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Work-life balance and burnout levels among IT employees working in hybrid work models in Hyderabad

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Abstract

The rapid adoption of hybrid work models has significantly transformed work patterns in the information technology (IT) sector, raising important concerns about employee well-being. This study examines the levels of work-life balance and burnout among IT employees working in hybrid work arrangements in Hyderabad and explores the relationship between these constructs. Using a descriptive and analytical research design, primary data were collected from 162 IT employees through a structured questionnaire. Composite mean scores, reliability analysis, Pearson's correlation, and simple linear regression were employed for data analysis using SPSS 27. The findings reveal that employees experience a moderate level of work-life balance and burnout under hybrid work conditions. Correlation results indicate a strong and significant negative relationship between work-life balance and burnout, suggesting that improved balance substantially reduces employee exhaustion and stress. Further, regression analysis demonstrates that hybrid work model experience significantly predicts burnout levels, explaining a considerable proportion of variance. The study concludes that hybrid work, by itself, does not guarantee improved employee well-being; rather, the quality of its implementation, organizational support, and boundary-management practices play a critical role. The findings offer valuable insights for IT organizations in designing effective hybrid work policies to enhance employee well-being and sustainability.

Keywords: Work-life balance, burnout, hybrid work model, IT employees, employee well-being

1. Introduction and Background of the Study

The fast changes in work arrangements within the information technology (IT) sector have led to the widespread use of hybrid work models that combine remote and on-site work. In cities like Hyderabad, a major IT hub in India, hybrid work has become the norm, changing how employees handle their professional duties and personal lives. While hybrid models provide flexibility, freedom, and less commuting time, they also come with challenges. These include unclear work-life boundaries, longer working hours, constant digital connectivity, and confusion about roles. Several studies show that without clear organizational policies and support from management, hybrid work can increase work pressure and harm employees' mental health (Sharma & Sharma, 2025) ^[5].

Work-life balance and burnout have become significant issues in hybrid work settings. Research shows that continuous connectivity, heavier workloads, stress from technology, and less social interaction can cause emotional exhaustion, stress, and burnout among IT professionals (Vidhya & Sivasankari, 2020) ^[12]. While many studies have looked at hybrid work, work-life balance, and burnout separately, few have examined their connection in a specific area like Hyderabad. Therefore, this study aims to explore the link between work-life balance and burnout levels among IT employees working in hybrid models in Hyderabad. The goal is to understand how these working conditions affect employee well-being and job sustainability.

2. Literature Review

2.1 Review of Research Studies

2.1.1 Studies on Work-Life Balance: Research on work-life balance among IT employees shows that organizational support, boundary management, leadership style, and workload distribution are vital for maintaining balance (Zahoor *et al.*, 2020; Salazar, 2021; Gaur & Motwani, 2025) ^[9, 10, 11].

While flexibility is beneficial, its effectiveness relies on clear policies, supervisor backing, and defined role expectations. Further studies indicate that poor work-life balance causes higher stress levels, dissatisfaction, and lower psychological well-being, regardless of age or gender differences (Vidhya & Sivasankari, 2020; Nagaraj, 2015; Mata *et al.*, 2021)^[12, 13, 14].

2.1.2 Studies on Burnout Levels: Burnout has been widely recognized as a downside of prolonged work stress, excessive workload, technostress, and blurred boundaries in hybrid and digital work environments. Researchers identify emotional exhaustion, cynicism, and reduced personal accomplishment as key aspects of burnout that affect the productivity, mental health, and retention of IT employees (Altinoz *et al.*, 2016; Putri & Dudiya, 2024)^[15, 16]. Although some studies suggest that hybrid work can enhance well-being through autonomy and flexibility, others point out that inadequate support, social isolation, and digital overload can negate these benefits, raising the risk of burnout (Prasad *et al.*, 2023; Abirami, 2025)^[17, 18]. Overall, the literature highlights the importance of examining how work-life balance directly impacts burnout in hybrid work settings.

2.1.3 Studies on Hybrid Work Model Experience: Existing literature acknowledges that hybrid work models in the IT sector offer flexibility, autonomy, and reduced commuting stress. These factors contribute positively to employee satisfaction and work-life balance (Lakshmi & Ramanjaneyulu, 2024; Harish Kumar, 2023; 2025)^[1, 2]. Studies also highlight that hybrid arrangements give employees more control over their schedules and personal time. This control can lessen work-family conflict when backed by flexible policies and supportive leadership (Rani Manna, 2025; Sharma *et al.*, 2024; Lakshmi Priya *et al.*, 2025)^[3, 5, 6]. However, several researchers warn that hybrid work can blur the boundaries between work and personal life. This often leads to longer hours, digital fatigue, and expectations of constant availability (Hari Babu, 2024; Rizwan & Chitra, 2022; Swati Sharma *et al.*, 2024)^[7, 8, 5].

