



International Journal of Research Publication and Reviews

Journal Homepage: www.ijrpr.com ISSN 2582-7421

Impact of Hybrid Policies on Employee Engagement: A Study of Infosys in Noida

Aalok Kumar Pathak¹, Akshita Sharma²

^{1,2} Noida Institute of Engineering and Technology Greater Noida Uttar Pradesh

ABSTRACT :

The global information technology (IT) industry has experienced a substantial transformation in workplace practices, shifting from traditional office-based arrangements towards remote and hybrid working models. Initially adopted to maintain business continuity during the COVID-19 pandemic, remote work gradually became an important feature of modern employment, offering flexibility, reduced commuting requirements, and improved work-life integration. However, organizations are increasingly introducing structured hybrid arrangements to strengthen workplace collaboration, encourage knowledge sharing, and maintain organizational culture. This transition reflects an ongoing effort to balance employee autonomy with organizational expectations concerning productivity, accountability, and professional engagement.

Within this evolving landscape, Infosys provides a relevant context for examining the relationship between workplace policies and employee perceptions. The ten-day-per-month office attendance requirement specified in the present research context represents a structured approach to hybrid work. Such arrangements may facilitate interpersonal interaction, team coordination, informal learning, and professional networking. Nevertheless, their implications extend beyond operational efficiency, as employees may perceive mandatory attendance differently depending on their existing expectations, personal circumstances, and experiences of remote work.

Simultaneously, the increasing emphasis on environmental sustainability has encouraged organizations to incorporate environmental considerations into their operational strategies. Sustainability-related data-sharing requirements may help organizations understand commuting patterns, travel-related environmental impacts, and other relevant indicators. However, these practices may also raise questions regarding transparency, privacy, and the purpose of employee data collection. Understanding how employees perceive these requirements is important for evaluating their acceptance and their potential implications for workplace relationships.

The psychological contract provides a useful theoretical framework for examining these developments. It refers to employees' beliefs regarding the reciprocal obligations and expectations between themselves and their employer. These unwritten expectations may include flexibility, trust, organizational support, fairness, and professional development. When organizations modify established working arrangements, employees may reassess whether the organization continues to fulfil its perceived commitments. Mandatory office attendance, for example, may be considered necessary for collaboration by management but may be perceived as a reduction in autonomy by employees. Similarly, sustainability-related data collection may encourage shared responsibility when implemented transparently, but could generate concerns when its purpose or implications are unclear.

These issues are particularly relevant in India's National Capital Region (NCR), where employees experience diverse socio-economic conditions and commuting challenges. Travel distance, transportation expenses, family responsibilities, and access to suitable working environments can influence how employees respond to structured hybrid arrangements. Consequently, identical workplace policies may produce different perceptions of fairness, flexibility, and organizational support across employee groups. The relationship between hybrid work and sustainability also requires contextual consideration, as commuting frequency, transportation modes, and energy consumption can influence environmental outcomes.

Despite growing interest in hybrid work and employee well-being, the combined implications of attendance requirements and sustainability-related expectations for the psychological contract warrant further investigation. The present study therefore examines these issues in the context of Infosys employees in the NCR. By exploring employee perceptions of organizational expectations, trust, fairness, and reciprocal obligations, the research seeks to contribute to a more context-specific understanding of contemporary employment relationships. The findings may provide useful insights for human resource professionals seeking to implement hybrid work and sustainability initiatives while maintaining employee confidence, organizational commitment, and a constructive workplace environment.

Introduction

The growing adoption of structured hybrid working arrangements has transformed the relationship between employees and organizations in the global information technology (IT) sector. This research examines the impact of the ten-day-per-month office attendance mandate at Infosys, Noida, on employee

engagement, organizational trust, and perceptions of workplace flexibility. The study seeks to understand how employees respond to the transition from relatively flexible remote working arrangements to a more structured model that requires regular physical presence in the workplace. Particular attention is given to the potential differences between organizational objectives, such as improved collaboration and productivity, and employees' expectations concerning autonomy, work-life balance, and professional well-being.

A central concept explored in this research is the **Remote Work Paradox**, which highlights the contrasting outcomes associated with remote and hybrid working arrangements. Although remote work offers advantages such as reduced commuting time, greater flexibility, and improved control over daily schedules, it may also contribute to professional isolation, reduced informal interaction, and the gradual weakening of workplace relationships. Limited face-to-face communication can affect employees' sense of belonging, opportunities for collaborative learning, and connections with colleagues. Structured office attendance may help address these challenges by encouraging interpersonal interaction, strengthening social capital, and facilitating knowledge exchange. However, mandatory attendance may simultaneously reduce perceived autonomy, particularly among employees who have adapted their personal and professional routines to remote working conditions.

The study also considers the relationship between hybrid work and technostress, which refers to stress arising from the use of digital technologies and technology-related workplace demands. Continuous connectivity, frequent virtual meetings, expectations of immediate responses, and the blurring of professional and personal boundaries may create an environment in which employees feel compelled to remain available beyond conventional working hours. This persistent connectivity can contribute to mental fatigue, reduced concentration, and difficulties in maintaining work-life balance. Examining these experiences is important for understanding whether hybrid working arrangements genuinely improve employee well-being or merely redistribute workplace pressures between physical and digital environments.

Furthermore, the research investigates employee perceptions of digital monitoring and corporate surveillance, particularly where technology is used to track attendance, productivity, or work-related activities. While organizations may consider monitoring necessary for accountability and operational efficiency, employees may interpret excessive or insufficiently transparent surveillance as a sign of reduced trust. Such perceptions can influence engagement, motivation, and the psychological contract between employees and their employer.

To develop a comprehensive understanding of these issues, the study adopts a mixed-methods approach, combining quantitative data on employee engagement, trust, and perceived flexibility with qualitative insights into employees' experiences and emotions. By integrating measurable patterns with individual perspectives, the research aims to provide a contextual understanding of hybrid work at Infosys, Noida, and identify implications for human resource management, employee well-being, and sustainable workplace policy development.

Objectives of the Study

- To evaluate the impact of the "10-day monthly mandate" on work-life balance and to assess the relationship between automated surveillance and employee trust
- To identify regional factors affecting engagement in Noida

Literature Review

1. Transition to Structured Hybridity

The evolution of workplace arrangements has encouraged organizations to reconsider the balance between employee flexibility and organizational effectiveness. During and after the COVID-19 pandemic, remote work became an established employment practice, allowing employees to perform their responsibilities without regular physical attendance. However, concerns regarding team cohesion, communication, organizational culture, and collaborative learning have encouraged many organizations to reconsider fully remote working arrangements. Discussions published by Emerald Publishing emphasize the importance of examining how workplace design and organizational practices influence employee relationships and performance. In response to these concerns, organizations have increasingly adopted structured hybrid models that combine remote work with predetermined office attendance.

