
A STUDY ON "THE IMPACT OF HYBRID WORK MODEL ON EMPLOYEE PRODUCTIVITY AND JOB SATISFACTION WITH SPECIAL REFERENCE TO AVTEC LTD HOSUR"

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1. INTRODUCTION

The nature of work has undergone a fundamental transformation in recent years, accelerated by the COVID-19 pandemic. Organizations worldwide were compelled to adopt remote working arrangements, giving rise to the hybrid work model — a flexible arrangement where employees split their time between working remotely and from a physical office.

In the manufacturing sector, implementing hybrid work presents unique challenges. While core production activities require physical presence, support functions such as HR, finance, and procurement can operate remotely. Companies like Avtec Ltd, which specialize in powertrain and precision-engineered components, must balance operational efficiency with employee satisfaction.

This study focuses on understanding whether hybrid work truly improves productivity and job satisfaction, or whether its adoption is driven primarily by trend rather than evidence. By examining employee perceptions at Avtec Ltd, this research aims to provide data-driven insights for management decision-making.

2. LITERATURE REVIEW

A. National Studies (India-Based)

Kumar (2021) studied the impact of remote work on IT employees in India and found that flexibility increased productivity but created communication challenges. Sharma (2022) analyzed job satisfaction in hybrid environments in Indian corporates and found improved morale but noted that lack of team interaction reduced engagement. Gupta (2021) examined productivity during COVID-19 remote work, concluding that hybrid models are more suitable than full remote arrangements for most departments.

Iyer (2021) specifically studied hybrid work adoption in Indian manufacturing firms, finding that office staff benefited more than shop-floor workers and recommending role-based hybrid policies. Chatterjee (2022) found that intrinsic motivation increased under hybrid arrangements, though lack of supervision sometimes reduced accountability.

B. International Studies

Bloom (2015) conducted a landmark study on remote work productivity and found a 13% increase in output with fewer breaks and sick days. Gajendran and Harrison (2007), in a meta-analysis on telecommuting, found improved performance and satisfaction but noted social isolation as a concern. The Microsoft Work Trend Index (2022) confirmed that employees are productive remotely but highlighted that innovation suffers without in-person collaboration.

Gallup (2021) found hybrid workers to be more engaged than fully remote or fully on-site employees, while the Deloitte Global Human Capital Trends Report (2021) showed that employee expectations have permanently shifted toward flexibility.

C. Research Gap

Most existing studies focus on IT and service sectors, with limited research in Indian manufacturing contexts. There is an absence of role-based analysis comparing shop-floor and office employees, and insufficient focus on both productivity and job satisfaction simultaneously — gaps that this study aims to address.

3. OBJECTIVES OF THE STUDY

Primary Objective: To analyze the impact of the hybrid work model on employee productivity and job satisfaction at Avtec Ltd, Hosur.

Secondary Objectives: (1) To examine employee perceptions of hybrid work arrangements. (2) To evaluate the effect of hybrid work on individual productivity. (3) To analyze job satisfaction levels among hybrid employees. (4) To identify challenges faced in hybrid work environments. (5) To suggest improvements for better hybrid policy implementation.

4. RESEARCH METHODOLOGY

This study adopts a descriptive and analytical research design. Primary data were collected through a structured questionnaire distributed among employees of Avtec Ltd. Secondary data were sourced from research journals, industry reports, and company-related information.

A convenience sampling method was used to select 51 respondents from administrative, managerial, and supervisory roles in the organization. The questionnaire used a 5-point Likert scale and covered dimensions including demographics, work mode preferences, productivity, job satisfaction, work-life balance, communication, and managerial support.

Statistical tools used for analysis include Percentage Analysis, Chi-square Test, and ANOVA. The data were analyzed using Excel and interpreted through bar charts and pie charts.

5. DATA ANALYSIS AND INTERPRETATION

A. Demographic Profile

Table 1 Presents The Demographic Distribution Of The 51 Respondents.

