

Enhancing Employee Health And Psychological Well-Being In Hybrid Work Environment In It Industry In India

¹Shikha Jain Choudhary, ²Harsha Yadav,

¹Assistant Professor, ²Assistant Professor

¹Management

¹Vaishnav Institute of Management & Science, Indore, India

[¹drshikhajainchoudhary@gmail.com](mailto:drshikhajainchoudhary@gmail.com), [²harshayadav101@gmail.com](mailto:harshayadav101@gmail.com)

Abstract- The rapid transformation towards hybrid work models in the IT industry in India has brought both opportunities and challenges in enhancing employee health and psychological well-being. This research explores the multifaceted impact of hybrid work environments on employee health, focusing on physical well-being, mental health, and work-life balance. It examines the role of organizational policies, technological tools, and managerial support in mitigating stress, preventing burnout, and fostering a positive work culture. Through a mixed-methods approach, including surveys, interviews, and case studies from leading IT firms, this study identifies key stressors unique to the hybrid model and proposes evidence-based strategies for improving employee well-being. The findings aim to provide actionable insights for HR professionals, organizational leaders, and policymakers to create resilient, healthy, and productive work environments in the evolving landscape of the Indian IT sector. The objective of this article is to explore the relationship between Employee Health (EH), Psychological well-being (PWB) in a hybrid work environment in the Information Technology Industry in Indian Cities. The data has been taken from secondary sources. It indicated a positive connection among the factors and ER partially mediates the relation among Hybrid work environment, Leadership, and EE. Practical Implications- Employee resilience acts as an important factor to cope up in a volatile environment. Resilience in the organizations is required in order to achieve better results and to ensure more involvement of employees in the organization.

Keywords- Work life Goals, Work stress, psychological well-being, personal life, Job Stress, Life satisfaction, Sustainable goals, green life, work life balance, vs professional life, Stress-related consequences of work-life balance, Employee health, Hybrid Work Environment.

I. Introduction -

Employee well-being goes beyond just balancing work and personal life; it's about achieving a state of mental and physical harmony in all aspects of life. It is a state of equilibrium where the personal and professional life of an individual is balanced.

Living a healthy work life in this era of globalization is a challenge for everyone. Employee health is not only bounded by physiological aspects but also about mental well being. Every Employee spends 8 to 9 hours of his productive hours in his organisation, the mental satisfaction is equally important to have a balanced life.

A hybrid work environment refers to a flexible work model that combines both remote and in-office work. Employees can split their time between working from home or another remote location and working from a physical office, allowing for a balance of flexibility, productivity, and collaboration. This model adapts to individual preferences and needs while maintaining organizational goals.

Research has shown that a moderate level of stress at work can be beneficial, as it can boost productivity and enhance skills. However, chronic work stress can have detrimental effects, including reduced productivity, employee demotivation, distrust among colleagues, and personal and financial issues. The IT industry, one of the largest and most rapidly growing sectors in India over the past three decades, is particularly affected by these challenges.

Employee Health is a two way discussion, and it's not only about employee's happiness but also benefits the company. As a healthy and happy employee always gives 100% in his work, it also reduces employee turnover and helps in employee retention policies.

This study explores the hybrid workplace system, where employees from IT sectors work under different profiles. The primary aim is to enhance the Employee Health and Psychological Well-being of an employee in a hybrid work model and examine employees' attitude towards it.

II. Review Of Literature-

Gupta, M., & Arora, R. (2024). Thriving in the Hybrid Era: Investigating the Relationships between Leadership, High-Performance Work Systems, Employee Resilience, and Engagement in the IT Industry gave us a theory of relationship between leadership, high-performance work systems (HPWS), employee resilience (ER)& employee engagement (EE) in the information technology industry. Her studies further claim that employee resilience is a combination of skills and traits that can be developed and enhanced through the effective use of High-Performance Work Systems (HPWS) and leadership.

Maslow, A. H. (1943). A theory of human motivation. *Psychological Review*, 50(4), 370–396 According to his theory of human motivation, once an employee's basic needs, such as physiological needs (food, water, warmth, rest) and safety needs (security, safety), are met, they are able to focus more efficiently on their work.

At this stage, they begin seeking higher-level needs, including psychological needs like love, belonging, and esteem, which involve a sense of prestige and accomplishment. When these psychological needs are fulfilled, or when an employer addresses the employee's basic physiological needs, the employee is then motivated to pursue self-fulfilment or self-actualization, which is the realization of their full potential. This is what every company strives for in its employees in order to achieve organizational goals.

