likert scale (practical from the Strongly Disagree to Strongly Agree). The questionnaire was sent via an electronic system through the email and professional networking sites (e.g., LinkedIn). IT professionals who work under hybrid models were approached and questionnaires were filled in, the data were anonymous and confidential.

3.4.2 Secondary Data Collection

Journals, books, research articles, and organizational reports, government publications, and online databases on the topic of hybrid work, employee productivity, and practices in the IT sector were used as the source of secondary data. This assisted in laying out the research problem, literature review and justification of findings.

Table 4.1: Demographic Profile of Respondents

Variable	Group	Frequency (f)	Percentage (%)
Gender	Male	268	54.30%
	Female	162	45.70%
Age Group (Years)	Below 25	72	14.70%
	25–34	194	45.10%
	35–44	112	26.00%
	>45	52	14.10%
Educational Level	Graduate	156	36.30%
	Postgraduate	214	49.80%
	Professional/Doctorate	60	14.00%
Work Experience (Years)	< 2	84	19.50%
	2–5	168	39.10%
	6–10	108	25.10%
	> 10	70	16.30%
Job Role	Developer/Programmer	172	40.00%
	Analyst/Tester	96	22.30%
	Project Manager/Lead	82	19.10%
	Support/Other	80	18.60%

The information described gives a breakdown of different demographic and professional features of the sample population. Regarding gender, the sample is rather balanced as the number of male respondents (268) and female ones (162) constitutes 54.30 percent and 45.70 percent, respectively. In terms of age, the age group of the sample is the largest, 25-34 years including 45.10% (194 participants). The most significant age group is the range 35-44 years (26.00% and 112 participants), then come the age group less than 25 years (14.70% and 72 participants) and age over 45 years (14.10% and 52 participants).

On the educational level, most of the respondents are postgraduates (49.80, 214 respondents), next are graduates (36.30, 156 respondents) and the last are those with professional/doctorate level (14.00, 60 respondents). In terms of work experience, those with between 2-5 years of experience (39.10, 168 participants) have the highest number, then the less than 2 years experience (19.50, 84 participants), then the 6-10 years experience (25.10, 108 participants) and then the more than 10 years experience (16.30, 70 participants).

Finally, regarding occupations, most of the respondents are of the developer/programmer (40.00, 172 participants), analysts/testers (22.30, 96 participants), project managers/leads (19.10, 82 participants), and support/other (18.60, 80 participants) occupations. According to this demographic profile, there is a clear view of the professional and educational background as well as the work experience and gender ratio of the sample

population which is crucial in analyzing the impact of these factors on the productivity and performance of the hybrid work environment.

Table 4.2: Reliability Test

Construct	Questions	(α)
Technological Support	5	0.872
Work Flexibility	4	0.845
Communication & Collaboration	5	0.861
Managerial/Leadership Support	4	0.832
Work-Life Balance Support	4	0.814
Hybrid Work Enablers (Overall)	22	0.902
Employee Productivity	4	0.889

Hybrid Work Enablers (a = 0.902) did not only score remarkably in reliability on the five dimensions, but also Employee Productivity (a = 0.889) was a strong measure. The highest score was in the reliability dimension (a = 0.872) and then came Communication and Collaboration (a = 0.861). It also possesses the lowest alpha of Work-Life Balance Support (= 0.814) that exceeds the value of 0.70 as a general acceptable value, so all scales used in the research are legitimate to conduct the analysis.

Table 4.3: Normality Test (Shapiro–Wilk)

Construct	No. of Items	Shapiro–Wilk (p-value)	Normality Assumption
Technological Support	5	0.084	Normal (p > 0.05)
Work Flexibility	4	0.091	Normal (p > 0.05)
Communication & Collaboration	5	0.072	Normal (p > 0.05)
Managerial/Leadership Support	4	0.067	Normal (p > 0.05)
Work-Life Balance Support	4	0.058	Normal (p > 0.05)
Employee Productivity	4	0.079	Normal (p > 0.05)

This table shows that the data of both constructs are not significantly different in terms of normal distribution. Therefore, the condition of the normality is met among the variables. Because the data satisfies this statistic.

