

GENDER DISPARITIES IN PERCEPTION OF IT EMPLOYEES: A RESEARCH PERCEPTIVE ON HYBRID WORK MODE IN GURUGRAM

Aarti Sharma¹, Prof. (Dr.) Trilochan Sharma²

¹Asst. Professor, *Department of Commerce and Management*, GNIOT Institute of professional Studies, Greater Noida-India

²Department of Business Administration, MJP Rohilkhand University, Bareilly-India

scholaraartisharma@gmail.com¹

drlochan@gmail.com²

Abstract

Due to the drastic change in working culture Every IT or non-IT industry is focusing on Hybrid work mode. Now the market space, place competition becomes online where employees has also adapted this culture gracefully and working in hybrid work environment. All changes which occur due to the circumstance were not easy to adapt for organizational as well as for employees. This study focusses on gender-based view disparities among the IT employees from specific reason to Gurugram on the basis of WLB, job satisfaction and challenges. Managing work and personal life for the human (Male/female/others) is also came as a challenge. Every gender is facing their own problems, situations, changes in habit or many more things. My study is based on primary data of 150 IT employees which is collected through questionnaire, Quantitative analysis employees independent t tests & Levene's Test for Equality of Variances to compare gender differences in perceptions of work-life balance (e.g., flexibility, boundary management), challenges (e.g., communication, isolation), and satisfaction, while thematic analysis of open-ended responses identified gender-specific experiences. This research aims to find Do women's report Higher WLB Benefit in Hybrid working mode as compare to Man? Or Are there Gender based difference in technical challenges or Communication Difficulties. To know the insights, it is significant for better productivity and WLB.

Keywords: Gender disparity, Hybrid work mode, Work life balance, perception, job satisfaction, challenges

1. Literature Review

(Orešković et al., 2023) in the study "Associations of working from home with job satisfaction, work-life balance, and working-model preferences" and said that the "COVID-19 epidemic has caused several companies to begin employing remote or hybrid work arrangements". One of the first BPTO companies to implement a work-from-home model, MPlus Group, recently conducted an analysis of employee happiness, work-life balance, and preferred work modes in relation to this model.

(Santillan et al., 2023) in the study "Assessing the Impact of a Hybrid Work Model on Job Execution, Work-Life Balance, and Employee Satisfaction in a Technology Company" and said that to further understand the hybrid work style, researchers "in this study interviewed employees at a tech company in Quezon City that specialises in engineering and industrial software. This helps the organisation achieve its goal of being a Great Place to Work" by embracing "change and prioritising the wellness of its employees".

(Perrigino et al., 2018) in the study "Work-Family Backlash: The "Dark Side" of Work-Life Balance (WLB) Policies" and said that There is still no consensus on a concept or measure for "work-family backlash" despite its popularity in academia. There is mounting evidence that work-life balance (WLB) regulations aren't perfect, even if research on these policies is limited and in its early stages. We have come to the following definition of work-family backlash after studying the literature: It happens when workers react negatively to work-life balance rules (WLBs) through individual or collective negative actions.

(Vasumathi, 2018) in the study “Work life balance of women employees: a literature review” and said that A growing number of “people believe that a healthy work-life balance is crucial to a prosperous society”, this literature study gives a brief summary of where things stand in this regard for female employees. Since working long hours cuts into their family time and productivity, modern working women are very worried about work-life balance (WLB).

(Kaya & Karatepe, 2020) in the study “Attitudinal and behavioral outcomes of work-life balance among hotel employees: The mediating role of psychological contract breach” and said that “This study's methodology is predicated on the principles of equitable distribution of resources, social justice, and balanced roles”. As a result, it follows that work-life balance (WLB) influences behaviours including PWE, PLW, poor task performance, and unacceptable voice usage.

(Uddin et al., 2020) in the study “Perceived Social Support (PSS) and Work-Life Balance in a Developing country: The Moderating Impact of Work-Life Policy” and said that The purpose of this research, which is based on the Conservation of Resources (COR) theory, is to look at how female bank employees in Bangladesh view their social support networks and how work-life policies interact to affect their work-life balance (WLB).

2. Objectives of the study

- Examine gender differences in perceptions of work-life balance in hybrid work environments among IT professionals.
- Scrutinize gender-based differences in anticipated challenges of hybrid work in the IT sector.
- Determine how gender discriminate the level of job satisfaction in hybrid work mode surrounded by IT professionals.

