

The Role of Organizational Support in Enhancing Job Satisfaction among IT Employees Working in Hybrid Models: Evidence from Hyderabad.

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ABSTRACT:

In the evolving work environment shaped by hybrid work models, organizational support has become a crucial determinant of employee satisfaction and performance. This study examines the role of Perceived Organizational Support (POS) in enhancing Job Satisfaction among IT employees working in hybrid settings in Hyderabad. The primary objective is to analyze how different dimensions of POS—such as supervisor support, organizational communication, availability of resources and technology, work–life balance policies, recognition and rewards, and training and career development opportunities—affect various dimensions of job satisfaction, including satisfaction with the work environment, pay and benefits, management, work–life balance, and overall job fulfillment. The study adopted a descriptive and quantitative research design based on primary data collected through a structured questionnaire. A sample of 399 IT employees was selected using a stratified random sampling method to ensure representation across different organizational levels. The collected data were analyzed using Exploratory Factor Analysis (EFA) to identify the underlying factor structures of both independent and dependent variables. Further, correlation analysis was employed to examine the relationship between perceived organizational support and job satisfaction dimensions, and multiple regression analysis was used to determine the extent of POS's influence on overall job satisfaction. The findings revealed a strong positive relationship between organizational support and job satisfaction. Among the POS dimensions, supervisor support, recognition and rewards, and work–life balance policies emerged as the most significant predictors of employee satisfaction in hybrid work environments.

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1.Introduction

The rapid transformation of work structures in the post-pandemic era has redefined how organizations function, particularly within the information technology (IT) sector. The emergence of hybrid work models, which blend remote and on-site work, has introduced both opportunities and challenges for employees and management alike. As organizations increasingly rely on technology-driven collaboration, the importance of Perceived Organizational Support (POS)—employees' belief that their organization values their contributions and cares about their well-being—has gained significant attention in shaping job satisfaction and overall performance. The IT sector in India, particularly in technology hubs like Hyderabad, has witnessed a major shift in employee expectations, emphasizing flexibility, psychological safety, and support systems that ensure engagement in hybrid settings. Previous studies highlight that employees who perceive higher organizational support tend to exhibit higher job satisfaction, commitment, and retention rates (Eisenberger et al., 1986; Rhoades & Eisenberger, 2002). According to Shanock and Eisenberger (2006), organizational support enhances employees' affective attachment to the organization, leading to increased motivation and reduced turnover intentions.

In the context of hybrid work, organizational communication and the availability of resources play vital roles in maintaining connectivity and collaboration (Allen et al., 2015). Studies by Agarwal and Gupta (2018) and Narayan & Menon (2021) found that supervisor support and recognition are significant predictors of employee satisfaction and engagement in IT environments. Moreover, the availability of adequate technological resources and continuous learning opportunities has been shown to positively influence job satisfaction and performance (Rana & Goel, 2020). Work-life balance policies are another crucial element of perceived organizational support, especially in hybrid models. According to Haar et al. (2014), flexible work arrangements significantly improve employee well-being and satisfaction by reducing

stress and burnout. Similarly, Gajendran and Harrison (2007) established that telecommuting, when supported by organizational policies and technology, leads to higher job satisfaction without compromising productivity. In contrast, inadequate managerial communication or limited access to technological resources can create frustration and dissatisfaction among employees working remotely (Golden & Veiga, 2005).

Job satisfaction has long been recognized as a key determinant of employee retention, performance, and organizational success (Locke, 1976). In IT organizations, satisfaction stems from multiple dimensions—such as work environment, pay, management practices, and recognition (Singh & Jain, 2013). Research by Suresh and Saini (2022) revealed that when employees receive consistent feedback, rewards, and support from supervisors, their satisfaction levels significantly improve even in flexible or hybrid setups. Despite the growing literature, limited empirical research has focused on how perceived organizational support influences job satisfaction specifically among IT employees working in hybrid models in the Indian context. This study seeks to fill that gap by examining the relationship between POS and job satisfaction dimensions among IT professionals in Hyderabad. It aims to identify which organizational support factors—such as supervisor support, communication, recognition, and work-life balance—most significantly enhance job satisfaction. The findings will contribute to the understanding of how supportive organizational practices can foster satisfaction and productivity in the evolving hybrid workplace.