Variable	Category	Percentage
Gender	Male	76.5%
	Female	23.5%
Age Group	18–25 years	45.1%
	26–30 years	41.2%
Job Role	Executive	41.2%
	Supervisor	37.3%
Experience	Fresher/Junior	78.4%
	Mid/Senior	21.6%

Table 1: Demographic Profile of Respondents

The data reveals a predominantly male (76.5%), young (86.3% aged 18–30) workforce, consisting largely of executives (41.2%) and supervisors (37.3%). The majority have less than 3 years of experience, indicating an early-career workforce that is more adaptable to technology-driven hybrid models.

B. Work Mode and Productivity Analysis

Table 2 Presents The Distribution Of Current Work Modes And Productivity Perceptions.

Response	Frequency	Percentage
Current Work Mode		
Fully Office	27	52.9%
Fully Remote	21	41.2%
Hybrid	3	5.9%
Productivity Level		
Very High / High	35	68.7%
Moderate	11	21.6%
Low	5	9.8%

Table 2: Work Mode and Productivity Distribution

A striking 68.7% of respondents reported high or very high productivity in hybrid work settings. Only 9.8% reported low productivity, suggesting that flexible work arrangements can positively influence employee performance. Notably, 51% of respondents stated that tasks take slightly less time under hybrid conditions, while 27.5% reported much less time, indicating efficiency gains.

C. Job Satisfaction and Work-Life Balance

Table 3 Summarizes Key Satisfaction And Well-Being Indicators.

Indicator	Positive %	Neutral/Neg %
Job Satisfaction	Good/Excellent: 88.2%	Average: 11.8%
Work-Life Balance	Better/Much Better: 76.4%	Same: 23.5%
Stress Level	Low/Very Low: 64.8%	High: 5.9%
Motivation	Motivated/High: 74.5%	Neutral: 23.5%
Salary Satisfaction	Satisfied/High: 78.5%	Neutral: 17.6%

Table 3: Job Satisfaction and Well-being Indicators

The data demonstrates overwhelmingly positive outcomes across satisfaction dimensions. An exceptional 88.2% of respondents reported good or excellent overall job satisfaction. Work-life balance improved for 76.4% of employees, attributed to reduced commuting time and flexible scheduling. Stress levels were low or very low for 64.8% of respondents, further reinforcing the well-being benefits of hybrid arrangements.

D. Communication and Collaboration

Table 4 Presents the Communication and Collaboration Outcomes Under Hybrid Work.

Dimension	Frequency	Percentage
Communication Effectiveness		
Very Effective / Effective	38	74.5%
Less Effective	11	21.6%
Team Collaboration		
Good / Excellent	35	68.7%
Average	14	27.5%
Main Issue Faced		
Communication Gap	32	62.7%
Internet Issues	13	25.5%

Table 4: Communication and Collaboration Outcomes

While communication was rated effective or very effective by 74.5% of respondents, communication gaps emerged as the dominant challenge, reported by 62.7% of employees. Internet connectivity issues(25.5%) and frequent home interruptions — reported by 56.9% of respondents — further underscore the infrastructure-related limitations of hybrid work in a manufacturing context.

6. STATISTICAL ANALYSIS

A. ANOVA Test – Productivity Across Employee Groups

An ANOVA test was conducted to examine whether there is a significant difference in productivity among different employee groups under hybrid work conditions.

H0: There is no significant difference in productivity among employee groups.

H1: There is a significant difference in productivity among employee groups.

Table 5: ANOVA Results – Productivity Among Employee Groups.

Source	SS	df	MS	F-Value
Between Groups	18.43	6	3.07	4.52
Within Groups	63.94	71	0.90	—
Total	82.35	77		

Since the calculated F-value (4.52) is greater than the critical value at the 5% significance level, the null hypothesis is rejected. This confirms a statistically significant difference in

productivity among different employee groups under hybrid work conditions. Executives and supervisors reported higher productivity levels compared to senior managers, suggesting role-specific adaptability.

B. Chi-Square Test – Hybrid Work and Job Satisfaction

A Chi-square test was applied to determine whether a significant relationship exists between hybrid work and employee job satisfaction.

