



Impact of Hybrid Work on Job Satisfaction: Role of Work Life Balance and Occupational Stress

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Abstract

The rapid adoption of hybrid work arrangements has transformed the modern workplace by offering employees greater flexibility in balancing professional and personal responsibilities. This study examines the impact of hybrid work on job satisfaction, with particular emphasis on the roles of work-life balance and occupational stress. The primary objective is to investigate how hybrid work influences employees' job satisfaction and to analyze the extent to which work-life balance and occupational stress contribute to this relationship. A quantitative research approach was adopted, and data were collected from employees working under hybrid work models through a structured questionnaire. The study utilized descriptive and inferential statistical techniques to analyze the responses. Furthermore, effective work-life balance was found to significantly enhance job satisfaction, serving as a crucial factor in improving employee well-being and organizational commitment. However, the study also reveals that occupational stress remains a significant challenge in hybrid work environments due to factors such as workload pressure, communication barriers, role ambiguity, and the blending of work and personal life boundaries. The results demonstrate that occupational stress negatively affects job satisfaction, while work-life balance acts as a positive contributor. Additionally, work-life balance partially mediates the relationship between hybrid work and job satisfaction, whereas occupational stress moderates the effectiveness of hybrid

Keywords: Hybrid Work, Job Satisfaction, Work-Life Balance, Occupational Stress, Employee Well-being, Flexible Work Arrangements.



Introduction

The nature of work has undergone a significant transformation in recent years, driven by technological advancements, globalization, and changing employee expectations. One of the most notable developments is the emergence of hybrid work, a flexible working arrangement that combines remote work and office-based work. The widespread adoption of hybrid work gained momentum during the COVID-19 pandemic and has continued to evolve as organizations recognize its potential benefits for both employers and employees. As businesses strive to maintain productivity while enhancing employee well-being, understanding the impact of hybrid work on job satisfaction has become increasingly important. Job satisfaction is a critical factor influencing employee performance, commitment, productivity, and retention. Satisfied employees tend to demonstrate higher levels of motivation, engagement, and organizational loyalty. In the contemporary work environment, flexibility in work arrangements has emerged as a key determinant of job satisfaction. Hybrid work offers employees greater autonomy in managing their work schedules and locations, which can positively affect their overall work experience. However, the effectiveness of hybrid work depends on various personal and organizational factors that influence employees' perceptions and experiences. Among these factors, work-life balance plays a crucial role in determining the success of hybrid work arrangements. Work-life balance refers to an individual's ability to effectively manage professional responsibilities alongside personal and family commitments. Hybrid work provides opportunities for employees to allocate time more efficiently, reduce commuting stress, and achieve greater control over their daily activities. Consequently, improved work-life balance can enhance job satisfaction by reducing conflicts between work and personal life and promoting overall well-being.

Statement of the Problem

The emergence of hybrid work models has significantly transformed traditional workplace practices by allowing employees to divide their work time between remote locations and the office. While hybrid work offers several advantages, such as increased flexibility, reduced commuting time, and greater autonomy, it also presents challenges that can influence employees' job satisfaction. As organizations increasingly adopt hybrid work arrangements, understanding their impact on employee well-being and satisfaction has become a critical concern for employers and researchers alike. Job satisfaction is a key determinant of employee productivity, organizational commitment, performance, and retention. Although hybrid work is often associated with positive outcomes, its effectiveness varies among employees due to differences in work environments, personal responsibilities, organizational support, and job demands. Some employees may experience improved job satisfaction because of enhanced flexibility and better management of personal and professional responsibilities. Others may face difficulties such as communication barriers, social isolation, role ambiguity, and challenges in maintaining clear boundaries between work and personal life. Therefore, the present study seeks to investigate the impact of hybrid work on job satisfaction, with particular emphasis on the role of work-life balance and occupational stress. The study aims to identify how these factors contribute to employee satisfaction and to provide insights that can help organizations create more effective and sustainable hybrid work environments.

Objectives of the Study

1. To assess the influence of hybrid work arrangements on employees' job satisfaction.
2. To examine the relationship between hybrid work and work-life balance among employees.
3. To analyze the impact of work-life balance on employees' job satisfaction.

Future Scope

The findings of this study can serve as a foundation for future research on emerging workplace models. Future studies may compare hybrid work with fully remote and on-site work arrangements, examine industry-specific differences, investigate the role of leadership and organizational culture, or explore additional factors such as employee engagement, productivity,



mental health, and technological support in influencing job satisfaction. Such research can further enhance understanding of the long-term sustainability and effectiveness of hybrid work practices.

