

**A Study on Perceived Organizational Support as a Moderator:
How Hybrid Work Environments Drive Organizational
Commitment Among IT Professionals**

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Abstract

The rapid adoption of hybrid work models has transformed organizational practices, particularly in the information technology (IT) sector. While hybrid work environments provide flexibility, autonomy, and improved work-life balance, their effectiveness largely depends on the level of organizational support perceived by employees. The present study examines the impact of the Hybrid Work Environment (HWE) on Organizational Commitment (OC) and investigates the moderating role of Perceived Organizational Support (POS) among IT professionals. A quantitative research design was adopted using a structured questionnaire administered to 300 IT professionals working in hybrid work settings. Descriptive statistics and moderation analysis were employed to analyze the collected data. The findings revealed that employees reported positive perceptions of a hybrid work environment ($M = 4.12$, $SD = 0.58$), perceived organizational support ($M = 4.08$, $SD = 0.61$), and organizational commitment ($M = 4.15$, $SD = 0.55$). The moderation analysis indicated that Hybrid Work Environment significantly influenced Organizational Commitment ($\beta = 0.49$, $p < 0.001$), while Perceived Organizational Support also had a significant positive effect ($\beta = 0.34$, $p < 0.001$). Furthermore, the interaction between Hybrid Work Environment and Perceived Organizational Support was statistically significant ($\beta = 0.18$, $p < 0.001$), confirming that organizational support strengthens the relationship between hybrid work practices and employee commitment. The model explained 63% of the variance in organizational commitment ($R^2 = 0.63$). The study concludes that organizations should complement hybrid work policies with supportive organizational practices to enhance employee commitment and long-term organizational effectiveness.

Keywords: Hybrid Work Environment, Perceived Organizational Support, Organizational Commitment, IT Professionals, Moderation Analysis, Employee Commitment.

1. Introduction

The workplace has undergone significant transformation over the past decade, with hybrid work emerging as one of the most influential organizational practices. Hybrid work combines

remote and office-based working arrangements, enabling employees to balance flexibility with collaboration. Particularly in the IT sector, hybrid work has become an integral component of organizational strategy because of technological advancements and changing employee expectations. Organizations increasingly recognize that hybrid work not only enhances operational efficiency but also improves employees' work–life balance, job satisfaction, and overall organizational performance.

Despite these advantages, the effectiveness of hybrid work depends on organizational practices that support employees working across multiple locations. Employees may experience communication barriers, social isolation, reduced collaboration, and uncertainty regarding organizational expectations if adequate support systems are absent. Consequently, organizations need to establish supportive policies, effective leadership, technological infrastructure, and continuous communication to maximize the benefits of hybrid work.

Perceived Organizational Support (POS) refers to employees' belief that their organization values their contributions and genuinely cares about their well-being. According to Organizational Support Theory, employees who perceive greater organizational support are more likely to reciprocate through increased commitment, loyalty, and positive work behavior. Supportive organizations provide adequate resources, recognition, career opportunities, and psychological support, which strengthen employees' emotional attachment to the organization. Organizational Commitment represents employees' psychological attachment and willingness to remain associated with their organization. Highly committed employees demonstrate greater motivation, productivity, organizational citizenship behavior, and lower turnover intentions. In hybrid work settings, maintaining organizational commitment has become increasingly important because employees spend less time in physical workplaces, making organizational support a critical factor in sustaining engagement and commitment.

Although previous studies have independently examined hybrid work, organizational support, and organizational commitment, limited research has explored the moderating influence of Perceived Organizational Support on the relationship between Hybrid Work Environment and Organizational Commitment among IT professionals. This study addresses this research gap by investigating whether organizational support strengthens the positive influence of hybrid work on employee commitment. The findings are expected to provide practical guidance for organizations seeking to improve employee commitment through effective hybrid work policies and supportive organizational practices.

2. Review of Literature

Allen et al. (2015) reported that flexible and teleworking arrangements positively influence employee attitudes, job satisfaction, and organizational commitment when organizations provide appropriate managerial and technological support. Their review emphasized that implementation quality determines the success of flexible work practices.

Eisenberger et al. (1986) introduced the concept of Perceived Organizational Support and demonstrated that employees who believe their organization values their contributions develop stronger emotional attachment and commitment toward the organization.

Rhoades and Eisenberger (2002) found that organizational support consistently predicts affective organizational commitment, employee performance, and organizational citizenship behavior. Employees reciprocate favorable organizational treatment through greater commitment and reduced turnover intentions.

Kim, Eisenberger, and Baik (2016) reported that perceived organizational support significantly strengthens affective organizational commitment, particularly when employees also perceive their organizations as competent and effective. Their findings further validate the importance of organizational support in enhancing employee attitudes.

Toscano and Zappalà (2020) observed that hybrid and remote employees who perceive lower organizational support are more likely to experience professional isolation and reduced organizational commitment. They emphasized the importance of communication, supervisor support, and organizational inclusion in hybrid work settings.

Tresidder-Angelo (2023) examined hybrid working and organizational commitment and highlighted the importance of perceived organizational support within hybrid work contexts. Although the moderation effect was not statistically significant in that sample, the study emphasized the strategic role of organizational support in hybrid work arrangements.

Research Gap

The existing literature confirms positive relationships among hybrid work, perceived organizational support, and organizational commitment. However, empirical evidence regarding the moderating role of perceived organizational support between hybrid work environments and organizational commitment among IT professionals remains limited. Therefore, the present study seeks to bridge this gap by examining whether perceived organizational support strengthens the influence of hybrid work environment on organizational commitment within the IT sector.