2.2. Research Gap

Despite extensive research on hybrid work models, work-life balance, and burnout, most studies look at these factors separately or focus on general IT workers across wider regions. There is a clear shortage of studies that specifically explore the connection between work-life balance and burnout among IT employees in hybrid work settings in Hyderabad. Furthermore, there is limited research that combines local workplace dynamics, the intensity of hybrid work, and employee well-being into one framework. This study aims to fill that gap by examining how work-life balance affects burnout levels among IT employees in hybrid work arrangements in Hyderabad.

2.3 Research Objectives

1. To assess the level of work-life balance among IT employees working in hybrid work models in Hyderabad.
2. To examine the level of burnout experienced by IT employees working under hybrid work conditions in

Hyderabad.

3. To analyse the impact of work-life balance on burnout levels among IT employees working in hybrid work models in Hyderabad.
4. To examine whether the hybrid work model experience significantly influences burnout levels among IT employees.

2.4 Research Questions

1. What is the level of work-life balance among IT employees working in hybrid work models in Hyderabad?
2. What is the level of burnout experienced by IT employees working under hybrid work conditions?
3. Does work-life balance significantly influence burnout levels among IT employees working in hybrid work models?
4. Does the hybrid work model experience significantly affect burnout levels among IT employees?

2.5 Scope and Significance of the Research

This study looks at IT employees in Hyderabad who work under hybrid models. It provides local insights into employee well-being in the changing digital work environment. The findings will add to academic understanding of the connection between work-life balance and burnout in hybrid settings. This research will also assist organizations, HR managers, and policymakers in creating effective hybrid work policies, mental health programs, and boundary management strategies to improve employee well-being, productivity, and long-term stability.

2.6 Conceptual Framework

The framework of this study focuses on the connection between work-life balance and burnout in hybrid work settings. Work-life balance acts as the independent variable, showing how well employees can handle their job and personal responsibilities. Burnout is the dependent variable, which shows itself through aspects like emotional exhaustion, stress, and lower well-being. The framework suggests that a poor work-life balance in hybrid models leads to higher burnout, while a good balance helps to lower burnout levels.

3. Research Methodology

The study focuses on IT employees working in hybrid models in Hyderabad. We will use a descriptive and analytical research design to explore work-life balance and burnout levels. To ensure fair representation, we will select the sample using a simple random sampling technique. We will collect primary data through a structured questionnaire with a Likert scale to measure work-life balance and burnout aspects. We will analyze the data with suitable statistical tools. Descriptive statistics like mean and standard deviation will help us assess work-life balance and burnout levels. Inferential statistics, including correlation and regression analysis, will allow us to explore the relationship between work-life balance and burnout. We will conduct reliability and validity tests to confirm the measurement instruments' consistency. Statistical analysis will be performed using standard software like SPSS.

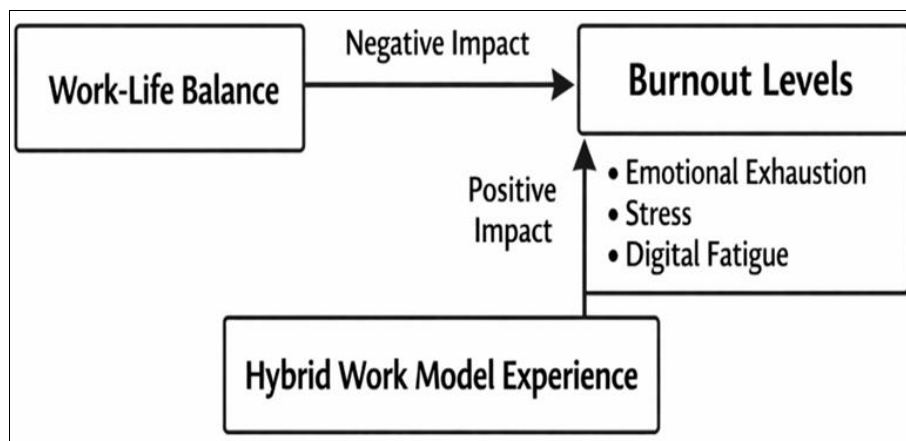


Fig 1: Conceptual Framework Diagram

3.1 Research Hypotheses

1. **H₁:** There is a significant relationship between work-life balance and burnout levels among IT employees working in hybrid work models in Hyderabad.
2. **H₂:** Hybrid work model experience has a significant impact on burnout levels among IT employees.

4. Data Analysis & Interpretation

The data analysis for the present study was carried out in three stages to systematically address the research objectives. In the first stage, descriptive statistics were used to summarize and understand the responses related to work-life balance, burnout levels, and hybrid work model experience among IT employees working in hybrid arrangements in Hyderabad. In the second stage, reliability analysis was conducted to test the internal consistency of the measurement scales using Cronbach's Alpha. Finally, inferential statistical techniques, such as correlation and regression analysis, were employed to examine the relationship between work-life balance and burnout levels. All statistical analyses were performed using SPSS.