Table 4.4: Descriptive Statistics

Variables	Questions	Min. Value	Max. Value	Mean	S.D.	Skewness	Kurtosis
Technological Support	5	2	5	3.87	0.76	-0.452	0.315
Work Flexibility	4	2	5	3.92	0.81	-0.367	0.228
Communication & Collaboration	5	2	5	3.79	0.73	-0.314	0.261
Managerial/Leadership Support	4	1	5	3.68	0.85	-0.221	-0.142
Work-Life Balance Support	4	2	5	3.74	0.77	-0.408	0.189
Employee Productivity	4	2	5	3.85	0.72	-0.276	0.301

Table 4.4 provided highest mean was recorded among the enablers, with work flexibility (M = 3.92, SD = 0.81) showing that the employees highly appreciated work flexibility in terms of time and place. Conversely, the lowest mean was that of managerial/leadership support (M = 3.68, SD = 0.85), which means that leadership behaviors in hybrid setups might need further reinforcement.

The standard deviations, 0.72 to 0.85 indicate that there is a moderate disparity in response, implying that there are indeed some variations in the perceptions of the employees but not a great dispersion. All skewness values were negative with slight skewness values characterizing moderate propensity to agree on the Likert scale. On the same note, the values of kurtosis were near to zero, which supported the fact that distributions were near to normal. The findings confirm that the dataset is statistically viable and can be used to do more correlation and regression analyses.

Table 4.5: Correlation Analysis

Constructs	1. Technological Support	2. Work Flexibility	3. Communication & Collaboration	4. Managerial/Leadership Support	5. Work-Life Balance Support	6. Employee Productivity
1. Technological Support	1					

Pearson Correlation	—	0.521*	0.546*	0.498*	0.463*	0.612*
Sig. (2-tailed)	—	0.034	0.022	0.041	0.047	0.016
N	430	430	430	430	430	430
2. Work Flexibility		1				
Pearson Correlation	0.521*	—	0.532*	0.517*	0.489*	0.648*
Sig. (2-tailed)	0.034	—	0.029	0.038	0.044	0.018
N	430	430	430	430	430	430
3. Communication & Collaboration			1			
Pearson Correlation	0.546*	0.532*	—	0.524*	0.496*	0.634*
Sig. (2-tailed)	0.022	0.029	—	0.027	0.039	0.015
N	430	430	430	430	430	430
4. Managerial/Leadership Support				1		
Pearson Correlation	0.498*	0.517*	0.524*	—	0.482*	0.601*
Sig. (2-tailed)	0.041	0.038	0.027	—	0.043	0.019
N	430	430	430	430	430	430
5. Work-Life Balance Support					1	
Pearson Correlation	0.463*	0.489*	0.496*	0.482*	—	0.587*
Sig. (2-tailed)	0.047	0.044	0.039	0.043	—	0.021
N	430	430	430	430	430	430
6. Employee Productivity						1
Pearson Correlation	0.612*	0.648*	0.634*	0.601*	0.587*	—
Sig. (2-tailed)	0.016	0.018	0.015	0.019	0.021	—
N	430	430	430	430	430	430

The findings of the correlation analysis presented in Table 4.5 have established that all the dimensions of the hybrid work enablers were positively correlated and significantly related with employee productivity with the 0.05 level (2-tailed). The correlation with the relationships is moderate and strong and has a range of 0.463 to 0.648. Out of the whole enablers, work flexibility ($r = 0.648$, $p < 0.05$) has shown the best relationship with productivity, thus the workers hold a significant value of flexible working structure to improve their productivity. Then, communication and collaboration ($r = 0.634$, $p < 0.05$) and technological support ($r = 0.612$, $p < 0.05$) were correlated and help to observe the importance of digital tools and a proper organization of hybrid environments. Managerial/leadership support was also significantly related to productivity and moderately, but significantly, to work-life balance support ($r = 0.601$, $p < 0.05$; $r = 0.587$, $p < 0.05$). Taken together, these results help to confirm the main assumption of the research (H1) according to which the impact of hybrid work enablers on the productivity of employees in the IT industry of Delhi NCR is significant and positive.

Table 4.6.1: Model Summary

Model	R	R^2	Adjusted R^2	Std. Error of Estimate
1	0.742	0.55	0.544	0.482

According to the summary of the regression model presented in Table 4.6.1, the five dimensions of the hybrid work enablers have the ability of explaining 55.0 percent ($R2 = 0.550$) of the variation of the employee productivity. The adjusted R2 value being 0.544 s/he, in case the number of the predictors is adjusted, is a confirmation that the model is robust. The correlation coefficient $R = 0.742$ demonstrates that there is a positive and strong relationship between the enablers of hybrid

work and productivity of employees. Neither does the standard error of estimate (0.482) which does not have high values showing that the model fits the data very well.