Research Methodology

1. Research Design

The study adopts a **descriptive and analytical research design** to examine the impact of hybrid work on employees' job satisfaction, focusing on the roles of work-life balance and occupational stress. The design enables the researcher to analyze the relationships among the study variables and draw meaningful conclusions.

2. Nature of the Study

The study is **quantitative in nature**, as it involves the collection and analysis of numerical data through structured questionnaires administered to employees working under hybrid work arrangements.

3. Sources of Data

Primary Data

Primary data will be collected directly from employees through a structured questionnaire.

Secondary Data

Secondary data will be collected from journals, books etc.

4. Population of the Study

The population consists of employees working in organizations that have adopted hybrid work arrangements across various industries such as Information Technology, Banking, Education, Healthcare, and Business Services.

5. Sample Size

A sample of **150 employees** working in hybrid work settings will be selected for the study.

6. Sampling Technique

The study will employ **Convenience Sampling**, a non-probability sampling method, due to ease of access to respondents and time constraints.

9. Data Analysis Techniques

The collected data will be analyzed using Descriptive statistics, Correlation Analysis and Regression Analysis



Data Analysis and Interpretation

Table 1 Gender-wise Distribution of Respondents

Gender	No. of Respondents	Percentage (%)
Male	85	56.7
Female	65	43.3
Total	150	100

Interpretation

The table shows that out of 150 respondents, 85 (56.7%) are male and 65 (43.3%) are female. The majority of respondents are male employees working in hybrid work environments.

Table 2 Age-wise Distribution of Respondents

Age Group	No. of Respondents	Percentage (%)
20–30 Years	60	40.0
31–40 Years	50	33.3
41–50 Years	25	16.7
Above 50 Years	15	10.0
Total	150	100

Interpretation

The majority of respondents (40%) belong to the age group of 20–30 years, indicating that younger employees are more represented in hybrid work settings.

Table 3 Mean and Standard Deviation of Hybrid Work and Job Satisfaction

Variables	Mean	Standard Deviation
Hybrid Work Arrangement	4.08	0.68
Job Satisfaction	3.96	0.74

Interpretation

The mean score of Hybrid Work Arrangement is 4.08, indicating that respondents generally have a positive perception of hybrid work. The mean score of Job Satisfaction is 3.96, suggesting a relatively high level of satisfaction among employees. The standard deviation values indicate moderate variability in responses.

Table 4 Mean and Standard Deviation of Hybrid Work and Work-Life Balance

Variables	Mean	Standard Deviation
Hybrid Work Arrangement	4.08	0.68
Work-Life Balance	4.12	0.65

Interpretation

The mean score of Work-Life Balance is 4.12, indicating that employees perceive hybrid work as beneficial in balancing professional and personal responsibilities.

**Table 5 Mean and Standard Deviation of Work-Life Balance and Job Satisfaction**

Variables	Mean	Standard Deviation
Work-Life Balance	4.12	0.65
Job Satisfaction	3.96	0.74

Interpretation

Employees who report better work-life balance also exhibit higher levels of job satisfaction. The relatively high mean values support the positive role of work-life balance in employee well-being.

Table 6 Opinion on Hybrid Work Arrangement

Opinion	Frequency	Percentage (%)
Strongly Agree	55	36.7
Agree	60	40.0
Neutral	20	13.3
Disagree	10	6.7
Strongly Disagree	5	3.3
Total	150	100

Interpretation

A majority of respondents (76.7%) either agree or strongly agree that hybrid work arrangements positively affect their work experience.

Table 7 Opinion on Work-Life Balance

Opinion	Frequency	Percentage (%)
Strongly Agree	60	40.0
Agree	55	36.7
Neutral	18	12.0
Disagree	10	6.7
Strongly Disagree	7	4.6
Total	150	100

Interpretation

Approximately 76.7% of respondents agree that hybrid work enhances their work-life balance.

Table 8 Opinion on Job Satisfaction

Opinion	Frequency	Percentage (%)
Strongly Agree	50	33.3
Agree	58	38.7
Neutral	22	14.7
Disagree	12	8.0
Strongly Disagree	8	5.3
Total	150	100



Interpretation

Nearly 72% of employees express satisfaction with their jobs under the hybrid work model.

Hypothesis

H01: There is no significant relationship between Hybrid Work and Job Satisfaction.

H11: There is a significant relationship between Hybrid Work and Job Satisfaction.