4.1 Descriptive statistics

Descriptive statistics were employed as the first stage of data analysis to summarize and understand the overall perceptions of IT employees working in hybrid work models in Hyderabad. Composite mean scores and standard deviations were calculated for Work-Life Balance, Burnout Levels, and Hybrid Work Model Experience by aggregating the respective measurement items for each construct. This approach provides a concise representation of respondents' overall experiences while reducing item-level variability. The use of composite means is methodologically appropriate for Likert-scale data and enables clear interpretation of the central tendency and dispersion of each construct. The results offer a foundational overview of

employee well-being and hybrid work perceptions, which also serves as a basis for subsequent relational and predictive analyses.

Table 1: Descriptive Statistics

	N	Mean	Std. Deviation
Work-Life Balance	162	2.7358	1.24025
Burnout Levels	162	2.2148	0.73241
Hybrid Work Model Experience	162	2.7086	1.22806
Valid N (listwise)			

The descriptive results indicate that IT employees working in hybrid work models report a moderate level of work-life balance, with a mean score of 2.74 (SD = 1.24), suggesting that while employees experience a reasonable degree of flexibility and control over their work and personal responsibilities, challenges related to boundary management remain. The mean burnout score of 2.21 (SD = 0.73) reflects a moderate but noticeable presence of burnout symptoms, including mental exhaustion and work-related stress, though not at severe levels. Additionally, the hybrid work model experience recorded a mean of 2.71 (SD = 1.23), indicating a moderately positive perception of hybrid working arrangements in terms of efficiency, communication, and reduced commuting stress. Overall, the findings suggest that hybrid work offers tangible benefits to IT employees; however, the coexistence of moderate burnout alongside work-life balance highlights the need for stronger organizational support mechanisms to sustain employee well-being in hybrid work environments.

4.2 Reliability Analysis: Reliability analysis was conducted to examine the internal consistency of the measurement scales used in the study. Cronbach's Alpha was applied to assess the reliability of the Work-Life Balance, Burnout Levels, and Hybrid Work Model Experience constructs.

Table 2: Test for Internal Consistency of Scale using Cronbach's Alpha

S. No.	Variable	Items	Cronbach's Alpha	Interpretation
1	Work-Life Balance	5	0.967	EXCELLENT
2	Burnout Levels	5	0.888	GOOD
3	Hybrid Work Model Experience	5	0.961	EXCELLENT

The reliability results demonstrate strong internal consistency across all study variables. The Work-Life Balance scale showed excellent reliability with a Cronbach's Alpha value of 0.967, while the Burnout Levels

scale exhibited good reliability with an Alpha of 0.888. The Hybrid Work Model Experience scale also recorded excellent reliability with a Cronbach's Alpha of 0.961. These values exceed the acceptable threshold of 0.70,

confirming that the instruments are reliable and appropriate for further inferential statistical analysis.

4.3 Inferential Statistics

After establishing the baseline levels of work-life balance, burnout, and hybrid work model experience through descriptive analysis, inferential statistical techniques were employed to examine the relationships and predictive effects among the study variables for IT employees working in hybrid work models in Hyderabad. Inferential analysis enables the study to move beyond description and assess statistically significant associations and impacts in line with the research objectives. Accordingly, Pearson's correlation

analysis and simple linear regression analysis were selected as suitable techniques to test the proposed hypotheses based on the nature of the variables and the objectives of the study.

4.3.1 H₁: There is a significant relationship between work-life balance and burnout levels among IT employees working in hybrid work models in Hyderabad.

Pearson's correlation was used as both work-life balance and burnout are continuous composite variables measured on a Likert scale, and the objective was to assess the strength and direction of their relationship.

Table 3: Correlations

		Work-Life Balance	Burnout Levels
Work-Life Balance	Pearson Correlation	1	-0.679**
	Sig. (2-tailed)		0
	N	162	162
Burnout Levels	Pearson Correlation	-0.679**	1
	Sig. (2-tailed)	0	
	N	162	162

** Correlation is significant at the 0.01 level (2-tailed).

The correlation analysis reveals a strong and statistically significant negative relationship between work-life balance and burnout levels among IT employees working in hybrid work models in Hyderabad. The Pearson correlation coefficient ($r = -0.679, p < 0.01$) indicates that as employees' work-life balance improves, their burnout levels decrease substantially. This inverse relationship suggests that employees who are better able to manage their professional responsibilities alongside personal life demands experience lower levels of mental exhaustion, stress, and work-related fatigue. Conversely, poor work-life balance is associated with higher burnout, highlighting the critical role of boundary management and organizational support in hybrid

work environments. The strength and significance of the correlation provide empirical support for Hypothesis H₁, confirming that work-life balance is a key factor influencing burnout among IT employees operating under hybrid work arrangements.