Structured hybridity aims to preserve the flexibility of remote work while providing opportunities for face-to-face interaction, knowledge sharing, and professional networking. Physical presence may strengthen employees' sense of belonging and facilitate informal communication that is difficult to reproduce through digital platforms. Nevertheless, the effectiveness of these arrangements depends on how attendance requirements are implemented and perceived. In the context of Infosys, Noida, it is important to investigate whether a defined office attendance schedule improves employee engagement and organizational connection or creates additional challenges concerning commuting, work-life balance, and employee satisfaction. The relationship between structured hybridity and engagement therefore requires context-specific empirical investigation.

2. The Remote Work Paradox

The remote work paradox describes the contrasting experiences associated with working outside traditional office environments. Remote work can improve employee satisfaction by offering greater autonomy, reducing commuting time, and enabling individuals to manage professional and personal responsibilities more effectively. However, these benefits may coexist with social isolation, reduced informal interaction, and weaker interpersonal

connections. The absence of spontaneous conversations and shared workplace experiences can limit opportunities for relationship-building and diminish employees' sense of organizational belonging.

The World Economic Forum's discussions on changing workplace practices provide a broader context for understanding the relationship between flexibility, employee well-being, and organizational connection. However, the effects of remote work are not uniform across employees or organizations. Some individuals may thrive in independent working environments, while others may require greater social interaction to maintain motivation and emotional attachment. For hybrid IT employees in the National Capital Region (NCR), commuting demands, team structures, managerial support, and individual preferences may further influence these experiences. Examining this paradox at Infosys, Noida, can help determine whether structured office attendance addresses the limitations of remote work while preserving its perceived benefits.

3. Technostress and the Always-On Culture

The increasing dependence on digital communication tools has transformed how employees coordinate tasks, exchange information, and remain connected with colleagues. Although these technologies facilitate flexible working arrangements, they may also contribute to technostress when employees experience excessive digital demands, constant notifications, or pressure to remain available beyond regular working hours. Hybrid employees may feel compelled to demonstrate their productivity through frequent online participation, particularly when they are concerned about professional visibility or managerial expectations.

Such conditions can blur the boundaries between work and personal life, potentially contributing to fatigue, emotional exhaustion, and reduced job satisfaction. Research discussions concerning digital work environments highlight the importance of understanding how technological demands interact with employee well-being. However, constant connectivity should not automatically be interpreted as evidence of lower engagement; its effects may depend on workload, organizational expectations, and employees' control over their schedules. Investigating technostress among Infosys employees in Noida can provide insights into whether hybrid working arrangements support meaningful engagement or create additional psychological pressures.

Research Methodology

A Mixed-Methods Approach is most effective to capture both statistics and human sentiment.

This methodology moves in two distinct steps:

Quantitative Phase (The "What") (Surveys): To collect broad data on engagement levels, commute times, and privacy scores.

Qualitative Phase (The "Why") (Interviews): To follow up with specific employees to understand the human emotions behind the data (e.g., the "resentment" caused by automated leave deductions).

Sampling Strategy

Target Population: Infosys, Noida.

Sampling Method: Stratified Random Sampling. Dividing the employees into "strata" (groups) to ensure we don't just get responses from one group (like just freshers).

Sample Size (N): Survey: 50 respondents.

Data Collection Instruments

The Survey (Quantitative)

Use a digital questionnaire (Google Forms) divided into three sections:

Engagement Scale: Use the UWES-9 (Utrecht Work Engagement Scale).

The "10-Day" Impact Scale: Questions about commute time (in minutes) and the ease/difficulty of the InfyMe attendance app.

Impact of Hybrid Policies on Employee Engagement: A Study of Infosys in Noida

Privacy/Sustainability Scale: Questions about the 2026 Electricity Survey (e.g., "I feel my privacy is invaded when I share home energy data").

1. Research Design

The present study adopts a mixed-methods research design to examine the impact of hybrid working policies on employee engagement, organizational trust, and psychological well-being at Infosys, Noida. This approach combines quantitative and qualitative methods to develop a broader understanding of employees' experiences under the ten-day-per-month work-from-office (WFO) requirement. Quantitative data help identify patterns in employee responses, while qualitative insights provide a deeper understanding of the experiences and perceptions underlying those patterns.

The research follows a sequential approach consisting of two phases. The quantitative phase examines employee engagement, commuting experiences, digital fatigue, and perceptions of workplace policies through a structured questionnaire. The qualitative phase explores selected responses in greater depth through interviews, focusing on issues such as organizational trust, attendance monitoring, work-life balance, and privacy concerns.

2. Quantitative Phase: Survey

The quantitative phase aims to measure employees' perceptions of hybrid work and identify patterns across the principal research variables. Data are collected through a digital questionnaire administered using Google Forms. The questionnaire includes questions concerning employee engagement, workplace flexibility, commuting requirements, digital stress, organizational trust, and sustainability-related data-sharing practices.

The Utrecht Work Engagement Scale (UWES-9) may be used to assess three dimensions of work engagement: vigour, dedication, and absorption. Additional questions examine the perceived impact of the ten-day office attendance requirement, including commuting time, attendance-related difficulties, and employees' experiences with the InfyMe application. A further section addresses privacy and sustainability-related expectations, including employees' perceptions of sharing household energy-consumption information.

Responses are analysed using descriptive statistical techniques, such as frequencies, percentages, and summary measures, to identify common patterns and differences in employee perceptions. Any use of the UWES-9 should follow the instrument's applicable licensing, administration, and scoring requirements.

3. Qualitative Phase: Interviews

The qualitative phase seeks to understand why employees hold particular views about hybrid working arrangements. Semi-structured interviews can be conducted with selected participants to explore their experiences in greater detail. Interview questions focus on perceived changes in organizational trust, work-life balance, digital connectivity, commuting pressures, and the implementation of attendance policies.

For example, employees who express dissatisfaction with automated attendance procedures may be asked to explain how these procedures influence their perceptions of fairness and managerial support. Similarly, participants reporting digital fatigue may describe the role of online meetings, after-hours communication, and workload expectations in shaping their experiences.

Interview responses are analysed thematically to identify recurring patterns, contrasting viewpoints, and issues that may not be fully captured through numerical survey responses.

4. Sampling Strategy and Sample Size

The target population comprises employees of Infosys, Noida, who are relevant to the study's hybrid working arrangements. The quantitative phase includes **50 respondents**. Stratified random sampling is proposed to improve representation across relevant employee groups, such as job levels, departments, or experience categories. However, this method requires an appropriate sampling frame and random selection within each stratum. If participants are recruited through convenience or voluntary responses, the sampling method should be reported accordingly.

