

# Drivers of Employee Engagement in Hybrid Work Models: Evidence from Post-Pandemic Workplaces

**Bodhanapu Soujanya**

Assistant Professor, School of Management Studies,  
Guru Nanak Institutions Technical Campus, R.R. District  
bodhanapusoujanya09@gmail.com

**Abstract:** Hybrid work models, combining remote and on-site work, have emerged as a dominant post-pandemic arrangement, yet their implications for employee engagement are still evolving. Drawing on the Job Demands–Resources (JD-R) framework and organizational support theory, this study examines the key drivers of employee engagement in hybrid work settings. A structured questionnaire was administered to employees working in hybrid models across IT, banking, consulting and education sectors in India. Using partial least squares structural equation modelling (PLS-SEM) with SmartPLS 4, data from 320 valid responses were analysed. The study focuses on three job resources specific to hybrid work: perceived organizational support, perceived work–life balance and communication & collaboration quality. Results show that all three drivers significantly and positively influence employee engagement, jointly explaining 62% of its variance. Bootstrapping results confirm robust path coefficients, satisfactory reliability and validity, and good model fit. The findings highlight that an engaged hybrid workforce depends not only on flexibility, but also on sustained support, clear communication and collaborative digital practices. The study offers practical guidelines for HR managers designing hybrid policies and contributes to the emerging literature on engagement in digitally mediated work environments.

**Keywords:** Employee engagement; Hybrid work; Work–life balance; Organizational support; PLS-SEM

