Working Women's Job Satisfaction – A Study With Reference To Hybrid Work Model In It Companies In Chennai City

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Key words: Hybrid work model, information technology, work independence, work-life balance, working remotely.

Abstract

Hybrid work model has become popular in recent years in the Information Technology industry. During Covid-19 pandemic period, on account of curfew by the government employees were allowed to work from home wherever possible. Even though the situation became normal, the management of IT companies implemented hybrid work model for their employees, since it gives many benefits namely cost reduction, work performance etc. Hence IT companies framed their own policies and strategies for hybrid work model. It is more beneficial for women employees than men employees. Understanding the satisfaction level of women employees on various aspects of hybrid work model, the management of IT companies can improve their policies and can get better performance from employees. In this context, the researchers studied the satisfaction level of the women employees in IT sector towards hybrid work model in Chennai city considering 528 women employees selected through random sampling method and collected primary data through questionnaire. Simple percentage, mean, standard deviation, coefficient of variation and regression analysis were used for analysis. The study evidenced that the respondents were highly satisfied in the dimension of "Facilities Provided", "Duration of Work and Leave", "Work Independence", "Relationship with Office Personnel" and "Work-Life Balance". They were not satisfied with "Salary and Allowances" and "Psychological Factors". The study also evidenced that the professional "No. of Days Working Remotely", "Working Hours at Home" and "Period after implementing Hybrid work model" significantly influenced the level of satisfaction towards hybrid work model. No significant influence was made by the professional factors "Working Hours at Office" and "Internet Speed".

Introduction

In recent years, the hybrid work model has gained considerable popularity, especially within the IT sector. This strategy merges the advantages of remote work with the collaborative benefits of being present in the office, providing employees with enhanced flexibility. As organizations adapt to the changing work environment, it becomes essential to comprehend employee satisfaction with this model. Research suggests that a hybrid work model can improve job satisfaction, enabling employees to balance their professional duties with personal obligations. Numerous IT firms have embraced this model to retain talent and boost engagement. By offering a combination of remote and in-office work, companies can cater to the varied needs of their workforce, promoting a culture of trust and independence. As the study investigates the satisfaction levels of employees engaged in this hybrid model, it is vital to take into account several factors, including career advancement, work-life balance, work duration, management support, interpersonal relationships, mental health, and more. Assessing these aspects will yield insights into the efficacy of the hybrid work model and its influence on employee performance and morale. To gain a comprehensive understanding of the dynamics involved, it is necessary to analyze employee feedback regarding their satisfaction levels from the employees of

selected IT companies that have adopted hybrid work policies. This investigation will not only underscore the benefits of hybrid working arrangements but also identify areas for enhancement, ensuring that organizations can continually refine their strategies to address the evolving needs of their employees. Through this examination, the researcher aims to illuminate the satisfaction levels of employees in IT companies operating under a hybrid framework, ultimately contributing to a more informed discussion about the future of work in this industry.

Literature Review

Aprilina R & Martdianty F (2023) aimed to identify the factors influencing employees' satisfaction and productivity in hybrid-working. The study evidenced that consistent with the hypotheses, reconciliation, flow experience, flexibility, and organizational support were positively and significantly associated with employee satisfaction and perceived productivity while working from home. Employee satisfaction and perceived productivity also positively and significantly influenced workers' intention to continue with hybrid-work. **Franca V & Muren P.D. (2023)** focused on the well-being, work-life balance and health challenges of work from home during Pandemic period. The study evidenced that the experience of forced work from home was better than expected, though it posed risk to well-being, work-life balance and health, and that consensual work from home positively influences worker satisfaction, leading to increased productivity. **Smirnykh L (2023)** aimed to investigate the impact of working from home and its duration on job satisfaction. The study found that working from home was found to positively affect job satisfaction in the Russian labour market. From 2016 to 2021, men and women who worked from home were more satisfied with their jobs than their counterparts who did not work from home. The positive impact of working from home on job satisfaction was observed before and during the COVID-19 pandemic.