Mortensen M., & Haas M. (2021) in his work *Making the Hybrid Workplace Fair* has advocated that working in a hybrid work environment gives a positive work culture and an efficient employee. The employee gets the power of working as per his convenience which may lead to decrease in morale and effectiveness. He further elaborated the hybrid work: hybridity positioning and hybridity competence. It can also create power differentials within teams that can damage relationships, impede effective collaboration, and ultimately reduce performance.

Sharma, A., & Ganjigatti, J. P. (2023) stated that there are many factors which motivate an employee to opt for work from home culture. In conclusion, the hybrid workplace has emerged as a significant shift in India's work culture, largely accelerated by the Covid-19 pandemic. Although it was previously seen as an impractical option by many organizations, the extended period of remote work during the lockdown proved its viability. As a result, workplace interactions evolved, and employees adapted to the new normal of balancing work-from-home and office-based arrangements. This transformation marks a fundamental change in how work is perceived and conducted, with lasting implications for the future of the workforce.

Ryff C. (1995) in her work created a model of psychological well-being that highlights six essential dimensions: autonomy, mastery of the environment, personal development, positive relationships with others, a sense of purpose, and self-acceptance.

Bolino et al. 2020 stated in his work that while many employees are accustomed to working eight-hour days and standard working hours are preferred by both employers and employees, it is likely that nonstandard or alternative work schedules will become more important in the post-pandemic era.

III. Objectives of the Study –

1. To gain insights into the improvement of employee health.
2. To understand the psychological well-being of employees in a hybrid work environment.
3. To explore the relationship between Employee Health (EH), Psychological well-being (PWB) in employee
4. To understand employees' perceptions of a hybrid workplace and the factors that impact their views in the IT Industry in India.

IV. Hybridity in IT Industry –

Hybridity offers organizations the advantages of remote work, such as greater flexibility, a smaller carbon footprint, labor cost savings, and higher employee satisfaction, while still maintaining the key benefits of traditional, in-person work, including better coordination, informal networking, stronger cultural integration, enhanced creativity, and face-to-face collaboration.

However, hybridity also brings power dynamics into play, creating power imbalances within teams that can harm relationships, hinder effective collaboration, and ultimately lower performance. To lead successfully in a hybrid setting, managers must understand and actively manage two key sources of power—hybridity positioning and hybridity competence—that can either obstruct or support effective hybrid work.

As of April 2020, approximately 81% of workers were employed in countries where business closures were mandated due to the COVID-19 pandemic (ILO 2020a)

The swift shift from office to home, enabled by localized flexibility, proved to be an essential solution. However, it seemed to be a short-term measure. Working hours frequently overlap with household duties and family social activities (Xue and McMunn 2021).

Psychological well-being is not a new term in psychology or sociology. It's been more than 50 years since the discussion of how Psychological Well-being affects one's working culture and how a happy employee not only boosts the productivity of work but also makes the work ambience positive. Bradburn (1969) has discussed psychological well-being as positive and negative and its impact on work culture.

In the 20th century, psychologists started to systematically explore and define psychological well-being. A key model was introduced by psychologist Abraham Maslow in his hierarchy of needs, where he identified self-actualization (the fulfillment of one's complete potential) as the ultimate human need. In India, IT Industry is expanding over the years and employees working in this sector not only face competition but also get many opportunities to grow further. This is the reason for employee turnover in this sector, as many new companies are emerging every now and then. Employees get many new options to switch or to grow but parallel they have high work stress as well. It's very important for an employee to work in equilibrium and to maintain a psychological well-being.

Apart from having a productive work environment and happy personal life, spiritual or psychological well-being is equally important. Nowadays, organizations also invest a wholesome amount of money on employee's psychological well-being.

Much research has been done in this area which highlights the peer pressure of an IT employee because of work stress, target deadlines, constant working performance, long working hours and so on. These research

also analyse the relation between job burnout and psychological well-being. As the more work stress an employee experiences, the less happy personal life he tends to have, as the stress often spills over into personal time, leading to reduced quality of relationships, lower satisfaction in personal activities, and a diminished sense of well-being.

Employee health and psychological well-being are interrelated to each other and often used as a common term, as both variables influence and support one another; physical health can affect mental well-being, and psychological well-being can, in turn, enhance an individual's overall health and ability to cope with stress.

Balancing personal and professional life is not only a challenge but also a necessity in today's life. This also helps in increased productivity of an employee, which ultimately results in higher output of an organisation. And hence, many good companies spend a handsome amount on employee engagement as higher levels of employee engagement in the IT industry are associated with better psychological well-being. Engaged employees tend to experience less stress, greater job satisfaction, and better overall health.

Strong organizational support, such as providing wellness programs, mental health resources, and fostering a supportive work culture, significantly contributes to improving employee health and psychological well-being.