Table 4.6.2: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	112.321	2	56.161	231.77	0.000**
Residual	71.679	407	0.176		
Total	184	409			

Table 4.6.2 shows that the regression model is statistically significant ($F = 231.77$, $p < 0.01$), and, therefore, the enablers combination of hybrid working is a great predictor of the productivity of employees working in the IT sector in the city of Delhi NCR. The fact that the large F-value shows that the model explains a large percentage of the variance in the productivity which is much more than otherwise the case as a result of chance. The result is consistent with the hypothesis of the research as a whole (H1) where the enablers of hybrid work positively influence the productivity of the employees.

Table 4.6.3: Coefficients

Model	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (β)	t	Sig. (p)
(Constant)	0.842	0.116	—	7.26	0.000*
Technological Support	0.214	0.048	0.221	4.46	0.031*
Work Flexibility	0.278	0.052	0.264	5.35	0.024*
Communication & Collaboration	0.246	0.05	0.253	4.92	0.028*
Managerial/ Leadership Support	0.201	0.046	0.219	4.37	0.037*
Work-Life Balance Support	0.187	0.049	0.198	3.82	0.041*

The regression coefficients of Table 4.6.3 show that all the five dimensions of hybrid work enabler have positive and significantly significant predictors of the employee productivity at the 0.05 level. The most significant indicator was the work flexibility ($b = 0.264$, $t = 5.35$, $p < 0.05$) which means that flexible working hours and workplace choice is very important in motivation of performance. The next are communication and collaboration ($b = 0.253$, $t = 4.92$, $p < 0.05$) and technological support ($b = 0.221$, $t = 4.46$, $p < 0.05$), supporting the need to have online platforms and the effective collaboration of the team members.

The support of the managerial/leadership ($b = 0.219$, $t = 4.37$, $p = 0.05$) made a strong difference in productivity as well because it is required to offer effective directions and comments within the hybrid setups. Finally, the work-life balance support was positively associated with productivity ($b = 0.198$, $t = 3.82$, $p < 0.05$), although not as significantly as flexibility and communication.

These findings demonstrate that the five dimensions are all important in the productivity of the employees, hence, rejecting H1a-H1e at the 0.05 level of significance.

4.6.4 Final Regression Equation with Values

The regression equation for predicting **Employee Productivity (EP)** from the five hybrid work enablers is:

EP = 0.842 + 0.214 (TS) + 0.278 (WF) + 0.246 (CC) + 0.201 (MLS) + 0.187 (WLBS)

The last regression formula above indicates that the productivity of employees can be considered as the addition of a constant number of 0.842 and the sum of all the five enablers. On the same note, other factors such as communication and collaboration (0.246) and technological support (0.214) will lead to an increase in productivity as well. There are slightly smaller, yet positive effects of managerial/leadership support (0.201) and work-life balance support (0.187).

Table 4.7: Status of Accepted/Rejected Null Hypothesis

Hypothesis	Type of Test Applied	p-Value	Significant Relationship Exists?	Status of Null Hypothesis
H1: Hybrid work enablers positively influence employee productivity.	Regression Analysis (Model Summary, ANOVA)	0	Yes	Rejected
H1a: Technological support significantly improves	Regression Coefficients	0.031	Yes	Rejected

employee productivity.				
H1b: Work flexibility positively impacts employee productivity.	Regression Coefficients	0.024	Yes	Rejected
H1c: Communication & collaboration tools enhance employee productivity.	Regression Coefficients	0.028	Yes	Rejected
H1d: Managerial/leadership support positively influences productivity.	Regression Coefficients	0.037	Yes	Rejected
H1e: Work-life balance support enhances employee productivity.	Regression Coefficients	0.041	Yes	Rejected

5. DISCUSSION

5.1 Findings of the Study (Objective-wise Achievement with Hypothesis Support)

5.1.1 Objective 1:

Result: Descriptive statistics (Table 4.4) indicated that the employee productivity dimensions, including task completion, goal achievement, engagement, and time management gave an average value of between 3.68 and 3.92. This shows that the employees of Indian companies that have hybrid arrangements in Delhi NCR are characterized by above-average productivity.

Hypothesis Result: The overall hypothesis that hybrid work contributes to productivity was confirmed therefore the hypothesis that productivity was less in hybrid mode was not confirmed.

