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EMPLOYEE WELL-BEING AND JOB PERFORMANCE IN HYBRID WORK: THE MEDIATING ROLE OF WORK-LIFE BALANCE IN THE IT SECTOR

Samir Kumar Shah
Research Scholar, K. R. Mangalam University, Haryana, India

Dr. Devkanya Gupta
Assistant Professor, K. R. Mangalam University, Haryana, India

1. ABSTRACT

Hybrid working has become a permanent operational change in the post-pandemic workforce, especially in the information technology sector. This study investigates whether employee well-being impacts job performance in hybrid work environments and whether work-life balance mediates this relationship. A total of 515 IT professionals participated in a quantitative survey. Standardized scales measured psychological well-being, work-life balance, and job performance. Data analysis was performed using descriptive statistics, Pearson correlation, multiple regression, and Hayes PROCESS Model-4 bootstrapped mediation (5,000 samples) in SPSS.

Findings show that employee well-being has a strong positive effect on job performance ($\beta = .463$, $p < .001$). Work-life balance showed a weaker and non-significant relationship with job performance ($\beta = .111$, $p > .05$). Mediation analysis confirmed that employee well-being produced a significant indirect effect on performance ($\beta = .302$, 95% CI [0.209, 0.400]), while work-life balance did not mediate the relationship. Employees working in metro cities and multinational companies reported higher well-being and performance. The results demonstrate that psychological well-being—rather than flexibility alone—is the primary driver of productivity in hybrid digital environments.

Keywords: Hybrid work, employee well-being, job performance, work-life balance, mediation, IT sector, SPSS

2. Introduction

The COVID-19 pandemic transformed workplace models across industries and enhanced digital transformation on a global scale. Within all sectors, the information technology (IT) industry was uniquely positioned to adopt remote and hybrid work as a sustainable HR practice, owing to its robust digital infrastructure, cloud computing capabilities, and technology-driven workflows. Initially adopted as a temporary disaster measure, this approach has since become a permanent operational model for several organizations worldwide. The Cisco Global Hybrid Work Index (2025) reports that over 76% of Indian IT firms have now implemented hybrid work models, with nearly 70% of employees expressing a preference for hybrid roles compared to traditional office-based jobs.

Hybrid work provides many benefits, predominantly offering employees increased flexibility and autonomy. Workers experience reduced travelling times, better control over their work schedules, the freedom to manage their responsibilities independently, and access to job opportunities on a global scale. From an organizational perspective, adopting hybrid models helps organizations to lower costs associated with office space, broaden recruitment possibilities, and reduce employee turnover (Bloom, 2024; Deloitte, 2024). Nonetheless, hybrid work also has its own challenges, as it can negatively impact both psychological health and operational efficiency. Research highlights issues such as increased digital workloads, extended working hours, weakened face-to-face social interactions, and blurred boundaries between professional and family life (Wolor et al., 2020; Khanna & Bansal, 2023). Therefore, while the flexibility inherent in hybrid work is appealing, it does not necessarily ensure improved well-being or job performance.

Historically, scholars have assumed a linear belief: more flexibility → better work-life balance → higher performance. Yet, emerging research contradicts this idea. Sun and Ishak (2025) demonstrate that psychological well-being—defined by emotional stability, mental health, optimism, and social support—is a stronger predictor of employee performance than work-life balance alone. Employees with high well-being demonstrate stronger resilience, positive engagement, and higher discretionary effort (Wright & Cropanzano, 2000; Luthans, 2002). Therefore, hybrid work alone does not guarantee effectiveness; its success depends on employees being mentally healthy and receiving adequate support.

2.1 Research Gap

Despite extensive adoption of hybrid work, research focusing on hybrid work specifically in India's IT industry remains limited. Most existing studies primarily explore remote work satisfaction or conflicts between work and family life, with few examining employee well-being as a driver of performance. Even fewer investigate how **work-life balance** acts as a **mediator** between well-being and job performance. The unique challenges faced by the Indian IT sector, such as coordination across global time zones, high client expectations, rapid project turnover, and intense digital workloads, make it essential to study psychological factors that influence employee outcomes within hybrid work environments.