H0: There is no significant relationship between hybrid work and employee job satisfaction.

H1: There is a significant relationship between hybrid work and employee job satisfaction.

Table 6: Chi-Square Test Results – Hybrid Work and Job Satisfaction.

Category	Observed (O)	Expected (E)	(O-E) ² /E
Excellent	22	17	1.47
Good	23	17	2.12
Average	6	17	7.11
χ² Value	10.70	df = 2	p < 0.05

The calculated Chi-square value ($\chi^2 = 10.70$) is greater than the critical value at 5% significance level with 2 degrees of freedom. Therefore, the null hypothesis is rejected, indicating a statistically significant relationship between hybrid work and employee job satisfaction. This finding validates the positive perception of hybrid work reported by 88.2% of respondents.

7. FINDINGS

The study at Avtec Ltd yielded the following key findings:

1. The sample consisted predominantly of young male employees (76.5% male; 86.3% aged 18–30) in executive and supervisory roles, representing a digitally adaptable workforce.
2. A majority (68.7%) reported high or very high productivity under hybrid work conditions, with 78.5% completing tasks in the same or less time than in traditional office settings.
3. Frequent interruptions at home were reported by 86.3% of respondents, representing a significant operational challenge in hybrid environments.
4. Overall job satisfaction was rated as good or excellent by 88.2% of respondents, with the Chi-square test confirming a significant relationship between hybrid work and satisfaction ($\chi^2 = 10.70, p < 0.05$).

5. Work-life balance improved for 76.4% of employees, and stress levels were low or very low for 64.8%, indicating substantial well-being benefits.
6. The ANOVA test confirmed significant differences in productivity across employee groups ($F = 4.52, p < 0.05$), with role type influencing the effectiveness of hybrid arrangements.
7. Communication gaps were identified as the primary challenge by 62.7% of respondents, followed by internet connectivity issues (25.5%) and lack of supervision (9.8%).
8. Despite challenges, 78.5% of employees indicated they would recommend hybrid work (41.2% probably yes; 37.3% definitely yes), reflecting strong overall endorsement.

8. SUGGESTIONS

Based on the findings, the following recommendations are made for Avtec Ltd:

1. Establish a clear, documented hybrid work policy covering schedules, communication norms, performance expectations, and role eligibility to ensure consistency across departments.
2. Strengthen digital communication infrastructure by deploying enterprise-grade collaboration platforms, VPNs, and project management tools to bridge the communication gap identified by 62.7% of respondents.
3. Shift to outcome-based performance evaluation rather than attendance-focused metrics, enabling fair assessment of hybrid employees across different roles.
4. Conduct structured training programs covering time management, digital tool usage, and remote communication skills to prepare employees for effective hybrid work.
5. Promote work-life balance by establishing clear boundaries between work and personal time, and implement mental health and wellness programs to prevent burnout.
6. Improve managerial support by training managers in virtual leadership, regular check-ins, and digital feedback mechanisms to maintain employee engagement remotely.

9. CONCLUSIONS

This study demonstrates that the hybrid work model has a significantly positive impact on employee productivity and job satisfaction at Avtec Ltd, Hosur. Employees reported improved efficiency, better work-life balance, reduced stress, and higher motivation under flexible work arrangements. These findings are statistically validated through Chi-square ($\chi^2 = 10.70$) and ANOVA ($F = 4.52$) tests, both confirming significant relationships at the 5% significance level.

However, the study also identifies critical implementation challenges, Particularly Communication gaps, internet reliability, and home interruptions, that must be systematically addressed. The low proportion of employees currently in hybrid mode (5.9%) despite strong preference for the model indicates an untapped opportunity for Avtec Ltd to redesign its workforce policies.

As organizations in the manufacturing sector navigate post-pandemic realities, the hybrid work model — when supported by robust infrastructure, clear policies, and outcome-focused management — represents a powerful strategy for enhancing both employee well-being and organizational performance. Future research should explore longitudinal impacts and role-specific hybrid frameworks for manufacturing companies.

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