4.3.2 H₂: Hybrid work model experience has a significant impact on burnout levels among IT employees

Simple linear regression was applied to examine the predictive influence of hybrid work model experience (independent variable) on burnout levels (dependent variable).

Table 4: Model Summary and ANOVA Results

Statistic	R	R ²	Adjusted R ²	F value	Sig. p	Sample Size (N)
Value	0.702	0.493	0.490	155.484	0.000	162

Table 5: Regression Coefficients

Predictor Variable	B	Std. Error	Beta	t value	Sig. (p)
Constant	3.349	0.100	-	33.553	0.000
Hybrid Work Model Experience	-0.419	0.034	-0.702	-12.469	0.000

The regression analysis indicates that hybrid work model experience has a strong and statistically significant impact on burnout levels among IT employees working in hybrid work arrangements in Hyderabad. The model explains approximately 49.3% of the variance in burnout levels ($R^2 = 0.493$), demonstrating substantial explanatory power. The overall model is statistically significant ($F = 155.484, p < 0.001$), confirming its goodness of fit. The regression coefficient for hybrid work model experience is negative and significant ($\beta = -0.702, p < 0.001$), indicating that improved experiences with hybrid worksuch as clarity in roles, effective communication, and adequate technological support-are associated with lower levels of burnout. This finding suggests that a positive hybrid work environment plays a crucial role in reducing employee stress and emotional exhaustion. Accordingly, the results provide

strong empirical support for the hypothesis that hybrid work model experience significantly influences burnout levels among IT employees.

5. Summary of Findings, Implications, and Ethical Considerations

5.1 Research Findings

The study finds that IT employees working in hybrid work models in Hyderabad experience a moderate level of work-life balance, reflecting the dual nature of hybrid arrangements that offer flexibility while simultaneously posing challenges related to boundary management and workload control. Burnout levels among respondents were also found to be moderate, indicating the continued presence of mental exhaustion and work-related stress in hybrid work environments. A strong and statistically significant negative

relationship was identified between work-life balance and burnout, confirming that improvements in work-life balance substantially reduce burnout levels. Furthermore, hybrid work model experience emerged as a significant predictor of burnout, explaining a considerable proportion of variance in burnout levels. These findings collectively highlight that the effectiveness of hybrid work in promoting employee well-being depends not merely on its adoption but on the quality of its implementation and organizational support mechanisms.

5.2 Research Implications and Future Scope of Research

The findings of this study have important implications for organizational policy, managerial practice, and academic research. For practitioners, the results emphasize the need for IT organizations to move beyond offering hybrid work as a flexible option and instead focus on strengthening managerial support, role clarity, communication systems, and boundary-management policies to reduce burnout. From a policy perspective, organizations should institutionalize guidelines that promote psychological detachment from work and equitable workload distribution in hybrid settings. Academically, the study contributes to the growing body of literature on hybrid work by empirically establishing the link between work-life balance and burnout in a localized IT context. Future research may extend this work by adopting longitudinal designs to capture changes in burnout over time, exploring moderating variables such as leadership style, organizational culture, or job role complexity, and conducting comparative studies across different cities, industries, or work models to enhance generalizability.

5.3 Ethical Considerations

The study adhered to established ethical standards throughout the research process. Participation was voluntary, and respondents were informed about the purpose of the study prior to data collection. Informed consent was obtained from all participants, and confidentiality of responses was strictly maintained by ensuring anonymity and restricting data access to research purposes only. No personal identifiers were collected, and the data were analyzed and reported in aggregate form to prevent individual identification. The study avoided any form of coercion or harm, and all procedures were conducted with transparency, integrity, and respect for the rights and well-being of the participants.

6. Conclusion

This study provides valuable insights into the dynamics of work-life balance and burnout among IT employees working in hybrid work models in Hyderabad. The findings indicate that while hybrid work arrangements offer flexibility and reduced commuting stress, employees continue to experience moderate levels of burnout, largely due to blurred work-life boundaries and sustained work demands. The study establishes a strong inverse relationship between work-life balance and burnout, highlighting that improved balance between professional and personal responsibilities significantly reduces employee exhaustion and stress. Additionally, the results demonstrate that the quality of the hybrid work model experience plays a crucial role in shaping burnout outcomes, with well-structured and supportive hybrid practices contributing to lower burnout levels. Overall, the study underscores that hybrid work is

not inherently beneficial or detrimental; rather, its success in promoting employee well-being depends on effective organizational policies, managerial support, and boundary management strategies. By addressing these factors, IT organizations can enhance employee well-being, improve productivity, and ensure the long-term sustainability of hybrid work arrangements.

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