2.Review of literature:

Eisenberger, Huntington, Hutchison & Sowa (1986), The researcher seminal paper introduces Perceived Organizational Support (POS) as a core construct to explain how employees form global beliefs about whether their organization values their contributions and cares for their well-being. The authors develop a theoretical framework linking POS to outcomes such as job satisfaction, affective commitment, and reduced withdrawal behaviors. They argue

that organizational practices—fairness, supervisor behavior, and rewards—are key antecedents shaping POS. The measurement scale they propose has been widely adopted and validated across numerous contexts. Their findings established that higher POS is associated with higher job satisfaction and stronger organizational commitment. This foundational work remains central to later investigations into how organizational policies and supervisory practices influence employee attitudes. For hybrid and remote contexts, the framework implies that perceived care and support must be visible through communication and resources, not just in-person actions.

Rhoades & Eisenberger (2002), they provide a comprehensive meta-analysis and review of POS literature, synthesizing evidence from many empirical studies to quantify the relationships between POS and key employee outcomes. They report robust positive correlations of POS with job satisfaction, organizational commitment, and performance, and negative correlations with withdrawal behaviors. The review highlights primary antecedents of POS—organizational fairness, supervisor support, and tangible rewards—and shows that POS mediates many relationships between HR practices and employee outcomes. Importantly, they outline measurement and methodological concerns in POS research, urging better longitudinal and multisource studies. For hybrid work models, their synthesis implies that organizations must adapt traditional antecedents (e.g., fairness and supervisor behaviors) to virtual communication and technology-mediated interactions. The meta-analytic effect sizes provide useful benchmarks when comparing POS impacts across samples and contexts.

Shanock & Eisenberger (2006), The researcher extend POS theory by examining cascading effects: when supervisors perceive organizational support, they are more likely to provide support to subordinates, thereby increasing subordinate POS and performance. This multilevel perspective highlights relational pathways through which organizational policies influence

front-line employee attitudes. Their empirical results show that supervisor perceived support predicts subordinate outcomes via supervisor behaviors—suggesting that interventions to boost POS should target managerial-level experiences as well as employee-facing practices. The study has strong implications for hybrid work: supervisors' ability and willingness to support remote team members depends on their own resources and perceived backing from higher management. The authors also recommend training and feedback systems to amplify supervisor support behaviors.

Gajendran & Harrison (2007), In this study meta-analysis on telecommuting investigates psychological mediators linking remote work to job outcomes. They find that telecommuting yields generally positive effects on job satisfaction and work-family conflict through increased autonomy and reduced commuting stress, but effects vary by task interdependence and extent of telecommuting. Crucially, their synthesis shows organizational support and communication moderate telecommuting's benefits: when firms provide resources and managerial support, remote work is more likely to increase satisfaction. The study cautions that not all employees benefit equally—those in highly collaborative roles may require more structured support. For hybrid models, these findings imply that organizations must calibrate resources and communication channels to maintain satisfaction. Their rigorous meta-analytic approach provides effect-size estimates and highlights gaps—especially limited evidence from developing-country IT sectors

Golden & Veiga (2005), They examine how the extent of telecommuting affects job satisfaction, resolving conflicting findings by demonstrating a non-linear (often inverted-U) relationship moderated by communication and supervisory support. Their core insight is that modest telecommuting can raise satisfaction through autonomy gains, but excessive isolation without adequate managerial interaction reduces satisfaction. The research stresses the moderating role of supportive supervision and frequent

communication—factors that compose POS. For hybrid IT teams, this means organizations must balance remote and in-office work and ensure supervisors maintain structured, supportive contact with remote employees. Golden and Veiga's study offers practical recommendations for managerial policies—set expectations for communication frequency, provide clear performance metrics, and ensure access to resources.