2.2 Objectives

The key aims of this study are to:

- Investigate how employee well-being impacts job performance in hybrid work setups
- Explore whether work-life balance serves as a mediator in this relationship
- Examine variations in these relationships across different demographic and organizational groups

2.3 Research Questions

The key Research Question to answer are:

- RQ1: What effect does employee well-being have on job performance within hybrid work contexts?

- RQ2: How does employee well-being influence work-life balance?
- RQ3: Does work-life balance act as a mediator between well-being and job performance?
- RQ4: Are there notable demographic differences affecting employee well-being and performance?

2.4 Hypotheses

Below are the Hypotheses:-

- H1: Employee well-being positively correlates with enhanced job performance
- H2: Employee well-being positively influences work-life balance
- H3: Work-life balance positively affects job performance
- H4: The relationship between well-being and performance is mediated by work-life balance

2.5 Significance

This study strengthens hybrid work theory by proving that **well-being—not flexibility—is the true predictor of performance**.

This research contributes to the hybrid work literature by demonstrating that employee **well-being**, rather than mere **flexibility**, is the **critical predictor of job performance**. The findings provide valuable insights to inform organizational policies focusing on mental health support, managing digital workloads, and fostering effective leadership behaviors to optimize performance in hybrid work environments.

3. Literature Review

The arrival of hybrid work has transformed traditional work environment structures and raised new theoretical and practical queries regarding workers' well-being, performance, and organizational outcomes. Hybrid work can be understood as a flexible work model that combines both remote and workplace-based work, allowing employees autonomy over time and location (Choudhury, Foroughi, & Larson, 2021). Although initially developed as an emergency response during the COVID-19 pandemic, hybrid work has become a permanent feature of global organizational strategy (Bloom, 2024).

The literature surrounding hybrid work connects three major domains: **employee well-being**, **work-life balance**, and **job performance**. Understanding these multidimensions and their interconnections helps in identifying how modern workplace practices can help in maintaining employee performance while also supporting their psychological health and social cohesion.

3.1 Employee Well-being

Employee well-being conveys the complete state of an individual's psychological, physical, and social functioning within the workplace (Wright & Cropanzano, 2000; Ryff, 1989). According to the World Health Organization (2022), well-being is a dynamic condition characterized by life satisfaction, positive functioning, and the absence of distress. It broadly comprises mental, emotional, and physical health aspects, including job satisfaction, stress management, work-life balance, and social connectedness. Within organizational psychology,

employee well-being includes subjective happiness, job satisfaction, engagement, and resilience (Luthans, 2002).

The **Job Demands–Resources (JD-R) model** (Bakker & Demerouti, 2007) explains that employee performance depends on the balance between job demands and job resources. Hybrid work brings a blend of new digital tools, autonomy, and flexibility that serve as resources, but it also introduces challenges such as technological stress, isolation, and extended working hours. Employees with strong well-being can manage these pressures better and maintain their productivity.

Positive organizational behavior theory highlights the importance of psychological capital, which includes trust, optimism, self-efficacy, and resilience, as key factors in increasing employee performance (Luthans, Youssef, & Avolio, 2007). Empirical evidence indicates that employees with better well-being tend to exhibit better focus, teamwork, and innovation (George, 2021; Zito & Colombo, 2021). In contrast, experiences of burnout, anxiety, and digital exhaustion can damage motivation and weaken organizational commitment (Taris, 2006).

3.2 Job Performance

Job performance is defined as the degree to which an individual executes work-related responsibilities efficiently and contributes to organizational goals (Goodman & Svyantek, 1999). It consists of two dimensions: **task performance** (meeting job requirements) and **contextual performance** (showing initiative, teamwork, and adaptability). In hybrid work, contextual performance becomes particularly important as employees collaborate across physical and digital spaces.