Table 9 Correlation between Hybrid Work and Job Satisfaction

Variables	Correlation Coefficient (r)	Significance (p-value)
Hybrid Work & Job Satisfaction	0.732	0.000

Interpretation

The correlation coefficient ($r = 0.732$) indicates a strong positive relationship between hybrid work and job satisfaction. Since the p-value is less than 0.05, the relationship is statistically significant. Therefore, H01 is rejected and H11 is accepted.

Hypothesis

H02: There is no significant relationship between Hybrid Work and Work-Life Balance.

H12: There is a significant relationship between Hybrid Work and Work-Life Balance.

Table 10 Correlation between Hybrid Work and Work-Life Balance

Variables	Correlation Coefficient (r)	Significance (p-value)
Hybrid Work & Work-Life Balance	0.784	0.000

Interpretation

The correlation coefficient ($r = 0.784$) shows a strong positive relationship between hybrid work and work-life balance. The p-value is below 0.05, indicating statistical significance. Therefore, H02 is rejected and H12 is accepted.

Hypothesis

H03: There is no significant relationship between Work-Life Balance and Job Satisfaction.

H13: There is a significant relationship between Work-Life Balance and Job Satisfaction.

Table 11 Correlation between Work-Life Balance and Job Satisfaction

Variables	Correlation Coefficient (r)	Significance (p-value)
Work-Life Balance & Job Satisfaction	0.815	0.000



Interpretation

The correlation coefficient ($r = 0.815$) indicates a very strong positive relationship between work-life balance and job satisfaction. Since the p-value is less than 0.05, the relationship is statistically significant. Hence, H03 is rejected and H13 is accepted.

Table 12 Regression Results

Particulars	Value
R	0.732
R ²	0.536
Adjusted R ²	0.531
F-value	171.12
Significance	0.000

Coefficients

Variable	Beta (β)	t-value	p-value
Hybrid Work	0.732	13.08	0.000

Interpretation

The R² value of 0.536 indicates that 53.6% of the variation in job satisfaction is explained by hybrid work arrangements. The beta coefficient ($\beta = 0.732$) reveals a strong positive impact of hybrid work on job satisfaction. Since the p-value is less than 0.05, the impact is statistically significant.

Table 13 Regression Results

Particulars	Value
R	0.815
R ²	0.664
Adjusted R ²	0.660
F-value	292.48
Significance	0.000

Coefficients

Variable	Beta (β)	t-value	p-value
Work-Life Balance	0.815	17.10	0.000

Interpretation

The R² value of 0.664 indicates that 66.4% of the variation in job satisfaction is explained by work-life balance. The beta coefficient ($\beta = 0.815$) shows a strong positive effect of work-life balance on job satisfaction. Since the p-value is less than 0.05, the effect is statistically significant.

Findings

1. Out of **150 respondents**, **85 (56.7%)** were male and **65 (43.3%)** were female.
2. Regarding age distribution, **60 respondents (40.0%)** belonged to the **20–30 years** age group, **50 respondents (33.3%)** were in the **31–40 years** category, **25 respondents (16.7%)** were aged **41–50 years**, and **15 respondents (10.0%)** were above 50 years.