3. Research Gap

Various research has been done on WLB as well as Job satisfaction. My research aims to find out the true perception of Male and female IT employee who are employed in Gurugram region. No research has been made yet on this area. While my coosen reason is a hug of IT employees or sector. Perception towards IT employees can be different as they both are having different household responsibility, circumstances in which they are working, work related stress, burnout etc.

4. Research Methodology

This research mainly focused on IT employees (Male/ Female) who are working in Gurugram region. The entire result, findings is based on completely Primary data. Which is collect by one-to-one interviews, Standard Questionnaire which was sanded to various employees via LinkedIn, WhatsApp and Gmail.

Type of research: Cross sectional and explorative

Sample size- 150 IT employees (Male/Female)

Variables: perception for Work life balance (DV), Perceived challenges of Hybrid work (DV), job satisfaction (DV), Gender (IDV).

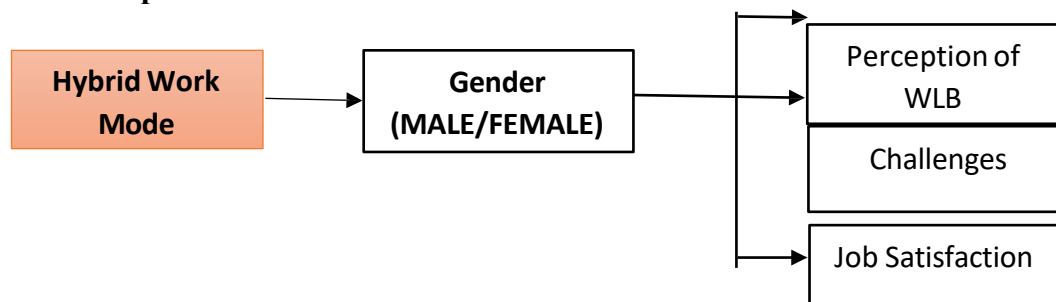
4.0 Hypothesis

H1.0 (Null) Significant difference is not been observed in perceptions of work-life balance in IT professional's hybrid work mode between male and female.

H2.0 (Null): Significant difference is not been observe in perceived challenges of hybrid work between male and female IT professionals.

H3.0 (Null): Significant difference has been observed in job satisfaction in hybrid work between male and female IT professionals.

4.1 Conceptual Framework



The conceptual framework presented above shows the connection among gender and three critical aspects of hybrid work mode. Gender (male and female) is considered as independent variable, whereas work-life balance, perceived challenges, and job satisfaction serve as the dependent variables. The framework assumes that employee's gender may influence their perceptions and experiences in a hybrid work setting. Accordingly, three hypotheses (H1, H2, H3) were formulated to test whether there is appealing heterogeneity between IT professionals (male and female) in terms of work-life balance, challenges, and job satisfaction. In this study above demonstrate framework provides the foundation for the consecutive empirical analysis conducted.

4.2 Data Analysis & Interpretation

H1.0 (Null) Significant difference is not been observed in perceptions of work-life balance in IT professional's hybrid work mode between male and female.

Table 1: Group Statistics for Work Life Balance

Gender	Mean	N	Std. Deviation
Male	1.5783	83	.82817
female	1.7164	67	1.17816
Total	1.6400	150	.99852

Interpretation of Table 1:

The statistics shows that female IT professionals ($M = 1.72$, $SD = 1.18$) reported marginally higher perceptions of work-life balance in male IT professionals ($M = 1.58$, $SD = 0.83$). However, it means differences are smaller and required further testing for statistical significance, which is inspected through the independent samples t-test.

Table 2: Shows Independent Samples Test for Work-Life Balance

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference		Lower	Upper

WLB	Equal variances assumed	10.328	.002	-.841	148	.402	-.13810	.16415	-.46249	.18629
	Equal variances not assumed			-.811	114.490	.419	-.13810	.17024	-.47533	.19912

(Equal variances not assumed was used because Levene's test was significant, $p = .002$)

An independent samples t-test was aimed to examine gender variation in perceptions of work-life balance (WLB) among IT professionals working in a hybrid environment. The results of Levene's test indicated unequal variances ($F = 10.33$, $p = .002$); hence, the "equal variances not assumed" results were used. These analysis shows that no statistically disparities have been observed in work-life balance scores among male ($M = 1.58$, $SD = 0.83$, $N = 83$) and female ($M = 1.72$, $SD = 1.18$, $N = 67$) IT professionals, $t(114.49) = -0.811$, $p = .419$. Therefore, the null hypothesis (H_{10}) is accepted, suggesting that gender does not significantly influence perceptions of work-life balance in hybrid work settings.