Santillan E.G., et al (2023) assessed the impact of hybrid work model on job execution, work life balance and job satisfaction. The study found that respondents agreed that the hybrid model balanced professional and personal well-being despite managerial expectations and workloads. The study also emphasized the importance of communication in hybrid work teamwork. **Chauhan A.S & Bajpai N (2023)** aimed to analyze the impact of the hybrid work model on employee performance and satisfaction. The study concluded that the hybrid work model is gaining traction as a prominent workplace approach in the post-pandemic era. However, companies were still in the process of defining the operational guidelines for implementing this model effectively. To foster a thriving hybrid work culture, it was crucial to establish clear protocols regarding work hours and locations. **Lab I., Vera-Toscano E., & Wooden M. (2023)** studied work from home and jobs satisfaction during Covid-19 pandemic period in Australia. The study evidenced that changes in the share of total weekly work hours usually worked from home were not found to had any significant association with changes in job satisfaction for men. In contrast, a strong significant positive (but non-linear) association was found for women, and this relationship was concentrated on women with children. **Vidyasri B., & Vasantha S. (2023)** studied the Impact of Hybrid Working Model on Job Satisfaction among IT Employees. The study found that these factors explained the several QWL aspects that affected employee well-being and work satisfaction.

Esposito P., et al (2024) investigated the effects of working-from home (WFH) on job satisfaction. The findings of the study showed that WFH exhibited a positive influence on job satisfaction, albeit exclusively among women, and with some heterogeneity, depending on personal characteristics. Specifically, this effect seemed more noticeable in women characterized by elevated Openness to Experience, whereas those with heightened conscientiousness or neuroticism levels tended to experience less satisfaction when working remotely. **Babu T.N., & Suhasini N. (2024)** investigates the effect of the hybrid working model on employee wellbeing and job satisfaction among IT employees. The study evidenced that there is significant relation between Hybrid work model setup and employee wellbeing & job satisfaction. By gaining an understanding of the factors that influence job satisfaction and employee wellbeing in a hybrid work environment, organizations can develop effective strategies to boost employee well-being and maximize organizational productivity. **Sankar A.C. (2025)** studied the hybrid Working Model and Job Satisfaction Among Corporate Employees in Kerala. The study found that the respondents had a positive response towards hybrid model, if they gave an option

to workers, they choose work from office. The major constraint of this model was the travel and associated cost involved which is not a major concern in WFH model. Majority respondents were satisfied with the communication and collaboration tools provided by the organisation for remote work.

Objectives of the Study

The study is done with the following specific objectives.

- To study the profession related variables of the sample women employees working in IT companies.
- To investigate the satisfaction level of the respondents towards various aspects of hybrid work model.
- To assess the influence of profession related variables on satisfaction level of the respondents on hybrid work model.

Methodology

The study has made an attempt to analyse the satisfaction level of women employees working in IT companies in Chennai city towards various aspects of hybrid work model. The researcher selected a total of 528 women employees working in eight IT companies in Chennai city using random sampling method. These sample respondents were selected from 8 major IT companies namely, Wipro, Infosys, TCS, Tech Mahindra, Cognizant, Accenture, HCL and Capgemini. Primary data were gathered by the researchers from the respondents through a well-structured questionnaire. The researcher applied the statistical tools of simple percentage, mean, standard deviation, coefficient of variation and regression analysis.

Results and Discussion

The researchers attempted to bring out the level of satisfaction of women employees working in IT companies in Chennai city regarding hybrid work model. For this purpose, the researcher identified a total of 51 various variables on which the respondents should have satisfaction for assessing the performance of hybrid work model. This section of the paper presents the results and discussion. Variables related to profession of the respondents such as number of days they are allowed to work remotely, working hours at office, working hours working remotely, period since implementation of hybrid work model and speed of internet connection may make significant influence on satisfaction level of the respondents. Table 1 brings the results of profession related variables of the respondents.