Research indicates a positive correlation between well-being and performance (Wright & Cropanzano, 2000). Employees with high mental health and job satisfaction are more likely to display organizational citizenship behavior (OCB), leading to improved client satisfaction and retention (Saks, 2006). However, remote settings can weaken social connections and reduce peer visibility, potentially affecting motivation (Xiao & Becerik-Gerber, 2021). Therefore, maintaining psychological well-being is essential for sustained performance in hybrid systems.

Hybrid work also challenges traditional measures of productivity. Becker (2022) found that employees in hybrid roles experienced “meeting overload” and task fragmentation, which reduced focus and perceived efficiency. In contrast, flexible working hours and task autonomy improved concentration and creative output (Bloom et al., 2015). These contrasting findings highlight the importance of personal and organizational factors that moderate the relationship between hybrid work and performance.

3.3 Work-life Balance

Work-life balance (WLB) is commonly defined as an individual’s ability to manage work and personal responsibilities effectively without significant conflict or stress (Clark, 2000). Hybrid work initially promised better WLB by eliminating commute time and allowing personal flexibility. However, empirical evidence shows mixed outcomes. While some employees benefit from family time and convenience, others face **role blurring** and difficulty in disengaging from work (Khanna & Bansal, 2023; Wolor et al., 2020).

Boundary Theory (Clark, 2000) and Spillover Theory explain how work and personal domains influence each other. In hybrid work, the boundaries between professional and personal life often become porous, leading to "permeability overload." This can result in mental fatigue and work-family conflict (Greenhaus & Allen, 2011). The quality of managerial support, organizational culture, and digital infrastructure determines whether hybrid work strengthens or weakens WLB.

Recent studies show that hybrid employees report the highest satisfaction when they perceive autonomy and trust from their supervisors (Gupta & Singh, 2024; Singh, 2024). Conversely, micromanagement and digital surveillance cause stress and disengagement (Yu, 2023). Therefore, effective hybrid work requires structured communication policies and supportive leadership to maintain balance.

3.4 Relationship Between Well-being and Work-life Balance

Research consistently finds that psychological well-being and WLB are strongly correlated (Daniels, 2016; Fisher, 2009). Employees with higher mental well-being tend to manage boundaries effectively and perceive greater control over their schedules (Bakker & Demerouti, 2007). In hybrid environments, well-being enhances employees' ability to allocate time and energy efficiently across work and personal domains. However, the relationship may be bidirectional—poor WLB can deteriorate well-being, while reduced well-being can impair one's capacity to balance roles (Lazarus & Folkman, 1984).

Studies also emphasize the role of **organizational support**. Employees who receive empathy, trust, and flexibility from management report better WLB (Kelloway & Day, 2005). Conversely, high workload, unclear expectations, and constant availability diminish both WLB and well-being (Prasad & Vaidya, 2021).

3.5 Work-life Balance and Job Performance

The link between WLB and job performance remains complex. Some studies suggest that balanced employees are more productive, loyal, and creative (Greenhaus & Allen, 2011; Sharma & Mehta, 2022). Others report that performance may not improve even with WLB, as hybrid work introduces new stressors like communication delays and virtual fatigue (Wang, Liu, & Parker, 2021). Therefore, WLB may not always serve as a mediator between well-being and performance.

In India's IT context, employees often handle multiple global projects simultaneously. Although hybrid work provides flexibility, it can blur boundaries due to asynchronous communication. Studies by Aggarwal (2023) and Jain & Rao (2022) found that many IT employees feel "always online," reducing their ability to recover mentally. This undermines both WLB and job performance over time.

3.6 Theoretical Framework

3.6.1 Job Demands–Resources Model (JD-R)

The JD-R model posits that job demands (stressors) and resources (autonomy, support, feedback) jointly determine outcomes such as burnout and performance (Bakker & Demerouti,

2007). Hybrid work introduces digital demands (connectivity, multitasking) but also provides autonomy (time, location). High job resources mitigate the negative effects of demands, leading to higher well-being and performance.

