



# An Empirical Study on the Impact of the Hybrid Work Model on Employee Productivity in the IT Sector of Pune

**Ankita Ramdas Badade**

MBA (Business Analytics Specialization)

Under the Guidance of

**Dr. Vinod Sayankar**

**Director**

Department of Management Studies Zeal Institute of Management & Computer Application  
Savitribai Phule Pune

## How to Cite this Article:

Badade, A. R. (2026). An Empirical Study on the Impact of the Hybrid Work Model on Employee Productivity in the IT Sector of Pune. International Journal of Creative and Open Research in Engineering and Management, <i>02</i>(05).  
<https://doi.org/10.55041/ijcope.v2i4.991>

## License:

This article is published under the terms of the Creative Commons Attribution 4.0 International License (CC BY 4.0), which permits unrestricted use, distribution, and reproduction in any medium, provided the original author(s) and the source are credited.

© The Author(s). Published by International Journal of Creative and Open Research in Engineering and Management.



<https://doi.org/10.55041/ijcope.v2i4.991>

## Abstract

This Paper examines the impact of the hybrid work model on employee productivity in the IT sector of Pune. The hybrid model, which combines remote and office-based work, has become common after the COVID-19 pandemic as organisations aim to provide flexibility while maintaining performance. The study focuses on key factors such as work flexibility, communication, technological support, and work–life balance, which may influence productivity in a hybrid setup. Primary data is collected from 100 IT employees working under hybrid arrangements in selected companies in Pune through a structured questionnaire, along with support from secondary sources like journals and reports. The findings suggest that while hybrid work improves focus and reduces commuting time for many employees, it also creates challenges related to coordination and communication. Overall, the study highlights that hybrid work can positively influence employee productivity when supported by proper systems and organisational practices.



## Introduction

In recent years, the hybrid work model has become an important part of the working environment in the Information Technology (IT) sector, especially after the COVID-19 pandemic. This model allows employees to divide their work between home and office, offering flexibility while maintaining organisational operations. In cities like Pune, which is a major IT hub, many companies have adopted hybrid work practices to improve employee satisfaction and efficiency. However, this shift has also raised questions about its impact on employee productivity, as factors such as communication, coordination, technological support, and work–life balance play a significant role in a hybrid setup. Therefore, it becomes important to study how the hybrid work model is implemented and how it influences employee productivity in the IT sector of Pune.

## Conceptual Framework

The study is based on the relationship between the hybrid work model and employee productivity in the IT sector. The hybrid work model is considered as the independent variable, while employee productivity is the dependent variable. The framework suggests that productivity is influenced by factors such as work flexibility, communication effectiveness, technological support, and work–life balance. These factors act as key determinants in a hybrid work environment. Effective implementation of hybrid work can improve employee performance, whereas poor coordination and lack of support may reduce productivity. This framework helps in analysing how different elements of hybrid work impact employee productivity in Pune’s IT sector.

## Impact of Hybrid Work Model on Productivity

The hybrid work model has a direct impact on employee productivity in the IT sector. It helps employees save commuting time, which can be utilised for work, leading to better focus and efficiency. Flexibility in working hours allows employees to manage tasks more effectively and maintain a better work–life balance. However, challenges such as communication gaps and lack of direct supervision may affect coordination and performance. The impact of hybrid work on productivity varies depending on organisational support and individual work conditions. Overall, a well-managed hybrid model can enhance employee productivity.

## Factors Affecting Employee Productivity

Employee productivity in a hybrid work environment is influenced by several key factors. Effective communication and coordination with team members play an important role in completing tasks efficiently. Availability of reliable technological support, such as internet connectivity and software tools, directly impacts work performance. Work flexibility allows employees to manage their time better, which can improve focus and output. A suitable home work environment also contributes to productivity by reducing distractions. Additionally, support from management and clear work expectations help employees perform more effectively in a hybrid setup.

## Combined Effect on Sustainability

When the hybrid work model and key influencing factors operate together, they create a combined effect on employee productivity. Work flexibility improves focus and time management, while effective communication and technological support ensure smooth coordination and task completion. At the same time, a good work–life balance helps reduce stress and increases overall efficiency. However, if these factors are not properly managed, issues like communication gaps and lack of supervision can reduce productivity. Therefore, the overall impact of hybrid work depends on how well organizations balance flexibility with proper support systems.



## Challenges

Despite its benefits, the hybrid work model also creates several challenges for employees and organizations. Communication gaps can arise due to reduced face-to-face interaction, affecting teamwork and coordination. Lack of direct supervision may lead to difficulties in monitoring performance and maintaining accountability. Employees may also face distractions or inadequate work environments at home, which can impact productivity. In addition, technical issues such as poor internet connectivity or system failures can disrupt work. Managing work–life boundaries can also be difficult, leading to stress or burnout in some cases.

## Recommendations

To improve employee productivity in a hybrid work environment, organizations should establish clear hybrid work policies and expectations. Effective communication tools and regular team interactions should be encouraged to maintain coordination. Providing proper technological support, such as reliable systems and internet access, can help employees work efficiently. Organizations should also offer training programs to help employees adapt to hybrid work

practices. In addition, promoting a healthy work–life balance and setting clear performance evaluation criteria can further enhance employee productivity.

## Conclusion

The hybrid work model has become an important part of the IT sector, especially in cities like Pune. It offers several advantages such as flexibility, better time management, and improved work–life balance, which can positively influence employee productivity. At the same time, challenges like communication gaps, coordination issues, and lack of supervision can affect performance if not properly managed. The overall impact of hybrid work depends on how well organisations support employees through effective policies, communication systems, and technological infrastructure. Therefore, a balanced and well-structured hybrid work approach can help improve employee productivity and organisational performance.

## References

Research papers on hybrid work model and employee productivity (Bloom et al., 2015; Choudhury et al., 2021; Gibbs et al., 2023).

Industry reports and studies on hybrid work practices in the IT sector and organisational performance (NASSCOM reports, IT sector studies).

Academic literature on flexible work arrangements, work–life balance, and employee productivity in hybrid work environments.