Table 1: Profession Related Variables of the Respondents

SN	Category	Freq.	%	SN	Category	Freq.	%
I No. of days Allowed				**IV Period since Implementation**			
1	1 day	29	5.5	1	Last 3 year	91	17.2
2	2 days	117	22.2	2	Last 4 years	115	21.8
3	3 days	161	30.5	3	Last 5 years	138	26.1
4	4 days	164	31.1	4	>5 years	184	34.7
5	No restriction	57	10.7				
II Working Hours at Office				**V Internet Speed**			
1	Upto 8 hours	244	46.2	1	Upto 30 mbps	234	44.3
2	8 to 9 hours	111	21.0	2	31 to 60 mbps	112	21.2
3	9 to 10 hours	123	23.3	3	61 to 100 mbps	129	24.4
4	Above 10 hours	50	9.5	4	>100 mbps	53	10.1
III Work Hours Remotely							
1	Upto 8 hours	168	31.8				
2	8 to 9 hours	155	29.4				
3	9 to 10 hours	124	23.5				
4	Above 10 hours	81	15.3				

	Total	528	100		Total	528	100

Table 1 shows that a considerable portion of the sample women IT employees (41.8%) were allowed to work remotely for more three days per week. It was noticed that a considerable portion of the sample women IT employees in the study area (46.2%) were averagely working 8 hours per day at their office. It was observed that when women employees are allowed work remotely, their working hours increased than when they were working at office. When they were working at the office, a considerable portion of the employees (46.2%) were working on average 8 hours per day, but when they were allowed to work remotely only 31.8% of the respondents were working 8 hours and the remaining 69.2% of the employees were working more than 8 hours per day averagely. This may be happened on account of over workload assigned to them when they are allowed to work remotely or they may make their office work remotely slowly or in between they might look after home related work also. It was noticed that majority of the sample women IT employees (60.8%) opined that they had been allowed to work remotely for the period of last 4 years or more years. This result shows that in majority of IT companies the Covid-19 pandemic influenced more on the working policies in IT companies. After Covid-19, almost all the IT companies had made policy changes and allowed their employees remotely also. It was observed that majority of the sample IT women employees in the study area (65.5%) had internet connection at their home with upto 60 mbps speed.

Factor Analysis

The researcher identified a total of 51 distinct variables concerning customer satisfaction with the hybrid work model implemented in IT companies located in Chennai city. The researcher utilized Factor Analysis to reduce quantity of variables. The computed values of the communalities reflecting the satisfaction levels of respondents across various aspects of the hybrid work model, as determined by factor extraction, are presented in the table below. There all initial extractions are 1.

Table 2: Communalities – Satisfaction of Employees on Hybrid Work Model

SN	Satisfaction on	Ext.	SN	Satisfaction on	Ext.
1	Work-load allotted	0.599	27	Relationship with family members	0.591
2	Hours working at office	0.686	28	Allowing to work at my own method	0.761
3	Hours working from home	0.511	29	Allowing to take own decision	0.521
4	Laptop provided by the company	0.662	30	Allowing to work by own decision	0.818
5	Allowances for internet facility	0.591	31	Providing opportunities and freedom	0.700
6	Salary paid under the model	0.570	32	Fulfilment of demands made by me	0.595
7	Other allowances	0.556	33	Understanding level of family members	0.534
8	Time available for household works	0.557	34	Time allocation between job and family	0.719
9	Time available to spend with children	0.612	35	Cannot fulfil some family needs	0.795
10	Salary increment	0.596	36	Flexibility in plans on family works	0.660
11	Work environment at office	0.565	37	Feel enthusiastic while working remotely	0.753
12	Work environment at home	0.757	38	Sufficiency of facilities at home for work	0.761
13	Tasks fixed under the model	0.669	39	Enjoy working under the model	0.693

SN	Satisfaction on	Ext.	SN	Satisfaction on	Ext.
14	Proportion to work at home and office	0.813	40	Communication methods	0.837
15	Promotions given	0.913	41	Relationship with superiors	0.848
16	Recognition on performance	0.529	42	Relationship with colleagues .	0.822
17	Job security	0.909	43	Relationship with subordinates	0.733
18	Connectivity with superior for	0.547	44	Disturbances from family members	0.594
19	Connectivity with co-employees	0.530	45	Career opportunities under the model	0.517
20	Flexibility to work at home	0.830	46	Knowing essential office information	0.568
21	Flexibility of working hours at home	0.800	47	Cooperation of co-workers	0.694
22	Convenience of online meeting	0.568	48	Counselling while implementation	0.658
23	Frequency of online meeting	0.542	49	Maintenance of work-life balance.	0.714
24	Leisure during holydays	0.634	50	Maintaining inter-personal relationship	0.571
25	Salary/allowances under the model	0.569	51	Incentives given on good performance	0.625
26	Effects of online training	0.902			

Note: Ext. – Extraction; The initial extraction for all the variables is 1.