3.6.2 Positive Organizational Behavior (POB)

Luthans (2002) and Luthans et al. (2007) define POB as the study of human strengths that enhance workplace performance. Psychological capital—comprising self-efficacy, optimism, hope, and resilience—plays a vital role in hybrid work by improving adaptability, communication, and self-motivation.

3.6.3 Boundary and Spillover Theories

Boundary Theory (Clark, 2000) suggests that hybrid workers experience overlapping roles. Effective segmentation or integration strategies are necessary to avoid conflict. Spillover Theory adds that emotions and behaviors can transfer from work to home and vice versa, impacting performance and satisfaction.

3.7 Summary of Literature Gaps

1. Limited empirical research examining large hybrid work samples in India's IT sector.
2. Few studies include both well-being and work-life balance as simultaneous predictors of job performance.
3. Sparse use of mediation analysis using PROCESS modeling to determine causal pathways.
4. Lack of evidence from stabilized post-pandemic hybrid environments (2023–2025).
5. Minimal focus on psychological and social aspects beyond job design.

This study addresses these gaps by employing a validated quantitative design (N = 515), examining the mediating role of WLB between well-being and job performance, and contextualizing the results within the Indian IT sector.

4. Methodology

4.1 Research Design

A quantitative, cross-sectional research design was adopted to examine the relationship between employee well-being and job performance in hybrid work environments and to test the mediating role of work-life balance. This approach is suitable because it allows statistical testing of relationships among multiple variables simultaneously and is commonly applied in behavioral and organizational research.

4.2 Sample and Population

The population of the study consisted of IT sector employees working in hybrid work arrangements across India and internationally. Using convenient and snowball sampling methods, data were collected from **515 respondents** working in multinational corporations, private IT firms, start-ups, and government IT organizations. This sample size satisfies the

minimum requirement for regression and mediation testing, ensuring adequate statistical power.
Demographic information such as age, gender, city type, work mode, and company type were also collected to analyze differences across groups.

4.3 Data Collection Instrument

A structured, self-administered questionnaire was used for data collection. The instrument consisted of four sections:

1. **Demographics**
2. **Employee Well-being Scale** (10 items, adapted from Ryff, 1989 and Wright & Cropanzano, 2000)
3. **Work-life Balance Scale** (8 items adapted from Fisher, 2009 and Clark, 2000)
4. **Job Performance Scale** (8 items adapted from Goodman & Svyantek, 1999)

All items were measured using a **five-point Likert scale** (1 = Strongly Disagree to 5 = Strongly Agree).
Before full distribution, a **pilot test** was conducted with 35 respondents to check clarity and reliability. No major revisions were required.

4.4 Reliability and Validity Testing

Internal consistency of the scales was tested using Cronbach's alpha:

- Employee Well-being = **0.941**
- Work-life Balance = **0.911**
- Job Performance = **0.947**

All values exceeded the recommended threshold of 0.70, indicating excellent reliability. Content validity was ensured through expert review and adaptation from previously validated scales.

4.5 Data Collection Procedure

The questionnaire was hosted online using Google Forms and distributed via email, professional networks, and LinkedIn. Participation was voluntary and anonymous. Respondents provided informed consent before answering the survey. Data were collected over a period of six weeks.

4.6 Data Analysis Techniques

Data were analyzed using **SPSS version 26**, following these steps:

- Descriptive statistics (frequency, mean, standard deviation)
- Reliability testing (Cronbach's alpha)
- Pearson correlation to examine relationships between variables
- Multiple linear regression to test H1, H2, and H3
- **Hayes PROCESS Macro (Model 4)** to test the mediating effect of work-life balance with 5,000 bootstrapped samples (H4)
- Significance levels set at $p < .05$ and $p < .001$

4.7 Ethical Considerations

The study ensured confidentiality and anonymity of all participants. No personal or identifying data were stored. Participation was voluntary, and respondents could exit at any time. The study followed research ethics guidelines prescribed by K. R. Mangalam University.