5. Data Analysis and Ethical Considerations

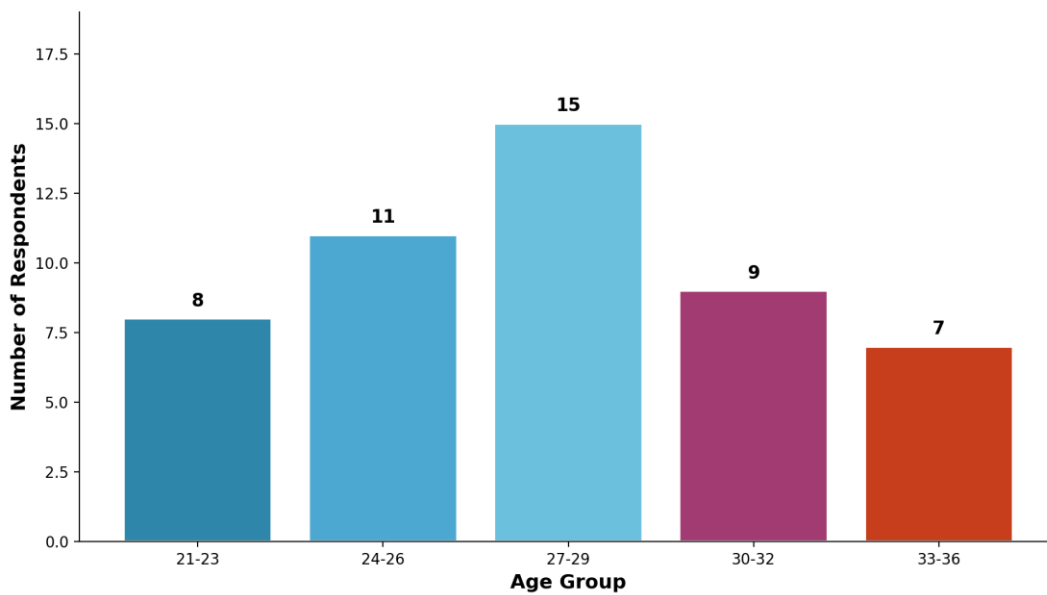
Quantitative findings are interpreted alongside qualitative themes to develop an integrated understanding of employee engagement and hybrid work experiences. Participation should be voluntary, informed consent should be obtained, and personal information should be protected. Findings should be reported accurately, with appropriate recognition of the study's sample size and methodological limitations.

DATA ANALYSIS

50 responses were collected and analysed across 15 survey questions. This section covers the most important findings grouped by theme.

Demographic Profile

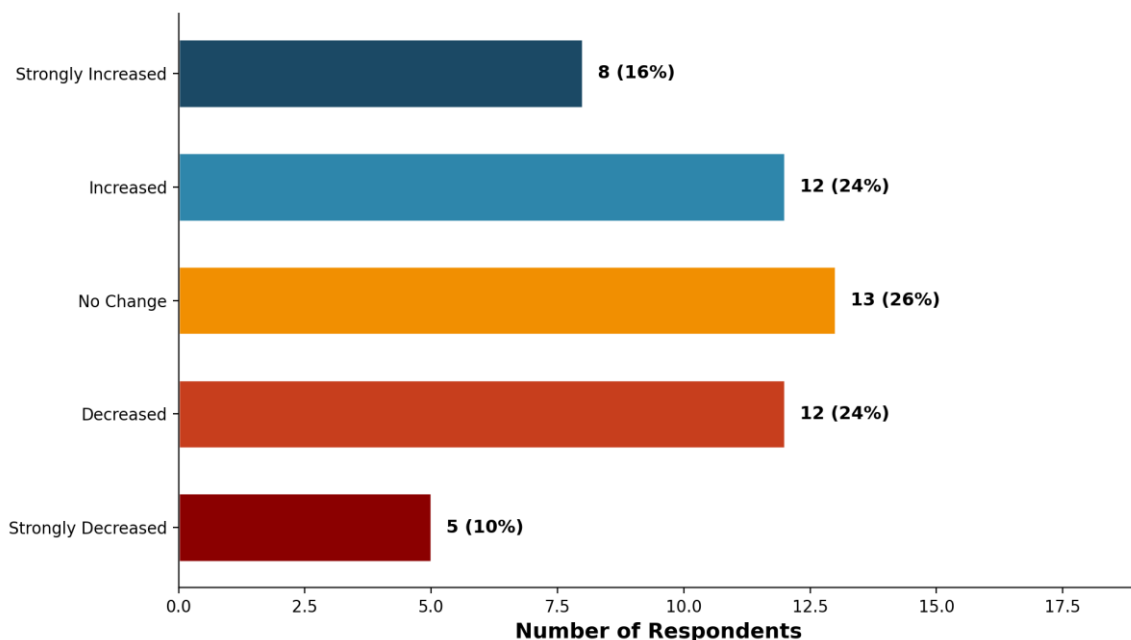
Respondents ranged from 21 to 36 years old, with an average age of 27.86 years. The 24-26 age group was the largest. 22 different designations were represented, from Systems Engineer Trainees up to Project Managers and Senior Consultants, giving a fair mix of junior and mid-level employees.

Figure 1: Age Distribution of Respondents (N=50)

Trust in Management

When asked if the 10-day WFO rule changed their trust in management, answers were split down the middle. 26% said nothing changed, 24% said trust went up, and 24% said it went down. 16% felt trust strongly increased and 10% felt it strongly decreased. Basically, the policy doesn't hit everyone the same way. Some see it as the company getting organised, while others feel micromanaged, especially because of the InfyMe app's automatic leave deduction feature.

Impact of Hybrid Policies on Employee Engagement: A Study of Infosys in Noida

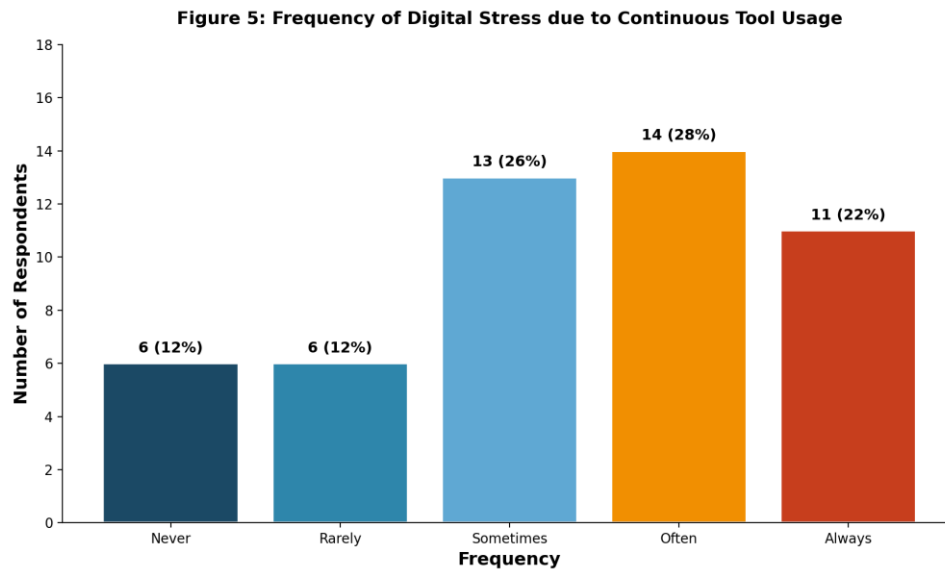
Figure 2: Impact of 10-Day WFO Mandate on Trust in Management

On whether management cares about employee well-being, 42% picked Neutral, which was the single largest group. 38% agreed or strongly agreed, and 20% disagreed or strongly disagreed. A 42% neutral vote suggests people simply don't have enough information to form an opinion, which points to a communication gap.