Table 2 illustrates that the individual variances of the variables were considerable, falling within a statistically significant range. The results indicate that the calculated values of extracted communalities for all factors surpass 0.5. These extracted communalities are appropriate for factor analysis. A higher value of extracted communalities for the variables signifies a more advantageous outcome. Consequently, all factors selected for the study can be applied in the factor analysis. The factor analysis utilizes the Principal Component Analysis (PCA) method with the objective of identifying and estimating the eigenvalues of principal components. After calculating the eigenvalues of the components, the factors are organized in descending order based on the computed eigenvalues. In line with Kaiser's criterion, factors with an eigenvalue exceeding 1 are retained for the study. This process aids in the reduction of the identified factors as demonstrated in the table below. Factor analysis functions as a statistical technique used to clarify the variability among the identified and correlated variables, potentially condensing them into a smaller number of unabsorbed factors. This method is primarily used to lessen the number of variables that the researcher considers. Based on the inter-correlation among the selected variables, several additional factors are merged into one. The researcher has identified a total of 51 factors regarding which the sample respondents should express satisfaction concerning the hybrid work model in IT companies situated in Chennai city. To consolidate and minimize the inter-correlated variables into a single group, factor analysis was utilized, and the results, including Eigen values, percentage of variance, cumulative percentage for the initial Eigen values, and rotation sums of squared loadings, are presented in the table mentioned below.

Table 3: Total Variance Explained – Satisfaction on Hybrid Work Model

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	14.610	28.648	28.648	14.610	28.648	28.648
2	3.345	6.558	35.206	3.345	6.558	35.206
3	2.174	4.262	39.468	2.174	4.262	39.468
4	1.843	3.614	43.082	1.843	3.614	43.082
5	1.818	3.566	46.648	1.818	3.566	46.648

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
6	1.464	2.871	49.519	1.464	2.871	49.519
7	1.343	2.634	52.153	1.343	2.634	52.153
8	1.294	2.537	54.689	1.294	2.537	54.689
9	1.199	2.351	57.040	1.199	2.351	57.040
10	1.158	2.270	59.310	1.158	2.270	59.310
11	1.085	2.128	61.438	1.085	2.128	61.438
12	1.066	2.090	63.528	1.066	2.090	63.528
13	0.981	1.923	65.452			
14	0.967	1.896	67.348			
15	0.927	1.817	69.165			
16	0.919	1.801	70.966			
17	0.884	1.734	72.700			
18	0.844	1.655	74.355			
19	0.824	1.615	75.970			
20	0.803	1.574	77.544			
21	0.771	1.512	79.057			
22	0.720	1.412	80.468			
23	0.697	1.366	81.835			
24	0.667	1.308	83.143			
25	0.658	1.290	84.433			
26	0.616	1.208	85.641			
27	0.605	1.187	86.829			
28	0.573	1.123	87.951			
29	0.543	1.066	89.017			
30	0.523	1.026	90.043			
31	0.494	0.970	91.012			
32	0.476	0.934	91.946			
33	0.435	0.853	92.800			
34	0.420	0.823	93.622			
35	0.379	0.743	94.365			
36	0.368	0.721	95.086			
37	0.335	0.657	95.743			
38	0.305	0.598	96.341			
39	0.282	0.553	96.894			
40	0.268	0.526	97.420			
41	0.220	0.431	97.851			
42	0.202	0.397	98.248			
43	0.169	0.332	98.580			
44	0.155	0.303	98.883			
45	0.144	0.282	99.165			
46	0.136	0.266	99.430			
47	0.086	0.169	99.600			
48	0.078	0.152	99.752			
49	0.057	0.111	99.863			
50	0.048	0.093	99.956			
51	0.022	0.044	100.000			

Extraction Method: Principal Component Analysis.