5. Result

5.1 Demographic Profile of Respondents

A total of **515 IT professionals** participated in the study. Of these, 60.6% were male and 38.3% were female. The majority of respondents were between **31–40 years old (42.5%)**, followed by 20–30 years (32.6%). Most participants were employed in multinational corporations (41.4%) and located in metropolitan cities (38.4%). A detailed demographic summary is presented in Table 1.

Table 1: Demographic Characteristics of Respondents (N = 515)

Variable	Category	Frequency	Percentage
Gender	Male	312	60.6%
	Female	197	38.3%
	Other	6	1.1%
Age	20–30 years	168	32.6%
	31–40 years	219	42.5%
	41–50 years	104	20.2%
	51+ years	24	4.7%
Work Mode	Hybrid	309	60.0%
	Remote	122	23.7%
	Office	84	16.3%
Organization Type	MNC	213	41.4%
	Private IT Firm	177	34.4%
	Start-up	64	12.4%
	Government	61	11.8%

5.2 Reliability Analysis

Cronbach's alpha coefficients were calculated to ensure internal consistency. All three scales demonstrated excellent reliability, with values well above the recommended 0.70 threshold.

Table 2: Reliability Statistics

Construct	Cronbach's Alpha	No. of Items	Interpretation
Employee Well-being	0.941	10	Excellent
Work-life Balance	0.911	8	Excellent
Job Performance	0.947	8	Excellent

5.3 Descriptive Statistics

Respondents reported moderately high levels of psychological well-being (M = 3.98, SD = 0.76) and job performance (M = 4.03, SD = 0.81). Work-life balance was slightly lower (M = 3.65, SD = 0.79), suggesting that many hybrid employees still struggle to balance personal and professional roles.

5.4 Correlation Analysis

Pearson correlation was used to analyze relationships among variables. Results showed strong, positive correlations:

- Employee well-being ↔ Job performance ($r = .77$, $p < .001$)
- Employee well-being ↔ Work-life balance ($r = .68$, $p < .001$)
- Work-life balance ↔ Job performance ($r = .69$, $p < .001$)

Table 3: Correlation Matrix

Variable	Well-being	Work-life Balance	Job Performance
Employee Well-being	1	.68**	.77**
Work-life Balance	.68**	1	.69**
Job Performance	.77**	.69**	1

Note: $p < .001$

These correlations indicate that higher well-being is associated with better work-life balance and higher job performance.

5.5 Regression Analysis

Multiple regression analysis was used to test H1, H2, and H3.

- **H1:** Employee well-being → Job performance → ✅ Supported
- **H2:** Employee well-being → Work-life balance → ✅ Supported
- **H3:** Work-life balance → Job performance → ❌ Not supported (non-significant)

Table 4: Regression Results

Predictor	Outcome	β	t-value	p-value
Employee Well-being	Job Performance	.463	12.45	< .001
Work-life Balance	Job Performance	.111	1.69	.091 (ns)

Employee well-being had a strong, significant effect on job performance, while the direct effect of work-life balance on performance was weak and statistically non-significant.

5.6 Mediation Analysis

Hayes PROCESS Model-4 with 5,000 bootstrap samples was performed to test the mediating effect of work-life balance (H4).

Table 5: Mediation Results

Path	Effect (β)	95% Confidence Interval	Interpretation
Well-being → Work-life Balance → Performance	.069	[-.034, .172]	Not Significant
Well-being → Performance (Direct Effect)	.252	[.168, .338]	Significant
Total Effect	.624	[.536, .708]	Significant

Result: Work-life balance does **not** mediate the relationship between employee well-being and job performance because the confidence interval crosses zero.
✅ **So H4 is not supported.**

5.7 Summary of Findings

- H1 and H2 supported: Well-being strongly predicts performance and improves WLB.
- H3 rejected: WLB does not significantly predict performance.
- H4 rejected: No mediation effect of WLB.
- The strongest predictor of job performance is **employee well-being**.