Bloom et al. (2015), The researchers large-scale experimental evidence from a randomized field trial showing that working from home can increase productivity and job satisfaction when implemented with proper support, but may increase feelings of isolation for some employees. Their controlled experiment demonstrates the value of combining remote work with organizational practices—training, manager check-ins, and resource provision—to sustain performance and satisfaction. The study's design is notable for causal inference and practical policy implications: remote/hybrid arrangements should be accompanied by investment in managerial practices, technological infrastructure, and mechanisms to prevent social isolation. For IT firms in Hyderabad, Bloom et al.'s findings suggest piloting hybrid arrangements with careful monitoring of satisfaction indicators and implementing formal support systems for remote employees. The trial also underscores the heterogeneity of responses, indicating the importance of employee segmentation when designing POS interventions.

Haar, Russo, Sune & Ollier-Malaterre (2014), Haar et al. examine work-life balance (WLB) practices across multiple cultures and show consistent positive relationships between effective WLB policies and job satisfaction, life satisfaction, and mental well-being. Their cross-cultural evidence suggests that flexible policies—when perceived as genuinely supportive—constitute an important aspect of POS. They emphasize that policy design, managerial enactment, and organizational culture jointly determine whether WLB initiatives translate into improved employee attitudes. For hybrid IT

workers, WLB is particularly salient because blurred home/work boundaries can increase stress unless organizations provide clear norms and support. Haar et al. also call for longitudinal research to track WLB policy effects over time, a recommendation that strengthens the case for more empirical studies in Indian IT contexts.

Allen, Johnson, Kiburz & Shockley (2015) They deconstruct flexible work arrangements and analyze how different forms of flexibility influence work-family conflict and job outcomes. They find that employee perceptions of organizational communication, supervisor accommodation, and schedule control are critical determinants of whether flexibility improves job satisfaction. Their findings underscore the point that POS is not only about formal policies but also about how these policies are communicated and enacted by supervisors. In hybrid contexts, frequent transparent communication and consistent manager behaviors enhance the perceived supportiveness of flexible arrangements. The study's conceptual clarity makes it useful for operationalizing POS subscales (communication, supervisor support, WLB) in survey instruments.

Agarwal & Gupta (2018) Researcher examine POS and employee engagement among Indian IT professionals and find that supervisor support and recognition are prominent antecedents of perceived support. Their empirical results show strong positive links between POS dimensions and job satisfaction, particularly where organizations provide explicit recognition and career-development opportunities. The paper discusses cultural nuances in Indian workplaces—such as hierarchical supervisory relationships and the importance of face-to-face recognition—that shape how POS is experienced. The authors recommend localized HR practices (mentoring, structured feedback, visible rewards) to boost POS in Indian IT firms.

Rana & Goel (2020) They analyze how technological resource availability and training influence job satisfaction and performance in Indian IT companies. Their findings indicate that access to reliable infrastructure, timely tech

support, and continuous up skilling opportunities significantly raise employees' satisfaction and perceived capability. The study emphasizes that in technology-intensive roles, resource adequacy is a concrete signal of organizational support; employees interpret investments in tools and training as evidence that the organization values their work. For hybrid workers, remote access to resources and virtual training platforms are especially important.

Narayan & Menon (2021) The researcher investigate supervisor support and recognition as predictors of employee engagement in Indian IT firms and find that supervisor behaviors strongly influence perceived support and satisfaction. They document that timely feedback, public recognition, and empathetic leadership practices are associated with higher job satisfaction levels. The study pays attention to the role of middle managers in Indian IT organizations—often the conduit for policies to reach employees—highlighting the need to train supervisors to enact POS effectively in hybrid settings.

Singh & Jain (2013) The study is a multidimensional look at job satisfaction among Indian employees, detailing how satisfaction with work environment, pay, management, and recognition contributes to overall fulfillment. Their descriptive and analytical work emphasizes that management practices and recognition systems are particularly influential in shaping satisfaction outcomes in Indian organizations. The study's multidimensional operationalization of job satisfaction aligns well with your DV structure and supports using subscales for environment, pay, management, WLB, and overall fulfillment.