India is a vast growing market in the IT Sector which enables us to do a lot of hard work and even achieve targets on time to reach our Country's goal. In the IT Industry the employee has to work a lot of time over screen that also increases mental stress as working 8-10 hours on screen may impact mentally and can also escalate behavioural issues.

As per the data given by- (India Brand Equity Foundation) Japanese investments in the Indian IT sector grew 4X between 2016-20. Investments stood at US\$ 9.2 billion over the last two decades. The Indian IT industry is a major contributor to the country's economy, with a revenue of US\$194 billion in 2021. The IT industry accounted for 7.5% of India's GDP in FY23, and it is expected to contribute 10% to India's GDP by 2025. The IT spending in India is estimated to record a double-digit growth of 11.1 per cent in 2024, totaling \$138.6 billion up from \$124.7 billion last year. India's IT and business services market is projected to reach US\$ 19.93 billion by 2025. India's technology industry is on track to double its revenue to US\$ 500 billion by 2030.

Indian IT companies collaborate with countries worldwide, making the IT & BPM industry highly diversified across sectors such as BFSI, telecom, and retail. The growing strategic alliances between domestic and international players further strengthen India's position as a global leader in IT services by delivering innovative solutions across the globe. In the Union Budget 2024-25, the allocation for the IT and telecom sector stood at Rs. 1,16,342 crore (US\$ 13.98 billion).

The government prioritizes cyber security, hyper-scale computing, AI, and block chain. With data costs at Rs. 10/GB (\$0.12/GB), India ranks among the world's cheapest. India Brand Equity Foundation (<https://www.ibef.org/industry/information-technology-india>)

V. Pender's Health Promotion Model (HPM) and Its Relevance to Hybrid Work in IT Industry-

Pender, Nola J., the Health Promotion Model (HPM) focuses on factors that influence individuals' motivation to engage in health-promoting behaviors. The model suggests that people are more likely to adopt healthy behaviors when they perceive benefits, have confidence in their ability to change (self-efficacy), and experience support from their environment. In the context of the hybrid work model in the Indian IT industry, employees often face challenges such as sedentary lifestyles, work-life imbalance, stress, and mental health issues. Applying Pender's HPM can help organizations design interventions that encourage employees to engage in activities that promote their physical and psychological well-being.

Using Pender's Health Promotion Model, organizations in India's IT sector can design tailored interventions that encourage employees to adopt healthy behaviors in a hybrid work setting. The model's focus on motivation, self-efficacy, and workplace support ensures a holistic approach to both physical and psychological well-being. The Indian government has been promoting hybrid work models through various initiatives, policies, and infrastructure development efforts.

Here are some key ways in which hybrid work is being encouraged:

The Model Standing Orders (2021) for the service sector provide flexibility for remote work, reflecting the evolving nature of modern employment. Additionally, the Work from Home (WFH) policy under the Special Economic Zones (SEZ) Rules permits IT and service sector employees to work remotely for up to one year, with the option for extension. Meanwhile, discussions are underway to formalize remote work regulations within broader labor laws, indicating a shift toward more structured and supportive frameworks for remote employment in India.

The BharatNet and Digital India initiatives are significantly enhancing high-speed internet access across the country, making remote work increasingly feasible, even in rural areas. Alongside these efforts, investments in 5G rollout are improving connectivity, enabling smoother and more efficient hybrid work models. Additionally, the promotion of e-Governance and online services is reducing the need for physical presence in offices, further supporting the shift toward digital and remote work environments.

The government actively encourages the IT and service sector to adopt flexible work models through various supportive measures. IT firms operating in Special Economic Zones (SEZs) that embrace hybrid models benefit from tax incentives and other financial advantages. The National Policy on Software Products (NPSP 2019) further strengthens this ecosystem by supporting startups and companies that develop digital collaboration tools. Additionally, government-backed incubators and technology parks provide infrastructure and resources that promote the adoption of flexible and remote work practices across the sector.

Skill development and upskilling initiatives play a crucial role in supporting the transition to hybrid work models. Programs such as Skill India and Digital India e-learning platforms equip both employees and

employers with the necessary tools to adapt effectively. These platforms offer a range of courses focused on remote work productivity, cybersecurity, and essential digital skills, ensuring that the workforce remains competent and secure in an increasingly digital work environment.

The public sector in India is gradually adopting hybrid work models, particularly in IT, administration, and policy research roles. In the post-pandemic period, several government ministries have introduced limited remote work options for their employees, reflecting a shift toward more flexible work arrangements. Additionally, the use of e-office solutions and virtual meetings has seen a significant rise across government offices, streamlining operations and reducing the dependence on physical presence for routine administrative tasks.