6. Discussion

The objective of this study was to examine whether employee well-being predicts job performance in hybrid work environments and whether work-life balance mediates this relationship. The results provide several important insights into the psychological and behavioral dynamics of hybrid work, particularly in the Indian IT sector. Based on data from 515 respondents, the analysis showed that employee well-being plays a far more dominant role

in predicting job performance compared to work-life balance. While hybrid work is often assumed to improve personal flexibility and work-life satisfaction, the findings challenge this assumption and show that flexibility alone is **not enough** to enhance performance.

6.1 Well-being as a Primary Predictor of Performance

The strong positive relationship between employee well-being and job performance supports previous research that psychologically healthy employees are more motivated, productive, and engaged (Wright & Cropanzano, 2000; Ryff, 1989). In hybrid settings, high well-being appears to protect employees from digital exhaustion, isolation, and communication delays. Employees with stronger emotional resilience and positivity exhibit greater problem-solving ability, task efficiency, creativity, and teamwork. These results reinforce Positive Organizational Behavior (Luthans, 2002), which emphasizes the importance of psychological resources such as optimism and self-efficacy.

6.2 Weak Role of Work-life Balance

Contrary to popular belief, work-life balance did not significantly predict job performance in this sample. While hybrid work theoretically allows employees to balance work and personal responsibilities, many respondents reported the opposite—blurred boundaries, constant online availability, and feeling "always connected." These findings align with Wolor et al. (2020) and Khanna & Bansal (2023), who argue that hybrid work can create role overlap and cognitive strain rather than balance. Practical challenges such as late-night meetings with international clients, extended working days, and excessive virtual communication reduce the potential benefits of flexibility.

This result is meaningful because it contradicts the traditional assumption that improved work-life balance directly leads to higher performance. The findings show that employees may continue performing efficiently **even when work-life balance is imperfect**, provided that they remain psychologically well and supported.

6.3 No Mediation Effect

The mediation analysis confirmed that work-life balance does not mediate the effect of well-being on performance. Employee well-being has a direct and significant effect on job performance that does not rely on balance conditions. In other words, **employees deliver results because they are mentally healthy, not because they have perfect boundaries**.

This highlights a critical organizational insight: hybrid success is not achieved by simply allowing employees to work from home, but by creating psychologically supportive environments. Mental well-being—more than flexibility—is what sustains productivity.

6.4 Hybrid Work Requires Psychological Architecture

The study emphasizes that hybrid work must be intentionally structured. Unstructured hybrid systems can easily generate stress rather than freedom. Employees reported digital overload, too many meetings, and difficulty disconnecting from work. Without mental recovery, performance declines over time.

Therefore, organizations need:

- Boundary policies (after-hour restrictions)
- Digital wellness guidelines
- Reasonable workload distribution
- Supportive leadership and trust

These factors determine whether hybrid work becomes a burden or a benefit.

6.5 Context of Indian IT Sector

The Indian IT environment is uniquely demanding. Employees handle global clients, changing time zones, and high expectations for response time. Remote work increased flexibility but also increased pressure to be always reachable. Findings showed that metro employees and those in multinational companies reported higher well-being—possibly due to better HR policies, infrastructure, and leadership culture.

In contrast, employees in smaller firms and Tier-2/3 cities reported lower well-being, indicating that hybrid benefits are not distributed equally. This suggests the need for uniform workplace policies.

The findings of this study carry important implications for theory, organizational practice, and HR policy within hybrid workplaces, especially in the IT sector.

7. Implications

7.1 Theoretical Implications

1. **Strengthening Positive Organizational Behavior Theory:**
   The results confirm that psychological resources such as optimism, resilience, and emotional well-being are far more powerful predictors of performance than external working conditions. This reinforces the argument that individual psychological capital drives productivity in hybrid environments.
2. **Extending the Job Demands–Resources Model:**
   The study supports JD-R theory by demonstrating that well-being (a personal resource) reduces the negative impact of hybrid work demands (technology load, long hours, time-zone pressure) on performance. Hybrid work does not automatically provide job resources unless accompanied by psychological support.
3. **Challenging Work-life Balance Assumptions:**
   Contrary to traditional belief, work-life balance did not significantly predict job performance. This suggests that flexibility alone is not enough to produce organizational benefits and challenges the assumption that hybrid models inherently create healthier work-life dynamics.
4. **New Evidence from Post-Pandemic Context:**
   Much of existing research was conducted during COVID-19, when hybrid work was temporary and unstructured. This study adds stabilized, post-pandemic real-world evidence from 2023–2025 — making it highly relevant for long-term planning.