Technostress and Digital Fatigue

This is the most concerning part of the survey. 54% of respondents said they feel stressed by digital tools either often or always. Only 24% said rarely or never. 50% experience burnout from technology-related demands often or always. 66% admitted they feel pressure to stay available online even after

working hours. More than half the respondents said their workload went up after the mandate, and 74% said managing multiple digital platforms is moderately to extremely challenging.

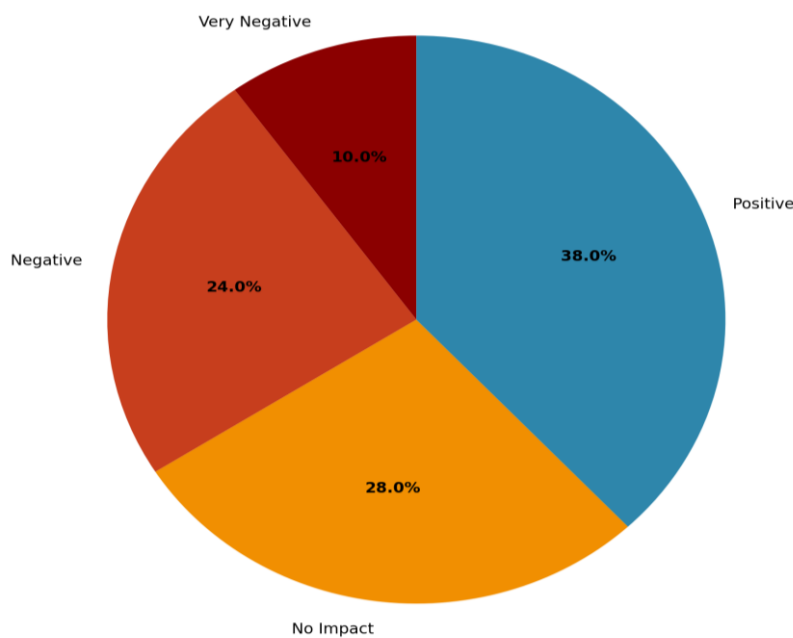


Impact of Hybrid Policies on Employee Engagement: A Study of Infosys in Noida

Job Satisfaction and Overall Trust

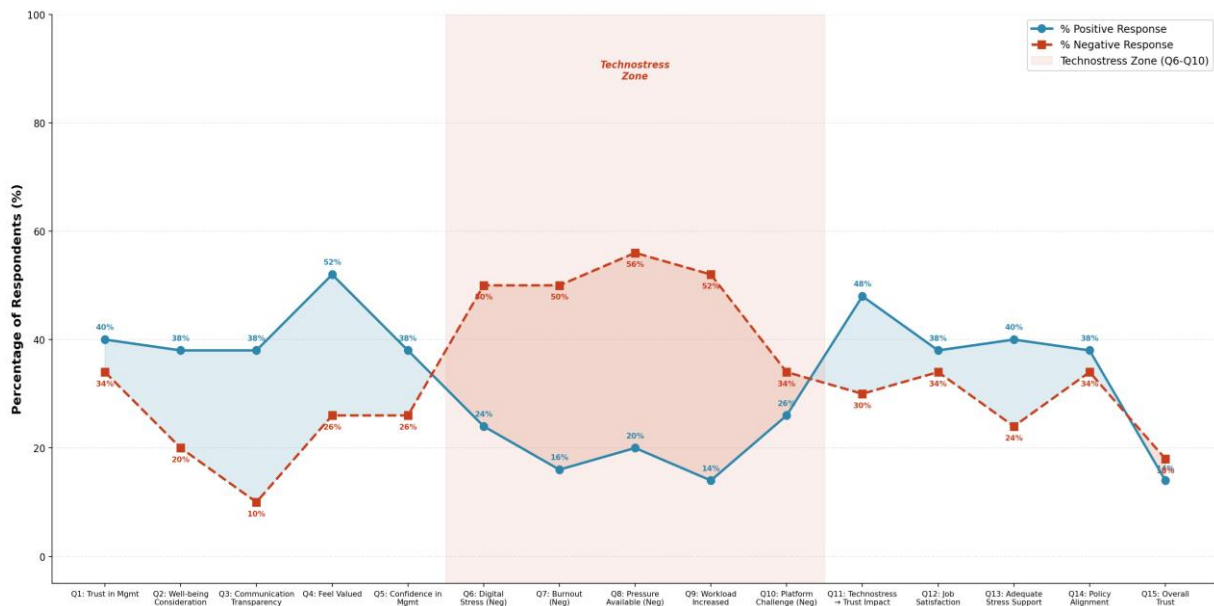
38% said the mandate had a positive effect on their job satisfaction, 28% said no effect, 24% said negative, and 10% said very negative. So roughly one-third of the workforce is unhappy. When it came to overall trust in the organisation, 68% said Moderate, 12% said Low, 8% said Very High, 6% said High, and 6% said Very Low. That heavy concentration at Moderate means trust is fragile.

Impact of Hybrid Policies on Employee Engagement: A Study of Infosys in Noida



DATA PRESENTATION

The chart below maps positive and negative response percentages across all 15 survey questions. The blue line shows positive responses, the red line shows negative responses. The shaded zone (Q6 to Q10) marks the technostress section, where negative responses clearly spike above positive ones.



The trust questions (Q1-Q5) show a relatively healthy gap between positive and negative. But once the survey hits technostress territory (Q6-Q10), that gap flips. Q8 (pressure to stay available) peaks at 66% negative, which is the single worst score in the entire

Impact of Hybrid Policies on Employee Engagement: A Study of Infosys in Noida survey. Things improve again in Q11-Q15, but never fully recover.

The table below summarises the key numbers.