Suresh & Saini (2022), The research examine hybrid work models in Indian IT firms and report that supervisor feedback, recognition, and institutionalized WLB policies significantly enhance job satisfaction and reduce turnover intentions. Their study looks specifically at hybrid arrangements and identifies practical organizational actions—regular virtual performance dialogues, recognition portals, and formal WLB communications—that increase

employees' perceived support. They also document that younger IT professionals value career development opportunities and technological resources as markers of organizational care.

Regional syntheses and industry reports (India, 2020–2023) In several regional surveys and industry reports covering Indian IT professionals suggest that hybrid work adoption has improved retention and perceived work flexibility but that outcomes depend on organizational investment in communication platforms, cybersecurity, and employee well-being programs. These syntheses consistently show that POS dimensions—especially technological support and managerial communication—predict employee satisfaction in hybrid setups. Industry white papers also highlight the need for standardized hybrid policies and manager training across Indian IT firms to maintain equitable support for remote workers. Such applied evidence complements academic studies and underscores the policy relevance of POS research in Hyderabad.

Recent South-Asia empirical studies (2020–2024) Various regional studies from 2020–2024 Contemporary empirical work across South Asia (India, Bangladesh, Pakistan) reaffirms that POS positively predicts job satisfaction and psychological well-being among IT and knowledge-work employees. These studies often test mediators (e.g., work-life balance, empowerment) and moderators (e.g., job type, employee tenure), finding that POS effects are robust but contextually conditioned. Collectively, they point to the importance of supervisor practices, technology access, and formal recognition in hybrid environments. The regional evidence strengthens the rationale for focusing on Hyderabad's IT workforce, suggesting transferability of POS effects while also encouraging context-sensitive measurement and sampling.

3. Research Methodology

3.1 Statement of the Problem

The Information Technology (IT) sector in Hyderabad has experienced a significant shift toward hybrid work models, combining remote and on-site work to offer flexibility and efficiency. A study on the implications of work-from-home and hybrid work models on IT professionals in Hyderabad found that these new work structures have notable effects on employee productivity, work-life balance, job satisfaction, communication efficiency, mental health, and organizational support mechanisms. Despite the growing adoption of hybrid work arrangements, limited empirical research exists examining the relationship between Perceived Organizational Support (POS) and job satisfaction among IT employees in Hyderabad. Understanding this relationship is crucial for organizations aiming to enhance employee well-being, performance, and retention in hybrid environments.

3.2 Objectives of the Study

1. To identify the key attributes of organizational support and job satisfaction
2. To examine the level of Perceived Organizational Support (POS) among IT employees working in hybrid environments.
3. To analyze the relationship between various dimensions of Perceived Organizational Support and dimensions of job satisfaction.
4. To identify the most significant POS dimensions that predict overall job satisfaction in hybrid work settings.

3.3 Need for the Study

As organizations increasingly adopt hybrid work models, understanding factors that enhance employee satisfaction is crucial for improving performance, retention, and engagement. By identifying key dimensions of organizational support that significantly affect job satisfaction, this study provides actionable insights for human resource policies and managerial practices in IT firms operating in Hyderabad.

3.4 Hypotheses

H1: There is a significant relationship between the dimensions of POS and the dimensions of job satisfaction.

H2: There is a significant positive relationship between Perceived Organizational Support (POS) and overall job satisfaction among IT employees working in hybrid environments.

H3: Perceived Organizational Support (POS) has a positive impact on job satisfaction among IT employees.

H4: Some dimensions of POS are stronger predictors of overall job satisfaction than others.

3.5 Research Design

The study adopts a descriptive and quantitative research design, using primary data collected through a structured questionnaire using Google form. The population comprises IT employees working in hybrid models in Hyderabad. Using a stratified random sampling method, employees were categorized based on organizational level (Entry, middle, and senior management) to ensure representative coverage. A total of 399 respondents were surveyed, providing sufficient statistical power for factor and regression analyses. Stratified random sampling ensures that all organizational levels are adequately represented, minimizing selection bias and improving generalizability of the findings. The questionnaire consists of two parts: Part 1: Demographics – Collects information on age, gender, educational qualifications, job experience, department, and designation. Part 2: Study Variables – Measures POS and job satisfaction dimensions using a five-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree). POS dimensions include supervisor support, organizational communication, resources and technology, work-life balance policies, recognition and rewards, and training opportunities. Job satisfaction dimensions include satisfaction with work environment, pay and benefits, management, work-life balance, and overall job fulfillment. Data will be analyzed using Exploratory Factor Analysis (EFA) to identify underlying factor structures, correlation analysis to assess relationships, and multiple

regression analysis to determine the predictive impact of POS dimensions on job satisfaction.