H2.0 (Null): Significant difference is not been observe in perceived challenges of hybrid work between male and female IT professionals.

Table 3: Sight Descriptive Group Statistics

Gender	Mean	N	Std. Deviation
Male	1.8072	83	.92996
female	1.8806	67	.87943
Total	1.8400	150	.90546

Interpretation of Table 3:

Male IT professionals ($M = 1.807$, $SD = 0.930$, $N = 83$) and female IT professionals ($M = 1.881$, $SD = 0.879$, $N = 67$) reported similar perceived challenges of hybrid work. An independent samples t-test confirmed that this difference was not statistically significant, $t(148) = -0.492$, $p = .623$. Therefore, null hypothesis was accepted, acknowledging no significant gender-based variation in perceived challenges.

Table 4: Independent Samples Test for Challenges

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Challenges	Equal variances assumed	1.273	.261	-.492	148	.623	-.07337	.14909	-.36799	.22125

Interpretation of Table 4: Independent Samples t-test was conducted to examine the gender differences in anticipated challenges of hybrid work mode. Levene's test indicated equal variances ($F = 1.273$, $p = .261$); therefore, the "equal variances assumed" row was considered. Results showed no kind of difference in anticipated threat between IT professionals male and

female, $t(148) = -0.492, p = .623$. Thus, the null hypothesis is approved, Significant difference is not been observe in perceived challenges of hybrid work between male and female IT professionals.

H3.0 (Null): Significant difference has been observed in job satisfaction in hybrid work between male and female IT professionals.

Table 5: Group Statistics for level of Satisfaction

Gender	Mean	N	Std. Deviation
Male	1.9398	83	.83153
female	2.1045	67	.74130
Total	2.0133	150	.79416

Interpretation of Table 5:
Above mentioned statistics show that the female IT professionals ($M = 2.10, SD = 0.74, N = 67$) reported marginally higher job satisfaction compared to male IT professionals ($M = 1.94, SD = 0.83, N = 83$). The overall score mean for job satisfaction was 2.01 ($SD = 0.79$) across all applicants.

Table 6: Independent Samples Test indicating Job Satisfaction

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Satisfaction Level	Equal variances assumed	2.463	.119	-1.265	148	.208	-.16472	.13017	-.42195	.09251
	Equal variances not assumed			-1.281	146.508	.202	-.16472	.12858	-.41883	.08939

(Equal variances was used, since the Levene's test was not significant, $p = .119$)

The aim of an independent samples t-test is to correlate job satisfaction level between IT professional's male and female in hybrid work. The Levene's test for equality of variances was not significant ($F = 2.46, p = .119$), expressing that equal variances could be assumed. The results demonstrated that the diversity in job satisfaction among female professionals ($M = 2.10, SD = 0.74, N = 67$) male professionals ($M = 1.94, SD = 0.83, N = 83$) was not momentous, $t(148) = -1.27, p = .208$. Therefore, the null hypothesis (H_{30}) is accepted, indicating that Significant difference has been observed in job satisfaction in hybrid work between male and female IT professionals.

5. Discussion

Inspection explores gender-based differences in perceptions of hybrid work among IT professionals in Gurugram, addressing on work-life balance, observed challenges, and job

satisfaction. The findings suggest that gender does not mainly influence the sense of work-life balance (H1) or the threats liked with hybrid work (H2). Both male and female employees reported similar experiences in balancing personal and professional roles, as well as in managing the obstacles that hybrid models bring. However, when examining job satisfaction (H3), the results again showed no statistically significant gender difference, even though female employees reported marginally higher average satisfaction levels than males.

Taken together, these results suggest that hybrid work provides a relatively gender-neutral environment in the IT sector, offering similar benefits and challenges to both male and female professionals. This may be attributed to the flexibility and autonomy inherent in hybrid work, which helps reduce traditional workplace disparities. The findings reinforce the idea that organizational policies promoting hybrid work can foster inclusivity and equitable employee experiences across genders.