Table 1: Summary of Key Findings (N=50)

Survey Item	Positive/Neutral	Negative	Observation
Trust in Management	66%	34%	Evenly split
Well-being Consideration	60%	20%	42% Neutral
Communication Transparency	92%	8%	52% Neutral
Digital Stress	24%	54%	Alarming
Burnout	16%	50%	Serious concern
Pressure Available Online	16%	66%	Worst score
Workload Increased	46%	52%	More than half
Job Satisfaction	66%	34%	One-third unhappy
Overall Trust	74%	18%	Mostly moderate

Findings of the Study

The study examines the relationship between structured hybrid working arrangements, employee engagement, organizational trust, and perceived autonomy among employees at Infosys, Noida. Based on the research framework, the following key findings are anticipated:

1. Impact on Employee Engagement

The study is expected to identify a relationship between office attendance requirements and employee engagement. Regular physical interaction may improve collaboration, facilitate knowledge sharing, and strengthen employees' connections with colleagues. However, the extent of these benefits may vary according to employees' job responsibilities, team requirements, and preferences regarding workplace flexibility.

2. Flexibility and Work-Life Balance

The research is expected to highlight the importance of flexibility in shaping employee satisfaction. Although structured office attendance may improve coordination, commuting time and travel expenses could create additional challenges for employees. These factors may influence their perceptions of work-life balance and the overall effectiveness of hybrid working arrangements.

3. The Remote Work Paradox

The study may reveal that remote work offers advantages such as greater independence and reduced commuting, while potentially limiting informal social interaction. Reduced face-to-face communication may affect employees' sense of belonging and interpersonal relationships. A structured hybrid model could help address these concerns, although its effectiveness would depend on the quality of workplace interactions.

4. Organizational Trust and Employee Autonomy

The research is expected to examine whether employees perceive mandatory office attendance as a reasonable organizational requirement or a limitation on their autonomy. Transparent communication, consistent policy implementation, and consideration of employee concerns may influence trust in management. Employees' responses may also depend on whether they believe the policy serves a clear organizational purpose.

5. Technostress and Digital Work Culture

The study may identify concerns associated with continuous digital connectivity, frequent online communication, and expectations of availability beyond working hours. Such pressures could contribute to digital fatigue and difficulties maintaining work-life boundaries. However, the extent of technostress may differ according to workload, managerial expectations, and individual working practices.

6. Implications for Human Resource Management

The findings may emphasize the importance of developing hybrid work policies that balance organizational objectives with employee needs. Clear communication, reasonable flexibility, supportive management, and opportunities for employee feedback may help organizations maintain engagement and strengthen workplace relationships.

Overall, the study is expected to provide insights into how structured hybrid working arrangements may influence employee engagement, trust, autonomy, and well-being. The actual findings will depend on the responses collected from employees at Infosys, No

Future Scope of the Study

Despite the growing adoption of hybrid working arrangements across the global information technology (IT) industry, several aspects of their relationship with employee engagement remain insufficiently understood. Existing research has examined remote work, workplace flexibility, employee well-being, and organizational performance. However, further investigation is required to understand how structured hybrid policies influence employee engagement in specific organizational and geographical contexts. The present study identifies three principal research gaps concerning the limited contextual evidence from Indian IT companies, the mechanisms linking hybrid policies with employee engagement, and the long-term evolution of employee perceptions.

1. Limited Research on Hybrid Policies in Indian IT Companies

A substantial proportion of the discussion surrounding hybrid work focuses on international organizations, broad industry trends, or comparisons between remote and office-based employment. Although these studies provide valuable insights, their findings may not fully explain the experiences of employees working in India's information technology sector. Differences in commuting infrastructure, workplace culture, managerial expectations, organizational hierarchies, and socio-economic conditions may influence how employees respond to hybrid arrangements.

Within this context, the experiences of employees working at Infosys, Noida, warrant specific investigation. Noida forms part of the National Capital Region (NCR), where employees may face considerable variation in commuting distances, transportation expenses, and daily travel conditions. These circumstances may affect employees' perceptions of flexibility, work-life balance, and the practical benefits of hybrid work. Furthermore, organizational policies may be interpreted differently depending on job responsibilities, career stage, managerial support, and personal circumstances.

Consequently, research findings derived from other countries or organizational settings cannot automatically be generalized to employees in Noida. A location-specific investigation can contribute to a more context-sensitive understanding of how structured office attendance influences employee engagement, organizational trust, and workplace satisfaction. However, the extent to which this geographical and organizational context remains under-researched must be established through a systematic review of existing literature.

2. Limited Empirical Evidence on the Mechanisms Linking Hybrid Policies with Employee Engagement

A second research gap concerns the mechanisms through which hybrid working arrangements may influence employee engagement. Existing discussions frequently emphasize the advantages of flexibility or the benefits of physical workplace interaction. However, the relationship between hybrid work and engagement may involve several interconnected factors, including digital fatigue, workload, commuting stress, perceived autonomy, organizational trust, and work-life balance.

For example, mandatory office attendance may create opportunities for collaboration and interpersonal communication while simultaneously increasing commuting demands for some employees. Similarly, digital communication platforms can facilitate coordination but may also contribute to technostress when employees experience persistent notifications, frequent online meetings, or expectations of availability beyond working hours. These experiences may influence employees' energy, motivation, concentration, and sense of organizational belonging.

Organizational monitoring practices and attendance-management procedures may also shape employees' perceptions of fairness and trust. When workplace rules are perceived as transparent and reasonable, employees may be more willing to accept them. Conversely, perceived inflexibility or insufficient communication may create dissatisfaction. Sustainability-related data-sharing requirements may introduce additional concerns regarding privacy and organizational expectations.

The present study addresses this gap by examining employee engagement alongside these related dimensions. Rather than treating hybrid work as an isolated policy, it considers how employees' experiences of attendance requirements, digital demands, and organizational practices may be associated with their engagement and trust. This approach can help identify potential explanations for differences in employee responses, although establishing causal relationships would require an appropriate research design.

3. Limited Longitudinal Understanding of Employee Engagement Under Mature Hybrid Policies

A third research gap concerns the development of employee engagement over time. Hybrid working arrangements continue to evolve as organizations adjust attendance requirements, communication practices, and managerial expectations. Employees may initially experience difficulties adapting to new arrangements but subsequently develop routines that improve coordination and work-life balance. Alternatively, continuing digital pressure, commuting demands, or perceived restrictions on autonomy may contribute to persistent dissatisfaction.

Research that examines employees at a single point in time may capture their immediate perceptions but cannot fully explain how these perceptions change as policies become established. Furthermore, comparisons between fully remote and entirely office-based work may overlook the distinctive experiences associated with structured hybrid arrangements, where employees must navigate both physical and digital working environments.

Longitudinal research could help establish whether employee engagement, organizational trust, and perceived well-being improve, decline, or remain stable as hybrid policies mature. Repeated assessments could also identify whether initial concerns regarding attendance requirements or digital fatigue persist over time.