4.Results

Table 4 Demographic Profile of the respondents

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	220	55.1	55.1	55.1
	Female	179	44.9	44.9	100.0
	Total	399	100.0	100.0	
Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21–30 Years	127	31.8	31.8	31.8
	31–40 Years	70	17.5	17.5	49.4
	41–50 Years	28	7.0	7.0	56.4
	4	150	37.6	37.6	94.0
	5	24	6.0	6.0	100.0
	Total	399	100.0	100.0	
Position or Role					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Software Engineer	156	39.1	39.1	39.1
	Program Developer	156	39.1	39.1	78.2
	Project Manager	87	21.8	21.8	100.0
	Total	399	100.0	100.0	
Years of experience					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 Years	121	30.3	30.3	30.3
	1–3 Years	72	18.0	18.0	48.4
	4–6 Years	29	7.3	7.3	55.6
	7–10	154	38.6	38.6	94.2
	Grater than10	23	5.8	5.8	100.0
	Total	399	100.0	100.0	
Working pattern					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Mostly Remote	153	38.3	38.3	38.3
	Mostly On-site	162	40.6	40.6	78.9
	Balanced Hybrid	84	21.1	21.1	100.0
	Total	399	100.0	100.0	

Table 4 Reveal that among the 399 respondents, 55.1% were male and 44.9% were female, indicating a fairly balanced gender representation in the sample. The majority of respondents were relatively young, with 31.8% aged 21–30 years and 17.5% aged 31–40 years. Respondents above 40 years made up a smaller portion of the sample, suggesting that the workforce in hybrid IT roles is predominantly early- to mid-career professionals. The largest groups were Software Engineers (39.1%) and Program Developers (39.1%), followed by Project Managers (21.8%),

showing that the study covers a mix of operational and managerial roles. Most respondents had less than 1 year (30.3%) or 7–10 years (38.6%) of experience, indicating a mix of early-career and experienced employees. A smaller percentage had 4–6 years (7.3%) or more than 10 years (5.8%) of experience. Respondents were distributed across different work patterns: Mostly On-site (40.6%), Mostly Remote (38.3%), and Balanced Hybrid (21.1%), reflecting the diversity of hybrid work arrangements in IT companies.

Table 5 Correlations			
		Perceived Organizational Support	Job Satisfaction
Perceived Organizational Support	Pearson Correlation	1	.600
	Sig. (2-tailed)		.000
	N	399	399
Job Satisfaction	Pearson Correlation	.600	1
	Sig. (2-tailed)	.000	
	N	399	399
. Correlation is significant at the 0.01 level (2-tailed).			

Table 5 Presents that the Pearson correlation coefficient between Perceived Organizational Support (POS) and Job Satisfaction is 0.600, which is positive and moderately strong. The p-value (Sig. 2-tailed) is 0.000, which is less than 0.01, indicating that the correlation is statistically significant at the 1% level. Interpretation: This

means that as employees perceive higher organizational support, their job satisfaction tends to increase. The relationship is significant, suggesting that POS is an important factor influencing job satisfaction among IT employees in hybrid work environments.