Table 3 illustrates the results of the factor analysis, specifically regarding Eigen values, at both the initial stage and after applying the rotation method for the variables associated with the satisfaction level of the hybrid work model among a sample of female employees in IT companies situated in Chennai city. The results indicated that all 51 variables were consolidated into twelve factors through the implementation of factor analysis utilizing the rotation method, particularly those with an Eigen value greater than 1. These twelve factors collectively accounted for 63.528% of the variance of the included factors. It is assumed that this explained variance is adequate, and the extracted variables are appropriate for subsequent analysis. To adjust the extracted components that represent the selected statements (51 variables), orthogonal rotation (Varimax) is utilized. The Rotated Component Matrix (RCM) presents the factor loading of each variable in relation to the extracted factors. Factor loadings can be interpreted as the correlation between the factors and the variables. It is anticipated that each factor included in the study should demonstrate significant factor loading to only one factor while exhibiting negligible factor loadings to all other extracted factors.

Table 4: Employees' Satisfaction on Hybrid Work Model (Rotated Component Matrix[a])

Factors	Component												Factor name
	1	2	3	4	5	6	7	8	9	10	11	12	
15	0.867												Career Development
16	0.855												
17	0.815												
45	0.787												
2		0.883											Duration of Work and Leave
3		0.872											
36		0.839											
24		0.793											
4			0.866										Facilities Provided
5			0.841										
38			0.820										
32				0.886									Management Support
18				0.845									
20				0.834									
47				0.799									
48				0.782									
22					0.882								

Factors	Component												Factor name
	1	2	3	4	5	6	7	8	9	10	11	12	
23					0.850								Meeting and Communication
26					0.849								
19					0.822								
40					0.790								
46					0.771								
41						0.850							Relationship with Office Personnel
42						0.841							
43						0.835							
50						0.780							
6							0.882						Salary and Allowances
7							0.861						
10							0.843						
25							0.806						
51							0.772						
1								0.829					Target and Workload
13								0.804					
14								0.776					
11									0.854				Work Environment
12									0.831				
33									0.765				
44									0.723				
28										0.875			Work Independence
29										0.866			
30										0.784			
31										0.745			

Factors	Component												Factor name
	1	2	3	4	5	6	7	8	9	10	11	12	
8											0.896		Work-Life balance
9											0.846		
21											0.833		
27											0.823		
34											0.782		
49											0.773		
37												0.821	Psychological Factors
39												0.807	
35												0.789	

Table 4 shows that a total of 51 variables of satisfaction on hybrid work model were reduced into 12 factors by using factor analysis. They are grouped and labelled under the dimensions of "Career Development", "Duration of Work and Leave", "Facilities Provided", "Management Support", "Meeting and Communication", "Relationship with Office Personnel", "Salary and Allowances", "Target and Workload", "Work Environment", "Work Independence", "Work-Life Balance" and "Psychological Factors". The results of descriptive statistics (mean, standard deviation and coefficient of variation) of satisfaction level of the respondents of each dimension are presented in the following tables.

Table 5: Descriptive Statistics of Satisfaction with Hybrid Work Model

SN	Satisfaction on	Mean	SD	CV	Rank
1	Career Development	3.28	0.86	26.15	VI
2	Duration of Work and Leave	3.41	0.96	28.29	II
3	Facilities Provided	3.55	0.85	23.87	I
4	Management Support	3.17	0.73	22.88	IX
5	Meeting and Communication	3.24	0.98	30.16	VII
6	Relationship with Office Personnel	3.37	1.00	29.83	IV
7	Salary and Allowances	2.90	0.67	23.13	XII
8	Target and Workload	3.05	0.74	24.38	X
9	Work Environment	3.20	0.73	22.77	VIII
10	Work Independence	3.37	1.14	33.78	III
11	Work-Life Balance	3.34	0.55	16.57	V
12	Psychological Factors	3.01	0.79	26.45	XI

Table 5 reveals that the sample women employees working in IT companies in Chennai city were highly satisfied on the dimension of "Facilities Provided", its calculated mean value was the highest at 3.55 and it was ranked first. The respondents also were satisfied more on "Duration of Work and Leave", "Work Independence", "Relationship with Office Personnel" and "Work-Life Balance", (Mean: 3.41, 3.37, 3.37 and 3.34 respectively) and they were ranked 2nd, 3rd, 4th and 5th respectively. The respondents were moderately satisfied with "Career Development", "Meeting and Communication", "Work

Environment" and "Management Support", (Mean: 3.28, 3.24, 3.20 and 3.17 respectively) and they were ranked 6th, 7th, 8th and 9th respectively. The respondents were not satisfied with "Salary and Allowances" and "Psychological Factors", (Mean: 2.90 and 3.01 respectively) and they were ranked least at 12th and 11th respectively. The results of standard deviation and coefficient of variation indicated that there was lower level of deviation on all the dimensions in level of satisfaction among the respondents from their respective mean values.