6. Limitation

1. Although this study and its conclusions are restricted to the Gurugram region only, more research can be conducted in other areas.
2. Since the IT sector is the main focus of this research, there are a number of industries that now use hybrid work styles, which can be included further for the study.
3. Depending on the duration of the outcome, a larger sample size can be obtained.
4. Although there are other tools available, I solely utilized SPSS for this data collection and analysis.

7. Conclusion

This study set out to audit gender disparities focusing on work-life balance, challenges, and job satisfaction in perceptions of hybrid work among IT professionals in Gurugram. The results demonstrate that there are no statistically kind of imbalance among male and female employees across these dimensions, implying that hybrid work mode provides a largely gender-neutral platform for IT sector. The resilience and liberty embedded in hybrid models appear to leverage IT professionals irrespective of gender, thereby reducing conventional inequalities often observed in workplace experiences.

From a practical perspective, the findings highlight that organizations can linger to promote hybrid work arrangements as an inclusive strategy that supports employee well-being and satisfaction without reinforcing gender divides. However, future research should expand to include other variables such as job engagement, career growth opportunities, and long-term performance outcomes, which may reveal more nuanced gender-specific experiences. Overall, hybrid work holds promise as a sustainable and equitable work model for the evolving IT industry.

8. References

- Uddin, M., Ali, K., & Khan, M. (2020). Perceived Social Support (PSS) and Work-Life Balance in a Developing country: The Moderating Impact of Work-Life Policy. *Iranian Journal of Management Studies*, Online First. <https://doi.org/10.22059/ijms.2020.282543.673663>
- Vasumathi, A. (2018). Work life balance of women employees: A literature review. *International Journal of Services and Operations Management*, 29(1), 100. <https://doi.org/10.1504/IJSOM.2018.10009105>
- Kaya, B., & Karatepe, O. M. (2020). Attitudinal and behavioral outcomes of work-life balance among hotel employees: The mediating role of psychological contract breach. *Journal of Hospitality and Tourism Management*, 42, 199–209. <https://doi.org/10.1016/j.jhtm.2020.01.003>

- Krajčík, M., Schmidt, D. A., & Baráth, M. (2023). Hybrid Work Model: An Approach to Work–Life Flexibility in a Changing Environment. *Administrative Sciences*, 13(6), 150. <https://doi.org/10.3390/admsci13060150>
- Orešković, T., Milošević, M., Košir, B. K., Horvat, D., Glavaš, T., Sadarić, A., Knoop, C.-I., & Orešković, S. (2023). Associations of working from home with job satisfaction, work-life balance, and working-model preferences. *Frontiers in Psychology*, 14, 1258750. <https://doi.org/10.3389/fpsyg.2023.1258750>
- Bloom, N., Han, R., & Liang, J. (2022). *How Hybrid Working From Home Works Out* (w30292; p. w30292). National Bureau of Economic Research. <https://doi.org/10.3386/w30292>
- Fernos, J., & Rahmatullah, R. (2024). *Remote Work Revolution: Examining the Impact of Hybrid Work Models on Employee Engagement and Productivity*.
- G., B., & S., P. (2023). CONCEPTUAL FRAMEWORK ON SUCCESSFUL IMPLEMENTATION OF HYBRID WORK MODEL FOR VIRTUAL IT EMPLOYEES. *International Journal of Engineering Technologies and Management Research*, 10(4). <https://doi.org/10.29121/ijetmr.v10.i4.2023.1313>
- G. Mujtaba, B., & T. Lawrence, E. (2024). Workplaces of Today and Tomorrow to Attract and Retain Top Talent: Challenges and Opportunities with Remote / Hybrid Practices. *SocioEconomic Challenges*, 8(2), 12–30. [https://doi.org/10.61093/sec.8\(2\).12-30.2024](https://doi.org/10.61093/sec.8(2).12-30.2024)
- Gangisetty, N., Dias, R., Irfan, M., Mohana, S., M, S. K., Santosh, K., Galvão, R., & Varela, M. (2024). Impact of Hybrid Work Model on Job Satisfaction of Techies during the COVID-19 Pandemic. *Journal of Ecohumanism*, 3(4), 977–987. <https://doi.org/10.62754/joe.v3i4.3502>
- Gaspar, T., Jesus, S., Farias, A. R., & Matos, M. G. (2024). Healthy Work Environment Ecosystems for Teleworking and Hybrid Working. *Procedia Computer Science*, 239, 1132–1140. <https://doi.org/10.1016/j.procs.2024.06.279>