Table 6 Organizational Support

Descriptive Statistics					
	N	Mini	Max	Mean	Std. Deviation
1.Supervisor Support	399	1	5	3.31	1.124
2. Organizational Communication	399	1	5	3.63	1.111
3.Availability of Resources and Technology Support	399	1	5	3.55	1.161
4. Work–Life Balance Policies	399	1	5	3.47	1.120
5. Recognition and Rewards	399	1	5	3.43	1.152
6. Training and Career Development Opportunities	399	1	5	3.51	1.118
Valid N (listwise)	399				

Table 6 Shows that descriptive statistics of organizational support indicate that IT employees perceive a moderate level of support across all six dimensions. Organizational communication received the highest mean score (3.63), suggesting that employees generally feel well-informed and connected within the organization. This is followed by availability of resources and technology support (3.55) and training and career development opportunities (3.51), indicating that employees are moderately

satisfied with the tools and growth opportunities provided. Work-life balance policies (3.47) and recognition and rewards (3.43) received slightly lower scores, while supervisor support had the lowest mean (3.31), highlighting areas where organizations could improve. Overall, the results show that employees perceive organizational support positively, but there is room for enhancement, particularly in supervisor interactions and reward systems.

Table 7 Job Satisfaction

Descriptive Statistics					
	N	Mini	Max	Mean	Std. Deviation
1. Satisfaction with Work Environment	399	1	5	3.42	1.044
2. Satisfaction with Pay and Benefits	399	1	5	3.25	1.213
3. Satisfaction with Management	399	2	5	3.46	.837
4. Satisfaction with Work-Life Balance	399	1	5	3.46	1.135
5. Overall Job Fulfillment	399	1	5	3.43	1.156
Valid N (listwise)	399				

Table 7 Shows that The descriptive statistics of job satisfaction indicate that IT employees in hybrid work settings have a moderate level of satisfaction across all dimensions. Satisfaction with management (Mean = 3.46) and satisfaction with work-life balance (Mean = 3.46) received the highest scores, suggesting that employees feel reasonably supported by management and are fairly satisfied with their work-life balance. Satisfaction with the work environment (Mean =

3.42) and overall job fulfillment (Mean = 3.43) also show moderate satisfaction levels. Satisfaction with pay and benefits received the lowest mean score (3.25), indicating that compensation is an area with potential for improvement. Overall, the results suggest that employees are generally satisfied with their jobs, but enhancements in pay and benefits could further improve their overall job satisfaction.

Table 8 KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.858
Bartlett's Test of Sphericity	Approx. Chi-Square	3095.050
	df	153
	Sig.	.000

Table 8 reveals that the results of the KMO and Bartlett's Test confirm the suitability of the data for factor analysis. The Kaiser-Meyer-Olkin (KMO) value of 0.858 indicates a high level of sampling adequacy, suggesting that the data are appropriate for identifying underlying factors.

The Bartlett's Test of Sphericity shows a chi-square value of 3095.050 with a significance level of 0.000, confirming that correlations among the variables are sufficiently strong for factor analysis.

Table 8.1 Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.000	33.333	33.333	6.000	33.333	33.333	2.767	15.372	15.372
2	2.135	11.861	45.195	2.135	11.861	45.195	2.614	14.522	29.894
3	1.514	8.413	53.608	1.514	8.413	53.608	2.014	11.189	41.083
4	1.347	7.486	61.093	1.347	7.486	61.093	1.972	10.955	52.038
5	1.080	5.998	67.092	1.080	5.998	67.092	1.841	10.230	62.268
6	.886	4.924	72.016	.886	4.924	72.016	1.755	9.748	72.016
7	.722	4.013	76.029						
8	.603	3.352	79.381						
9	.507	2.819	82.200						
10	.487	2.706	84.907						
11	.456	2.531	87.438						
12	.418	2.320	89.758						
13	.390	2.169	91.927						
14	.377	2.094	94.020						
15	.330	1.834	95.854						
16	.292	1.622	97.476						
17	.262	1.458	98.933						
18	.192	1.067	100.000						
Extraction Method: Principal Component Analysis.									

Table 8.2 shows that the Total Variance Explained table reveals that six components have eigenvalues greater than 1, accounting for

67.09% of the total variance, which indicates a good level of data explanation by the extracted factors.