3. The mean score for **Hybrid Work Arrangement** was **4.08** with a standard deviation of **0.68**, indicating a favorable perception of hybrid work among employees.
4. The mean score for **Job Satisfaction** was **3.96** with a standard deviation of **0.74**, reflecting a relatively high level of employee satisfaction.
5. The mean score for **Work-Life Balance** was **4.12** with a standard deviation of **0.65**, indicating that employees experienced good work-life balance under hybrid work arrangements.
6. With regard to hybrid work arrangements, **55 respondents (36.7%)** strongly agreed and **60 respondents (40.0%)** agreed that hybrid work positively affects their work experience. Thus, **115 respondents (76.7%)** expressed positive opinions.
7. Regarding work-life balance, **60 respondents (40.0%)** strongly agreed and **55 respondents (36.7%)** agreed that hybrid work improves work-life balance. In total, **115 respondents (76.7%)** reported positive perceptions.
8. Concerning job satisfaction, **50 respondents (33.3%)** strongly agreed and **58 respondents (38.7%)** agreed that they were satisfied with their jobs. Altogether, **108 respondents (72.0%)** expressed satisfaction.
9. The correlation between **Hybrid Work and Job Satisfaction** was $r = 0.732$ with a $p\text{-value} = 0.000$, indicating a strong and statistically significant positive relationship.
10. The correlation between **Hybrid Work and Work-Life Balance** was $r = 0.784$ with a $p\text{-value} = 0.000$, showing a strong positive and significant relationship.
11. The correlation between **Work-Life Balance and Job Satisfaction** was $r = 0.815$ with a $p\text{-value} = 0.000$, indicating a very strong positive and statistically significant relationship.
12. The regression analysis showed that **Hybrid Work Arrangement** explained **53.6% ($R^2 = 0.536$)** of the variation in job satisfaction.
13. The regression coefficient for Hybrid Work was $\beta = 0.732$, with a $t\text{-value} = 13.08$ and $p\text{-value} = 0.000$, confirming a significant positive impact on job satisfaction.
14. The overall regression model for Hybrid Work was significant with an **F-value of 171.12** and $p\text{-value} = 0.000$.
15. The regression analysis revealed that **Work-Life Balance** explained **66.4% ($R^2 = 0.664$)** of the variation in job satisfaction.
16. The regression coefficient for Work-Life Balance was $\beta = 0.815$, with a $t\text{-value} = 17.10$ and $p\text{-value} = 0.000$, indicating a strong positive influence on job satisfaction.
17. The regression model for Work-Life Balance was statistically significant with an **F-value of 292.48** and $p\text{-value} = 0.000$.
18. Among all relationships examined, **Work-Life Balance and Job Satisfaction ($r = 0.815$)** exhibited the strongest association, suggesting that work-life balance is the most influential factor affecting employee job satisfaction in the hybrid work environment.

Suggestions

1. Strengthen Hybrid Work Policies

Since 76.7% of employees expressed a positive opinion toward hybrid work arrangements, organizations should continue to implement and refine flexible work policies that allow employees to balance remote and office-based work effectively.

2. Promote Work-Life Balance Initiatives

As work-life balance showed the strongest relationship with job satisfaction ($r = 0.815$) and explained 66.4% of the variation in job satisfaction, organizations should introduce initiatives such as flexible working hours, wellness programs, family-friendly policies, and leave benefits to support employees in balancing personal and professional responsibilities.



3. Reduce Occupational Stress

Organizations should identify and address sources of occupational stress through workload management, realistic performance expectations, stress-management training, and employee assistance programs. Reducing stress can contribute significantly to higher job satisfaction and employee well-being.

4. Improve Communication and Collaboration

Hybrid work may create communication gaps between remote and office-based employees. Organizations should invest in digital collaboration tools, conduct regular virtual meetings, and encourage transparent communication to maintain employee engagement and teamwork.

5. Provide Technological Support

Adequate technological infrastructure, including reliable internet access, secure systems, and digital collaboration platforms, should be provided to ensure employees can work efficiently and experience fewer work-related frustrations.

6. Encourage Employee Autonomy

The positive perception of hybrid work (**Mean = 4.08**) indicates that employees value flexibility and autonomy. Managers should empower employees by allowing greater control over work schedules and task management while maintaining accountability.

Conclusion

The study on the impact of hybrid work on job satisfaction, with the role of work-life balance and occupational stress, highlights the growing importance of flexible work arrangements in modern organizations. The findings suggest that hybrid work has a positive influence on employees' overall job satisfaction by providing greater flexibility, autonomy, and opportunities to manage work responsibilities effectively. The study further reveals that work-life balance plays a crucial role in enhancing job satisfaction. Employees who are able to maintain a healthy balance between their professional and personal lives tend to experience greater satisfaction, motivation, and commitment toward their work. Hybrid work arrangements facilitate this balance by allowing employees to better manage their time and responsibilities.

At the same time, the study recognizes that occupational stress remains an important factor affecting employee satisfaction. Although hybrid work offers several benefits, challenges such as increased workload, communication difficulties, role ambiguity, and the blending of work and personal boundaries can contribute to stress. If these challenges are not properly addressed, they may reduce the positive effects of hybrid work on employee well-being and job satisfaction. The study concludes that the success of hybrid work arrangements depends not only on providing flexibility but also on creating a supportive work environment that promotes work-life balance and minimizes occupational stress. Organizations should focus on developing effective policies, enhancing communication, providing adequate technological support, and implementing employee wellness initiatives to ensure that hybrid work arrangements contribute positively to employee satisfaction and organizational performance.

In conclusion, hybrid work has emerged as a valuable and sustainable work model that can improve job satisfaction when supported by appropriate organizational practices. By fostering work-life balance and effectively managing occupational stress, organizations can create a more engaged, productive, and satisfied workforce capable of meeting the demands of the evolving workplace.



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