The government is actively promoting the development of co-working spaces and work hubs to support flexible work arrangements. In collaboration with private co-working space providers, efforts are underway to establish satellite offices in Tier-2 and Tier-3 cities, making remote and hybrid work more accessible beyond major urban centers. Additionally, incentives are being offered for commercial real estate projects that are designed to accommodate flexible work environments, further encouraging the growth of decentralized and collaborative workspaces across the country.

While hybrid work is mostly encouraged in IT, services, and knowledge-based industries, challenges remain in sectors like manufacturing, healthcare, and government bureaucracy. The Indian government is expected to introduce more structured policies in the future to enhance hybrid work adoption.

VI. Conclusion -

In summary, the hybrid work model has profoundly reshaped the Indian IT industry, bringing with it both remarkable opportunities and significant challenges for employee health and psychological well-being. This study emphasizes that employee well-being goes beyond the traditional concept of work-life balance; it involves a comprehensive integration of mental, physical, and emotional health, all of which are crucial for enhancing productivity, job satisfaction, and overall organizational performance.

The findings highlight the essential role of organizational support systems—such as wellness programs, mental health resources, and effective leadership—in cultivating a healthy and supportive work environment. While the flexibility offered by hybrid work arrangements can reduce commuting-related stress and provide greater autonomy, it also presents risks like social isolation, blurred boundaries between work and personal life, and digital exhaustion. These challenges can negatively impact both physical health and mental well-being, potentially leading to burnout, stress-related conditions, and diminished employee engagement.

Furthermore, the research sheds light on the complex interplay between employee health and psychological well-being. Factors such as high performance demands, tight deadlines, and intense industry competition can intensify mental health struggles. Nevertheless, strong organizational practices—like clear communication, recognition of employee achievements, and mental health awareness initiatives—can play a critical role in alleviating these pressures.

Given the strategic importance of the Indian IT/ITES sector to the national economy, it is crucial for companies to treat employee well-being as a key business priority rather than just an HR concern. Organizations that actively invest in the health and mental well-being of their workforce are more likely to experience lower turnover rates, reduced absenteeism, and higher levels of productivity and innovation, all of which contribute to long-term success.

As India continues to solidify its position as a global IT powerhouse, industry leaders, policymakers, and stakeholders must adopt a forward-thinking approach to foster resilient work environments. This includes leveraging technology to support mental health, promoting flexible work policies that cater to diverse employee needs, and cultivating a culture where well-being is seen as integral to professional excellence.

Ultimately, the future of work in India's IT sector hinges on finding a balanced synergy between achieving organizational objectives and supporting employee well-being. By embracing a holistic approach to health, companies can create engaged, productive, and satisfied workforces, driving sustainable growth in an increasingly dynamic digital economy.

The adoption of hybrid work models in the Indian IT industry has marked a transformative shift in how organizations operate, with profound implications for employee health and psychological well-being. Applying Pender's Health Promotion Model (HPM) provides a valuable framework to understand and address the complex interplay between individual behaviors, organizational support, and environmental factors in promoting health. By focusing on motivation, self-efficacy, and environmental support, the HPM enables organizations to design targeted interventions that foster both physical and mental well-being in hybrid work settings.

The Indian government's proactive initiatives, including the Model Standing Orders (2021), the Work from Home (WFH) policy under SEZ Rules, and digital infrastructure projects like BharatNet and Digital India, have significantly supported the growth of hybrid work models. These policies, alongside skill development programs such as Skill India and Digital India, not only enhance the feasibility of remote work but also equip employees with the necessary competencies to thrive in a digital work environment.

Moreover, the promotion of flexible work arrangements through tax incentives, co-working spaces, and the adoption of digital collaboration tools reflects a strategic effort to create an ecosystem that supports both

organizational performance and employee well-being. The gradual integration of hybrid work in the public sector further underscores the shift toward more flexible and resilient work environments across India.

However, challenges persist, particularly in sectors beyond IT, such as manufacturing, healthcare, and government bureaucracy, where the nature of work may not be as conducive to remote arrangements. Recognizing these challenges, the government is expected to introduce more structured policies to facilitate the broader adoption of hybrid work across diverse industries.

In conclusion, the future of work in India's IT industry—and beyond—lies in achieving a balanced integration of technological advancements, supportive policies, and a strong focus on employee health and well-being. By leveraging the principles of Pender's HPM and fostering an environment that values flexibility, resilience, and holistic health, organizations can build sustainable, engaged, and productive workforces that are well-equipped to navigate the evolving demands of the digital economy.

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