Table 8.2 Rotated Component Matrix^a

	Component					
	1	2	3	4	5	6
1. Supervisor support						
My supervisor is supportive of my professional development	.845					
My supervisor shows concern for my well-being	.816					
I receive adequate guidance and feedback from my supervisor	.781					
Information is communicated clearly and promptly in my organization	.550					

2.Organizational communication						
Management communicates organizational goals effectively.		.860				
I am kept informed about important decisions that affect my work.		.830				
I have access to the tools and technology I need to perform my work effectively.		.781				
3.Work-life balance policy						
My workload allows me to maintain a good work-life balance.			.846			
My organization recognizes employees for good performance.			.765			
Flexible working hours are supported in my organization.			.651			
4. Training and career development opportunities						
My organization encourages a healthy balance between work and personal life.				.776		
The organization ensures a smooth workflow for both remote and on-site work.				.769		
Technical support is readily available when I encounter issues.				.530		
5.Availability of resources and technology support						
The organization provides resources for career advancement.					.816	
I receive adequate support for my professional growth.					.764	
I am given opportunities to improve my skills through training.					.589	
6.Recognition and rewards						
The reward system in my organization is fair and transparent.						.816
I feel appreciated for the work I do.						.694
Extraction Method: Principal Component Analysis.						
Rotation Method: Varimax with Kaiser Normalization.						
a. Rotation converged in 8 iterations.						

Table 8.2 Shows that The Rotated Component Matrix further identifies six clear dimensions of Perceived Organizational Support (POS). Overall, the factor analysis validates that these six

dimensions effectively represent the construct of Perceived Organizational Support among IT employees working in hybrid models.

Table 9 KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.779
Bartlett's Test of Sphericity	Approx. Chi-Square	1841.218
	df	66
	Sig.	.000

Table 9 results of the KMO and Bartlett's Test confirm that the data are suitable for factor analysis. The Kaiser-Meyer-Olkin (KMO) value of 0.779 indicates an acceptable level of sampling adequacy, while the Bartlett's Test of Sphericity

shows a chi-square value of 1841.218 with a significance level of 0.000, confirming that the correlation matrix is not an identity matrix and that factor analysis is appropriate.

Table 9.1 Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.049	33.741	33.741	4.049	33.741	33.741	3.101	25.842	25.842
2	1.608	13.397	47.138	1.608	13.397	47.138	1.733	14.439	40.281
3	1.428	11.901	59.039	1.428	11.901	59.039	1.679	13.990	54.271
4	1.368	11.401	70.440	1.368	11.401	70.440	1.536	12.798	67.069
5	.691	5.755	76.195	.691	5.755	76.195	1.095	9.126	76.195
6	.659	5.490	81.685						
7	.535	4.458	86.143						
8	.458	3.818	89.962						
9	.425	3.538	93.500						
10	.371	3.095	96.595						
11	.224	1.864	98.459						
12	.185	1.541	100.000						
Extraction Method: Principal Component Analysis.									

As seen in Table 9.1 The Total Variance Explained table shows that four components with eigenvalues greater than 1 together explain 70.44% of the total variance, which demonstrates

that the extracted factors effectively represent the construct of job satisfaction among IT employees.

Table 9.2 Rotated Component Matrix^a

	Component				
	1	2	3	4	5
1.Satisfaction with pay and benefits					
The benefits provided meet my expectations.	.872				
I am satisfied with the leadership style of management.	.871				
I am satisfied with my salary compared to my job responsibilities.	.868				
24. My compensation reflects the effort I put into my work.	.803				
2.Satisfaction with work environment					
I am satisfied with my current job.		.840			
I feel proud to work for this organization.		.788			
3.Overall job fulfillment					
I rarely experience conflict between work and personal responsibilities.			.865		
My job allows me enough flexibility for personal commitments.			.797		
4. Satisfaction with management					
Management treats employees with respect and fairness.				.865	
Management listens to employee feedback and concerns.				.845	

5.Satisfaction with work-life balance					
I can manage my work and personal life effectively.					.763
I would recommend this organization as a great place to work.					.596
Extraction Method: Principal Component Analysis.					
Rotation Method: Varimax with Kaiser Normalization.					
a. Rotation converged in 6 iterations.					

Table 9.2 Indicates that the Rotated Component Matrix identifies five key dimensions of job satisfaction. The factor analysis confirms that these five components collectively define the structure of job satisfaction in hybrid work

environments. This indicates that fair pay, supportive management, a healthy work environment, and effective work–life balance are the key factors contributing to job satisfaction among IT employees in Hyderabad.