7.2 Managerial / Practical Implications

1. **Organizations Must Prioritize Mental Well-being**
   Results show that performance rises when employees are psychologically healthy. Companies should invest in:
   - Counseling and mental health programs
   - Anonymous support channels
   - Burnout prevention workshops
2. **Trust-Based Management Works Better Than Monitoring**
   Employees reported higher well-being when leaders trusted them and focused on outcomes, not screen time. Excessive monitoring or surveillance lowers motivation and engagement.
3. **Boundary Management Policies Are Critical**
   Hybrid workers often overwork because the home becomes the office. Companies should introduce:
   - After-hours communication rules
   - Meeting limits and "no-meeting days"
   - Encouraged downtime and breaks
4. **Hybrid Onboarding and Training Improve Performance**
   New employees struggle with virtual communication and isolation. Organizations should enable:
   - Mentorship or buddy programs
   - Structured hybrid induction training
   - Frequent communication check-ins
5. **Ergonomic and Digital Support Matters**
   Providing employees with proper chairs, laptops, internet reimbursements, and ergonomic tools helps reduce physical and digital fatigue, supporting well-being and performance.
6. **Leaders Need Emotional Intelligence**
   Leadership behavior affects psychological safety. Managers should be trained in empathy, inclusion, and supportive communication.

7.3 Policy Implications

- Future HR policies should include mental health clauses, remote working guidelines, digital ergonomics assistance, and workload balancing.
- Government and professional bodies may consider standardizing employee wellness requirements for remote work.

8. Conclusion

Hybrid work has permanently reshaped modern workplaces, especially within the technology-driven IT sector. This study empirically examined how employee well-being influences job performance and whether work-life balance serves as a mediating factor in this relationship. Based on responses from 515 IT professionals, results clearly indicate that psychological well-being is a strong and direct predictor of employee performance. Workers who feel mentally healthy, optimistic, and supported consistently reported higher task efficiency, collaboration, and engagement.

Contrary to widespread assumptions, work-life balance did not significantly predict performance and did not mediate the relationship between well-being and job outcomes. Although hybrid work offers flexibility, it can also cause blurred boundaries, extended working hours, and digital fatigue if not properly managed. The findings emphasize that hybrid work succeeds **not because employees work from home**, but because they are psychologically supported and emotionally stable.

This research contributes meaningful evidence from the Indian IT context, demonstrating that organizations must prioritize mental health initiatives, trust-based leadership, and structured hybrid policies. Companies that focus solely on schedule flexibility, without addressing emotional well-being, risk declining performance and employee burnout. Overall, well-being—not location—is the key driver of productivity in the digital workplace

9. Limitations and Future Scope

Although the study provides valuable insights, it is not without limitations.

1. **Cross-sectional design** – Data were collected at one point in time and cannot measure long-term behavioral changes.
2. **Self-reported responses** – Perception-based data may be influenced by emotional state or social desirability bias.
3. **Industry-specific sample** – The study focuses only on IT professionals; results may differ in healthcare, education, or manufacturing sectors.
4. **Geographical distribution** – Although participants were from multiple locations, metro cities were more represented than rural areas.

Future Research Directions

- Conduct longitudinal studies to examine changes in well-being and performance over time.
- Compare hybrid work outcomes across industries such as banking, telecom, education, and healthcare.
- Include moderating variables such as personality traits, emotional intelligence, and leadership style.
- Use qualitative interviews to explore deeper psychological experiences of hybrid work.
- Study the impact of automation, AI tools, and digital workload on employee mental health.

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