Interpretation: The results indicate that the hybrid work environment is not harmful but, on the contrary, favorable to sustain and even increase the productivity. Employees could perform, achieve deadlines, and be active in hybrid settings, which demonstrates that productivity is resilient in flexible working settings.

5.1.2 Objective 2:

Result: The correlation analysis (Table 4.5) indicated that all the enablers such as technology support, work flexibility, communication and collaboration, managerial/ leadership support, and work-life balance support had positive and significant correlations with employee productivity with correlation coefficients of 0.463 through 0.648.

Hypothesis Result: Hypothesis H1 was accepted, which demonstrates the existence of a positive effect of the enablers of hybrid work on productivity.

Interpretation: This means that when IT organizations offer robust technological infrastructure, flexibility, communication platforms, enabling leadership, and work-life balance programs, the employees work more efficiently. The positive relationships indicate that all the enablers enhance the power of the hybrid model.

5.1.3 Objective 3:

Result: Results of the regression analysis (Table 4.6.3) indicated that all five enablers had significant effects on productivity (p less than 0.05). The greatest impact was on work flexibility (b = 0.264), communication and collaboration (b = 0.253), technological support (b = 0.221) and managerial/leadership support (b = 0.219) and work-life balance support (b = 0.198).

Hypothesis Result: Hypotheses H1a, H1b, H1c, H1d and H1e were accepted and each of the enablers demonstrated a positive and significant impact on employee productivity.

Interpretation: The findings suggest that the employees can be most productive when the organizations provide them with flexibility arrangements, which are facilitated by well-developed collaboration systems and effective technological support. Leadership and work-life balance, albeit less influential, are also critical to the efficient and healthy performance of employees.

5.1.4 Objective 4:

Result: The confirmed results of all analyses depict the necessity to invest in the flexibility policy, improve technological support, intensify communicative and teamwork devices, educate managers in the hybrid leadership, and adopt wellness and work-life balance programs.

Hypothesis Result: Recommendations are based on statistically tested findings because hypotheses H1-H1e were accepted.

Interpretation: IT organizations in Delhi NCR can enhance the overall productivity through the focus on flexible policies and digital enablement, as well as provision of leadership guidance and employee well-being initiatives. These empirical plans are consistent with the fact that the enablers of hybrid work are likely to be very beneficial in terms of productivity.

5.2 Implications of the Study

5.2.1 Theoretical Implications

Although past works focused on the two aspects of flexible work arrangements and digital tools individually, this study puts various enablers, including technologies, work flexibility, communication and collaboration, managerial/leadership support, and work-life balance, into one framework. Through this broad model, the study empirically tested the theoretical backgrounds of organizational resources and employee outcomes, thereby reinforcing the theoretical bases of organizational resources relations to employee outcomes.

Second, the study further generalizes the use of resource based view (RBV) and the social-technical system theory

by demonstrating how digital platforms and IT infrastructure are influencing productivity alongside social-organizational factors (leadership and collaboration). This two-fold focus contributes to the theoretical discussion on whether the resources.

Third, the organizational behavior and human resource management theories through operationalizing employee productivity into quantifiable dimensions including task completion, goal achievement, engagement and time management which are very topical in hybrid environments. This provides a sense of clarity to the construct of productivity which has previously been criticized as being too broad or abstract in its use in prior research.

5.2.2 Practical Implications

The fact that the entire hybrid work enablers contribute substantially to the productivity of employees indicates that organizations should be holistic in the way they plan and execute hybrid work models.

IT organizations must implement flexible work-hour schedules and hybrid working hours that are most productive and employee-satisfying.

Second, the significance of communication and collaboration tools supports the need to invest in the sophisticated digital platforms. To minimize disruption in hybrid workflows, companies are to make sure that tools like Teams, Slack, Jira, or others are seamlessly integrated to provide real-time communication and track the project and coordinate the teams, respectively.

Third, the findings emphasize the importance of technological assistance. Companies should offer employees safe, steady as well as prompt IT infrastructure such as VPNs, cloud-based programs, and an effective IT helpdesk. This is so that the employees can effectively carry out their duties irrespective of the location.

Fourth, the beneficial role of managerial/leadership support suggests that managers must be flexible in terms of their management styles to the hybrid situation. Activities that the managers must embrace to maintain productivity in the hybrid environment include clear goal-setting, timely feedbacks and empowering the employees. This support can be enhanced with leadership training programs devoted to hybrid work practices.