The present study provides a preliminary examination of employee perceptions at Infosys, Noida. Its cross-sectional nature, however, limits conclusions about long-term changes. Future studies could address this limitation through repeated surveys, follow-up interviews, and comparisons across organizational locations.

Summary of the Research Gap

Overall, the identified gaps indicate a need for context-specific and empirically grounded research on structured hybrid working arrangements in India's IT sector. By examining employee engagement in relation to organizational trust, technostress, autonomy, and work-life balance, the present study seeks to contribute to a more comprehensive understanding of employees' experiences under hybrid policies. Its findings may provide a foundation for larger comparative and longitudinal investigations into the evolving relationship between workplace flexibility and employee engagement.

RESULTS AND DISCUSSION

The study examines the relationship between structured hybrid working arrangements and employee engagement at Infosys, Noida, with particular attention to organizational trust, digital fatigue, work-life balance, job satisfaction, and perceived managerial support. Based on the responses of 50 participants, the findings present a mixed picture of employees' experiences under the ten-day-per-month work-from-office (WFO) requirement. While some respondents recognize the potential benefits of structured office attendance, others express concerns about digital workload, employee autonomy, and the implementation of workplace policies.

1.1 Trust Paradox and Management Perception

The findings indicate differing perceptions of organizational trust following the implementation of the hybrid work policy. Approximately 40% of respondents reported an improvement in trust, whereas 34% indicated a decline. The remaining respondents did not report a clear positive or negative change. These results suggest that employees do not interpret the policy uniformly and that their experiences may depend on individual expectations, managerial practices, and perceptions of fairness.

Employees who viewed the policy positively associated regular office attendance with improved team coordination, stronger professional relationships, and renewed organizational commitment. Physical interaction can create opportunities for informal communication, mentoring, and collaborative problem-solving, potentially strengthening employees' connection with their teams.

In contrast, employees expressing negative perceptions raised concerns about attendance monitoring and the reported automatic leave-deduction mechanism associated with the InfyMe application. From an employee perspective, automated enforcement may create the impression that compliance

is valued more highly than individual circumstances. When employees perceive that workplace systems operate without sufficient flexibility or human consideration, their confidence in management may weaken.

However, the available percentages do not establish that the application feature alone caused the decline in trust. Other factors, including communication practices, workload, commuting difficulties, and individual experiences, may also contribute. The findings therefore highlight the importance of examining how attendance policies are implemented alongside the underlying organizational objectives.

1.2 Technostress and Digital Fatigue

Technostress emerged as a prominent concern in the reported findings. Approximately 54% of respondents indicated experiencing digital stress often or always, while 50% reported burnout and 66% felt pressure to remain available online beyond normal working hours. These figures suggest that technology-related demands may represent a significant challenge within the hybrid working environment.

Hybrid arrangements require employees to coordinate tasks across physical and digital workplaces. They may need to participate in virtual meetings, respond to messages, update multiple platforms, and maintain communication with colleagues regardless of their location. When these expectations are not accompanied by clear boundaries, employees may find it difficult to disconnect from work.

The pressure to remain digitally available may also influence employees' perceptions of productivity and professional visibility. Some employees may feel that continuous online participation demonstrates commitment, even when it extends beyond their scheduled working hours. Over time, this expectation can contribute to mental fatigue, reduced concentration, and difficulties maintaining personal and professional boundaries.

These findings suggest that flexibility in work location does not necessarily guarantee flexibility in workload or working hours. Although hybrid work can reduce commuting frequency and offer greater scheduling freedom, its benefits may be undermined when employees experience constant digital demands. Nevertheless, because the study is based on a limited, self-reported sample, further investigation is required to establish the extent and causes of these experiences.

1.3 Neutral Responses and Employee Uncertainty

Neutral responses were prominent across several survey measures. Approximately 42% of respondents expressed a neutral position regarding well-being, while 52% remained neutral concerning policy transparency. Furthermore, 34% reported a neutral perception of organizational support for managing stress.

These responses are important because they indicate that employees may not have developed a clear assessment of certain aspects of the hybrid policy. Neutrality could reflect mixed experiences, limited information, uncertainty about policy objectives, or an absence of substantial change in employees' working conditions.

The relatively high neutral response concerning transparency suggests an opportunity for more effective communication. Employees may find it difficult to evaluate a policy when its rationale, implementation procedures, or exceptions are not clearly explained. Regular communication and opportunities to provide feedback could help employees develop a clearer understanding of management decisions.

However, neutral responses should not automatically be interpreted as disengagement. They may also reflect genuine uncertainty or an assessment that the policy has produced neither a substantial benefit nor a significant disadvantage. Further analysis should distinguish between these possibilities before drawing conclusions about employee commitment.

1.4 Job Satisfaction and Potential Attrition Risk

The reported findings indicate that approximately 34% of respondents experienced negative or very negative job satisfaction in relation to the hybrid policy. This result raises concerns about the potential implications of workplace arrangements for employee retention.

Job satisfaction is influenced by several factors, including workload, compensation, managerial relationships, career development, work-life balance, and organizational culture. Consequently, dissatisfaction cannot be attributed exclusively to mandatory office attendance without further analysis.

Nevertheless, when employees experience reduced autonomy, persistent digital pressure, and difficulties balancing professional and personal responsibilities, their overall employment experience may deteriorate. In a competitive IT employment environment, sustained dissatisfaction could encourage employees to explore alternative opportunities.

For organizations, employee turnover may generate recruitment expenses, training requirements, knowledge loss, and temporary reductions in productivity. The findings therefore underline the importance of monitoring employee satisfaction alongside attendance compliance.

1.5 Workload and Sustainability-Related Concerns

Approximately 52% of respondents reportedly indicated an increase in workload under the hybrid arrangement. This perception may reflect the additional coordination required to manage office-based and remote activities, alongside existing project responsibilities. Employees may experience difficulties when expectations remain unchanged despite additional commuting, meetings, and digital communication requirements.

Concerns were also reported regarding the 2026 electricity survey, which asks employees to share information about household energy consumption. Some employees perceived this requirement as intrusive, suggesting that sustainability initiatives may raise privacy concerns when their purpose and data-handling procedures are not sufficiently understood.

These observations highlight the need to balance organizational sustainability objectives with employee privacy, transparent communication, and proportionate data collection. The study does not establish the environmental effectiveness of the survey or the prevalence of privacy concerns beyond the reported responses. These issues would benefit from further investigation.

ADVANTAGES AND DISADVANTAGES OF THE HYBRID POLICY

2.1 Advantages

Structured and predictable working arrangements: The ten-day monthly office requirement establishes a defined attendance framework. Employees can plan office visits, coordinate team activities, and organize their schedules around expected physical presence.