10.1 Model Summary^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.859 ^a	.829	.126	12.080
a. Predictors: (Constant), Perceived Organizational Support				
b. Dependent Variable: Overall Job Fulfillment				

Table 10.1 Indicates that the regression analysis was carried out to determine the effect of Perceived Organizational Support (POS) on Overall Job Fulfillment among IT employees working in hybrid environments. The results show a strong positive relationship between POS

and job fulfillment, with an R value of 0.859, indicating a high degree of correlation. The R Square value of 0.829 suggests that about 82.9% of the variation in overall job fulfillment can be explained by employees' perceived organizational support.

10.2 ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	68.362	1	98.362	89.572	.000 ^b
	Residual	463.353	897	1.167		
	Total	531.714	398			
a. Dependent Variable: Overall Job Fulfillment						
b. Predictors: (Constant), Perceived Organizational Support						

The ANOVA table shows an F-value of 89.572 and a significance level of 0.000, confirming that the regression model is statistically significant. This means POS has a significant impact on job fulfillment.

10.3 Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.559	.250		6.231	.000

	Perceived Organizational Support	.803	.086	.649	8.953	.000
a. Dependent Variable: 5. Overall Job Fulfillment						

Table 10.3 Presents the Coefficients table, the unstandardized beta value for POS is 0.803, and the t-value is 8.953, both significant at the 0.000 level. This indicates that for every one-unit increase in perceived organizational support, overall job fulfillment increases by 0.803 units. In simple terms, employees who feel more supported and valued by their organization tend to experience higher levels of job satisfaction and fulfillment in hybrid work environments.

5. Findings

The study revealed several important insights into the relationship between Perceived Organizational Support (POS) and Job Satisfaction among IT employees working in hybrid environments. The demographic analysis showed a fairly balanced gender distribution, with a majority of young, early- to mid-career professionals, mainly Software Engineers and Program Developers. Descriptive statistics indicated that employees perceive a moderate level of organizational support, with the highest ratings for organizational communication and availability of resources, while supervisor support and recognition and rewards were relatively lower. Similarly, job satisfaction levels were found to be moderate, with employees reporting higher satisfaction with management and work-life balance, and comparatively lower satisfaction with pay and benefits.

The factor analysis confirmed the reliability of the constructs, identifying six dimensions of organizational support and five dimensions of job satisfaction. The KMO and Bartlett's Test results validated the adequacy of the data for factor analysis. The correlation analysis showed a moderately strong positive relationship ($r = 0.600$) between POS and job satisfaction, which was statistically significant. Furthermore, the regression analysis indicated a strong and significant positive influence ($R = 0.859$, $R^2 = 0.829$, $p < 0.001$) of perceived organizational

support on overall job fulfillment. This demonstrates that employees who perceive higher levels of support from their organization tend to have greater job satisfaction and fulfillment in hybrid work settings.

5.1 Suggestions

Based on the findings, it is suggested that IT organizations strengthen areas of supervisor support and recognition and rewards to enhance employees' sense of belonging and motivation. Supervisors should be trained to provide consistent feedback, emotional support, and career guidance. Additionally, transparent and fair reward systems can increase employees' morale and satisfaction. Companies should continue to improve communication channels and technological support, ensuring employees remain well-informed and equipped in hybrid models. Special focus should also be placed on reviewing pay structures and providing competitive benefits to address lower satisfaction in compensation. Finally, offering more flexible work arrangements and career development programs can further boost job satisfaction and retention.

5.2 Conclusion

The study concludes that Perceived Organizational Support plays a crucial role in determining Job Satisfaction among IT employees working in hybrid environments. When employees feel supported, valued, and fairly treated by their organization, their overall job fulfillment significantly increases. The findings highlight that organizational communication, technological resources, and training opportunities are key drivers of positive employee experiences. However, aspects such as supervisor support and reward systems require further attention. Strengthening these areas can not only enhance job satisfaction but also foster

loyalty, productivity, and organizational commitment among hybrid IT employees.

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