Influence of Profession Related Factors on Satisfaction

Some profession related factor such as number of days the employees are allowed to work remotely, working hours at office, working hours while working remotely, period since implementation of hybrid work model and internet speed may have significant influence on their satisfaction level on various aspects of hybrid work model. To test it, the researcher framed the following null hypothesis and tested using Linear Regression Analysis. Table 6 gives the results of ANOVA for the regression analysis.

Ho : There was no significant influence by profession related variables of the women employees working in IT companies on their satisfaction level on various dimensions of hybrid work model.

Table 6: ANOVA under Regression of Professional Variables on Satisfaction

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	23.266	5	4.653	2.743	0.041[b]
	Residual	1188.726	522	2.277		
	Total	1211.992	527			
	Adjusted R Square				0.127	

a. Dependent Variable: Satisfaction; b. Predictors: (Constant), Internet speed, Working Hours at Office, Period after implementing Hybrid work model, Working Hours at Home, Number of Days allowed to work remotely.

Table 6 reveals that the calculated 'F' value of ANOVA under regression analysis testing the influence of professional variables of the respondents on their satisfaction level on hybrid work model stood at 2.743, its calculated p-value was 0.041, it shows that the result was significant at 5% level, hence the model framed for the study is statistically fit for further analysis. It was also observed that the result of adjusted R square (0.127) shows that the profession related variables of the sample women employees working in IT companies explained the satisfaction level to the extent of 12.7%. Table 7 presents the results of regression analysis of influence of professional variables on satisfaction.

Table 7: Regression Coefficient of Professional Variables on Satisfaction

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.971	0.326		12.191	0.000
	No. of Days Working Remotely	0.032	0.063	0.022	6.507	0.000
	Working Hours at Office	-0.111	0.064	-0.076	-2.138	0.053
	Working Hours at Home	-0.059	0.063	-0.041	-5.950	0.000
	Period since implementation	-0.137	0.061	-0.099	-2.253	0.025
	Internet Speed	-0.048	0.063	-0.033	-0.759	0.448

a. Dependent Variable: Satisfaction

Table 7 exhibits that professional variables of the sample women employees working in IT companies in the study area such as "No. of Days Working Remotely", "Working Hours at Home" and "Period

after implementing Hybrid work model" had significant influence on satisfaction level of the respondents on hybrid work model, since their calculated 't' values (6.507, -5.950 and -2.253 respectively) under regression analysis were statistically significant at either 1% or at 5% level as shown by the results of p-values (0.000, 0.000 and 0.025 respectively). No significant influence was evidenced by professional variables "Working Hours at Office" and "Internet Speed" on the level of satisfaction on hybrid work model, since their calculated 't' values under regression analysis were not statistically significant.

Conclusion

Hybrid work model has become popular in recent years in the Information Technology industry. During Covid-19 pandemic period, on account of curfew by the government employees were allowed to work from home wherever possible. Even the situation became normal, the management of IT companies implemented hybrid work model for their employees, since it gives many benefits namely cost reduction, work performance etc. Hence IT companies framed their own policies and strategies for hybrid work model. It is more beneficial for women employees than men employees. Understanding the satisfaction level of women employees on various aspects of hybrid work model, the management of IT companies can improve their policies and can get better performance from employees. In this context, the researchers studied the satisfaction level of the women employees in IT sector towards hybrid work model in Chennai city. The study evidenced that the sample women employees working in IT companies in Chennai city were highly satisfied on the dimension of "Facilities Provided", "Duration of Work and Leave", "Work Independence", "Relationship with Office Personnel" and "Work-Life Balance" working under hybrid work model. The respondents were not satisfied with "Salary and Allowances" and "Psychological Factors" working under hybrid work model. The study also evidenced that the professional factors of the respondents namely, "No. of Days Working Remotely", "Working Hours at Home" and "Period after implementing Hybrid work model" made significant influence on the level of satisfaction by women employees working in IT companies in Chennai city on various dimensions of hybrid work model. No significant influence was made by the professional factors "Working Hours at Office" and "Internet Speed".

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