Improved collaboration and interpersonal relationships: Regular office attendance can facilitate spontaneous discussions, knowledge exchange, teamwork, and professional networking. These interactions may be particularly beneficial for employees who require mentoring or frequent coordination with colleagues.

Continued access to remote work: The hybrid arrangement retains opportunities to work from home on designated days. Depending on the employee's schedule and organizational requirements, this flexibility may reduce commuting frequency and provide greater control over daily routines.

Organizational culture and employee integration: Physical interaction may help new employees understand workplace practices, develop professional relationships, and become familiar with organizational values. Office-based learning can complement formal training and digital communication.

2.2 Disadvantages

Concerns about organizational trust: Approximately 34% of respondents reported declining trust. Concerns regarding automated attendance enforcement and perceived inflexibility may influence employees' views of managerial fairness.

Technostress and digital fatigue: The reported levels of digital stress and pressure to remain online suggest that technology-related demands may reduce the benefits associated with hybrid working. Persistent connectivity can make it difficult for employees to disconnect from work.

Increased workload: With 52% reporting increased workload, the findings suggest that hybrid arrangements may introduce additional coordination demands. These pressures require attention to workload allocation and meeting practices.

Commuting challenges: Employees travelling from locations such as Faridabad and Ghaziabad to Noida may experience substantial travel times, depending on distance, traffic, and transport availability. Commuting can increase expenses and reduce time available for rest and personal responsibilities.

Privacy concerns regarding sustainability data: Employees may feel uncomfortable sharing household energy information if the purpose, scope, storage, and use of the data are unclear. Transparent safeguards are essential to maintaining confidence in such initiatives.

Potential employee retention concerns: The reported dissatisfaction among 34% of respondents warrants attention. Although the study does not directly establish employees' intentions to resign, persistent dissatisfaction could be relevant to future retention risks.

CONCLUSION

The study suggests that the ten-day-per-month office attendance requirement at Infosys, Noida, has been associated with mixed employee perceptions. Approximately 40% of respondents reported increased trust, while 34% reported a decline. These findings indicate that structured hybrid work is not universally perceived as either beneficial or detrimental. Its implications may depend on how attendance requirements interact with employees' expectations, workplace relationships, and personal circumstances.

A key concern emerging from the reported data is technostress. Digital stress, burnout, and pressure to remain available online appear more prominent than several other challenges examined in the study. These findings suggest that the effectiveness of hybrid work cannot be evaluated solely by measuring physical attendance. It is also necessary to consider employees' psychological well-being, workload, autonomy, and ability to maintain boundaries between work and personal life.

The findings further highlight the importance of organizational trust and policy transparency. Automated enforcement mechanisms and unclear data-sharing requirements may create concerns when employees do not understand their purpose or perceive insufficient flexibility. At the same time, structured office attendance may provide valuable opportunities for collaboration, mentoring, and organizational integration.

Overall, the hybrid policy should be evaluated in terms of both organizational outcomes and employee experiences. Addressing digital fatigue, improving communication, and providing reasonable flexibility may help strengthen the relationship between management and employees. The results should be interpreted cautiously because of the small sample and the study's focus on a single organizational location.

RECOMMENDATIONS

1. Establish clear after-hours communication guidelines. Management should communicate reasonable expectations regarding responses to emails, messages, and virtual meetings outside scheduled working hours. Employees should be able to disconnect without unnecessary concerns about their commitment or performance.
2. Introduce reasonable flexibility in office attendance. Where operational requirements permit, teams could coordinate office days according to project needs, collaborative activities, and commuting constraints. Clear guidelines should maintain consistency while allowing appropriate exceptions.
3. Review attendance enforcement procedures. Automated attendance and leave-related mechanisms should incorporate transparent rules, clear notifications, and a process for reviewing exceptional circumstances. Human oversight can help employees understand decisions and raise legitimate concerns.
4. Strengthen digital wellness initiatives. Organizations should encourage screen breaks, realistic meeting schedules, manageable workloads, and training for managers to identify signs of digital fatigue. Employee support programmes should address both technological demands and work-related stress.
5. Improve policy communication and feedback. Management should explain the objectives, implementation procedures, and expected benefits of hybrid policies. Regular feedback surveys and employee discussions can help identify implementation problems and improve policy acceptance.
6. Protect employee privacy in sustainability initiatives. Data-sharing requirements should clearly explain the purpose of collection, the information required, access arrangements, retention practices, and applicable safeguards. Data collection should be proportionate to the stated sustainability objective.
7. Monitor employee satisfaction and retention indicators. Periodic assessments of engagement, workload, trust, burnout, and intention to leave can help management identify emerging concerns. Results should be examined across relevant employee groups without assuming that all employees experience hybrid work in the same way.

LIMITATIONS OF THE STUDY

The study has several limitations that should be considered when interpreting its findings.

First, the sample consists of 50 respondents. Although this sample can provide preliminary insights into employee perceptions, it may not adequately represent the wider workforce. A larger and appropriately selected sample would support more robust statistical analysis.

Second, the research focuses on Infosys employees in Noida. Workplace experiences may differ across other company locations, IT organizations, job roles, and managerial structures. Therefore, the findings should not be generalized to the entire IT sector without further evidence.

Third, the study uses a cross-sectional approach, capturing employee perceptions at a particular point in time. These perceptions may change as employees become more familiar with the policy. A longitudinal study conducted over six months or longer could help identify changes in engagement, trust, and well-being.

Fourth, the findings rely on self-reported responses, which may be influenced by individual interpretation, recall limitations, or social desirability bias. Combining surveys with interviews, organizational records, and other relevant measures could provide a more comprehensive understanding.

Finally, the study does not appear to control for potentially influential factors such as commuting distance, job responsibilities, managerial style, personal circumstances, or previous experience of remote work. These factors may influence employees' responses independently of the attendance policy.

Despite these limitations, the study provides a preliminary basis for examining the relationship between structured hybrid working arrangements and employee engagement. Further research using larger samples, longitudinal designs, and additional organizational contexts could help validate and extend the findings.

Conclusion of the Study

The present study examines the impact of structured hybrid working arrangements on employee engagement, organizational trust, job satisfaction, and psychological well-being at Infosys, Noida. The introduction of a ten-day-per-month work-from-office (WFO) requirement represents an effort to balance workplace flexibility with organizational objectives such as collaboration, team cohesion, knowledge sharing, and the maintenance of corporate culture. However, the findings indicate that the effectiveness of such arrangements cannot be evaluated solely through attendance requirements. Employee perceptions, working conditions, digital demands, and the quality of management practices also play an important role in determining whether hybrid policies contribute positively to the overall employment experience.