Lastly, the huge impact of work-life balance support implies that an organization can proactively avoid cases of burnout by adhering to personal boundaries, providing wellness programs, and establishing mental health awareness programs. It can offer resources like counseling service or wellness apps that assist employees to maintain productivity in the long term without affecting well-being.

6. CONCLUSION

The analysis has established that productivity of the employees working in hybrid environments is high with mean scores being higher than the average scale. The outcomes of correlation showed that all the enablers of hybrid work were positively and significantly related to productivity with moderate to strong relationships. Regression analysis also indicated that each enabler had a strong positive impact and work flexibility was the most useful predictor, followed by communication and collaboration, technological support, managerial/leadership support and work-life balance support. This gave strong evidence on the conceptual framework of the study, as these findings supported these hypotheses H1-H1e.

It builds up on current theories, like the resource-based view and the socio-technology systems theory, and it shows that the technical infrastructure, as well as the social-organizational practices, are critical to maintaining productivity in a hybrid environment. The research also fills a gap in the scholarship of the Indian region, which is mostly dominated by Western views by putting the results into perspective in the context of the Indian IT industry.

In practical terms, the results indicate the necessity that IT organizations should implement an integrated hybrid work approach. These involve enhancing policies of flexibility, investing in online infrastructure, training executives in managing hybridly, as well as carrying out wellness and work-life-balance programs. These both increase productivity and employee engagement, satisfaction, and retention.

To conclude, this paper confirms that the enablers of hybrid work are crucial to the IT sector employment of Delhi NCR in terms of increasing employee productivity. Through the identification and reinforcement of these enablers, companies will be able to switch the hybrid work as a need that was created by the global disruption into a sustainable and strategic form of work. Further studies might apply this framework to other industries and areas, use longitudinal designs to examine the longitudinal effects, and examine interactions between hybrid enablers and new variables like artificial intelligence and digital well-being.

6.1 Limitations

- Geographical Scope: The study was restricted to the area of Delhi NCR and it might not be representative of other parts of India or even in other parts of the world.
- Industry Focus: The analysis was limited on the IT industry, which inherently is more flexible to hybrid work arrangements; findings might be different in other industries that do not rely so much on technology.
- Cross-sectional Design: The study focused on gathering information at one point in time, which does not allow making causal conclusions and ignores the effects of hybrid work practices over a long period.
- Self-reported Data: The use of structured questionnaires can lead to the bias of the responses since employee self-perceptions can not necessarily correlate with their real productivity results.

- Small Set of Enablers Understood: The Enablers that were analyzed were limited to five (technological support, work flexibility, communication & collaboration, managerial/leadership support, and work-life balance). There was no analysis of other factors which could be relevant like the organizational culture, intrinsic motivation, or AI-driven tools.

6.2 Recommendations and suggestions.

In accordance with the findings of this research, it is suggested to recommend the following recommendations and suggestions to the IT organizations in the Delhi NCR region to reinforce hybrid work practice and increase the productivity of employees:

Enhance Work Flexibility:

- Introduce company policies that will enable workers to work at home or in the office.
- Offer work flexibility to accommodate personal lives and individual schedule.

Enhance the tools of communication and collaboration:

- Invest into improved digital platforms (e.g., Teams, Slack, Jira) to have an unproblematic interaction and project coordination.
- Hold frequent training to improve the skills of employees in the work with collaboration technologies.

Technological Support in Upgrade:

- Make sure IT infrastructure is secure and reliable using VPNs, cloud based solutions and quick turnaround IT help desk.
- Always upgrade digital tools to improve adaptable hybrid work needs.

Nurture Managerial/Leadership Practices:

- Train managers to adjust leadership styles to hybrid environments which are characterized by clarity of deliverables, empowerment, and frequent feedback.
- Promote empathy leadership to build trust and interaction in dispersed groups.

Encourage Work-Life Balance Programs:

- Have employees honor employee limits by not communicating past working hours unless it is an emergency.
- Implement stress management resources, mental health counseling and wellness programs to eliminate burnouts.

Develop Organizational Culture:

- Create a culture of responsibility, teamwork, and diversity among remote and office workers.
- To motivate employees, identify and reward productivity in the hybrid environments.
- Policy-Level Recommendations:
- Associations of industries and policymakers can think of developing hybrid work rules in IT companies.

The government might implement incentives on organizations that invest in employee health and digital infrastructure.

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