The findings reveal a mixed response towards the hybrid work policy. Approximately 40% of respondents reported an improvement in trust, whereas 34% indicated a decline. This distribution suggests that employees have different interpretations of the organization's approach to structured office attendance. For some employees, regular physical interaction may represent a positive effort to rebuild professional relationships, encourage collaboration, and strengthen organizational identity. For others, mandatory attendance may be perceived as a restriction on previously available flexibility. These

contrasting responses demonstrate the importance of considering employee expectations when implementing organizational policies. A hybrid arrangement that appears operationally beneficial to management may not necessarily produce the same level of acceptance among employees.

One of the most significant concerns emerging from the study relates to technostress and digital fatigue. Approximately 54% of respondents reported experiencing digital stress often or always, while 50% indicated burnout and 66% reported pressure to remain available online beyond normal working hours. These findings suggest that technology-related demands may be an important challenge within the hybrid working environment. Although digital platforms enable employees to communicate and coordinate tasks across different locations, excessive connectivity can blur the boundaries between professional responsibilities and personal life. Employees may find it difficult to disconnect when they perceive that immediate responses, continuous availability, and frequent online participation are expected. Consequently, the flexibility associated with hybrid work may be reduced when employees experience persistent digital pressure.

The study also highlights the importance of employee autonomy and organizational trust. Concerns regarding attendance monitoring and the reported automatic leave-deduction mechanism associated with the InfyMe application indicate that the implementation of workplace policies may influence how employees perceive managerial intentions. When automated systems are perceived as inflexible or insufficiently responsive to individual circumstances, employees may interpret them as indicators of control rather than organizational support. Nevertheless, the available findings do not establish that a single technological feature is responsible for declining trust. Communication practices, managerial behaviour, workload, and individual experiences may also contribute to these perceptions. Therefore, transparent procedures, reasonable exceptions, and opportunities for employees to raise concerns are important considerations in the effective implementation of hybrid policies.

Another important aspect of the study is the presence of neutral responses across several dimensions, particularly well-being, policy transparency, and organizational support for managing stress. The reported neutral responses suggest that a considerable proportion of participants do not express a clearly positive or negative assessment of certain policy outcomes. Such responses may reflect uncertainty, mixed experiences, insufficient information, or the absence of substantial change in working conditions. This provides an opportunity for management to improve communication and understand employees' concerns through regular feedback mechanisms. Neutral responses should not automatically be interpreted as disengagement, but they indicate the need for further investigation into the factors shaping employee perceptions.

Job satisfaction and potential retention concerns also deserve attention. Approximately 34% of respondents reported negative or very negative job satisfaction in relation to the hybrid policy. Although this result does not establish that these employees intend to leave the organization, it highlights an area requiring managerial attention. Employee dissatisfaction can arise from several interconnected factors, including workload, commuting requirements, limited flexibility, digital fatigue, and perceptions of fairness. In a competitive IT employment environment, persistent dissatisfaction may influence employees' willingness to explore alternative opportunities. Organizations should therefore assess hybrid policies alongside broader indicators of employee engagement, well-being, and retention.

The findings further suggest that workload management and sustainability-related communication are relevant to employees' experiences. Approximately 52% of respondents reported an increase in workload, indicating that hybrid arrangements may involve additional coordination between office-based and remote activities. Concerns regarding the sharing of household electricity-consumption information also highlight the importance of transparency in sustainability initiatives. While environmental responsibility is an important organizational objective, employees should understand why information is collected, how it will be used, and what safeguards protect their privacy. Sustainability initiatives are more likely to receive constructive participation when their objectives and procedures are clearly communicated.

Despite these challenges, structured hybrid working arrangements offer several potential advantages. Scheduled office attendance can create opportunities for mentoring, informal learning, interpersonal communication, and team collaboration. Predictable attendance requirements may also help employees coordinate professional activities and enable organizations to maintain a degree of consistency in workplace operations. The continued availability of remote working days can preserve some flexibility and reduce the frequency of commuting. However, these benefits depend on whether office attendance serves a meaningful purpose and whether the associated workload and digital expectations remain manageable.

In conclusion, the study indicates that the ten-day-per-month office attendance requirement should not be considered an unconditional success or failure. The reported findings point towards a more complex relationship between structured hybrid work, employee engagement, organizational trust, and psychological well-being. The central concern is not simply whether employees attend the office, but whether the overall working arrangement supports collaboration without creating unnecessary stress, reducing autonomy, or weakening confidence in management. Addressing technostress, improving policy transparency, reviewing attendance enforcement procedures, and providing reasonable flexibility may help organizations balance operational requirements with employee needs.

From a human resource management perspective, hybrid work policies should be treated as evolving organizational practices that require regular assessment rather than fixed arrangements whose effectiveness is assumed. Employee feedback, periodic engagement surveys, workload reviews, and clear communication can help management identify areas requiring improvement. Ultimately, a sustainable hybrid workplace depends on aligning organizational objectives with employee expectations, protecting well-being, and fostering a relationship based on trust, fairness, and mutual responsibility. Although the present study offers preliminary insights from Infosys, Noida, its findings should be interpreted in light of the sample size of 50 respondents and the study's location-specific scope. Further research involving larger samples, additional organizational locations, and longitudinal data could provide a more comprehensive understanding of the long-term implications of hybrid working policies for employee engagement in India's IT sector.

BIBLIOGRAPHY

- Dharmendran, M. A., & Nimy, P. G. (2025). The Impact of Working Models (WFH/Hybrid) on Emotional Intimacy, Ego Resilience and Grit of IT Professionals in India: A Post COVID Study. *International Journal of Indian Psychology*, 13(1), 1225-1233. <https://doi.org/10.25215/1301.115>
- Lalitha, K. M., & Shireen. (2026). A Study on Impact of Employee Engagement during Hybrid Work Model with Special Reference to Unify Technologies. *International Advanced Research Journal in Science, Engineering and Technology (IARJSET)*, 12(1). <https://doi.org/10.17148/IARJSET.2025.12658>
- Reddy, B. N., et al. (2025). An Empirical Study On Employee Engagement In Hybrid Work Culture Among IT Sector Professionals. *International Journal of Engineering Development and Research (IJEDR)*. Available at rjwave.org
- Rohmawan, R. (2025). The Hybrid Work Model and Its Impact on Employee Engagement: A Literature Review. Influence of Hybrid Work on Employee Engagement, 61% Variance Analysis. *All Multidisciplinary Journal*, 1(90).
- Shah, S. K., & Gupta, D. (2026). Hybrid Working Models and Employee Well-being in the Indian IT Industry: Post-Pandemic Empirical Evidence. *MSW Management Journal*, 36(1), 81-92. <https://doi.org/10.7492/y3rsar27>
- Surma, M. J., Nunes, R. J., & Loder, A. (2024). The Impact of Hybrid Work Models on Employee Productivity and Engagement. *ShodhKosh: Journal of Visual and Performing Arts*, 5(1). <https://doi.org/10.52783/cana.v31.1003>