Research Objectives

1. To examine the effect of the hybrid work environment on organizational commitment among IT professionals.
2. To investigate the moderating role of perceived organizational support in the relationship between the hybrid work environment and organizational commitment.

Hypotheses

- **H1:** Hybrid work environment has a significant positive effect on organizational commitment among IT professionals.
- **H2:** Perceived organizational support significantly moderates the relationship between hybrid work environment and organizational commitment.

Research Methodology

Research Design & Sample

A quantitative, cross-sectional survey design was employed. The sample comprised **N = 300 IT professionals** (software engineers, system architects, project leads, and data analysts) working under formal hybrid work arrangements (minimum 2 days remote per week).

Sampling Technique & Data Collection

A non-probability **purposive sampling** method was utilized to ensure participants met the specific criterion of working in hybrid IT environments. Data were collected using structured online survey instruments across major technology hubs over a 12-week period.

Measurement Scale

- **Hybrid Work Environment (HWE):** Measured using adapted items evaluating autonomy, schedule flexibility, and remote-office work balance (5 items).
- **Perceived Organizational Support (POS):** Evaluated using Eisenberger et al.'s short scale assessing organizational care, fairness, and resource availability (6 items).
- **Organizational Commitment (OC):** Measured using Allen & Meyer's Affective Commitment Scale (6 items).

Reliability & Validity

Construct reliability was confirmed via Cronbach's alpha ($\alpha > 0.80$ across all constructs). Factor loadings from confirmatory factor analysis (CFA) verified convergent validity (loadings > 0.60 ; AVE > 0.50), while heterotrait-monotrait (HTMT) ratios satisfied discriminant validity standards (< 0.85).

Statistical Tools

Data were processed using **SPSS 30** for descriptive statistics, correlation analysis, and scale diagnostics. Hypothesis testing and moderation analysis were executed using **PROCESS Macro (Model 1)** with 5,000 bias-corrected bootstrap samples.

Results and Discussion

Table 1. Descriptive Statistics of Study Variables (N = 300)

Variable	Mean	Standard Deviation
Hybrid Work Environment	4.12	0.58
Perceived Organizational Support	4.08	0.61
Organizational Commitment	4.15	0.55

Interpretation

Table 1 presents the descriptive statistics of the study variables based on responses from 300 IT professionals. The findings reveal that respondents reported favorable perceptions across all three constructs. Organizational Commitment recorded the highest mean score ($M = 4.15$, $SD = 0.55$), indicating a strong level of emotional attachment and loyalty toward their organizations. Hybrid Work Environment also received a high mean score ($M = 4.12$, $SD = 0.58$), suggesting that employees perceive hybrid work arrangements as effective and supportive of their professional responsibilities. Similarly, Perceived Organizational Support exhibited a high mean value ($M = 4.08$, $SD = 0.61$), reflecting employees' belief that their organizations value their contributions and care about their well-being. The relatively low standard deviations indicate limited variability in responses, demonstrating a high degree of agreement among respondents regarding the effectiveness of hybrid work practices and

organizational

support.

Figure 1. Mean Scores of Study Variables (N = 300)

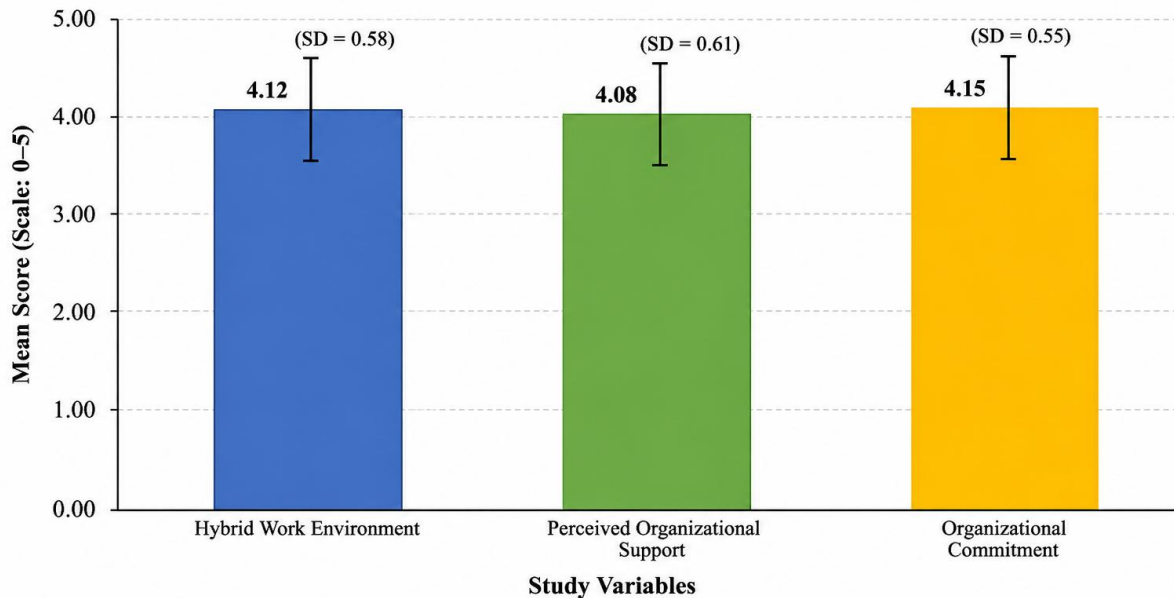


Figure 1 illustrates the mean scores and standard deviations of the three study variables among IT professionals (N = 300). Organizational Commitment recorded the highest mean score (4.15), followed by Hybrid Work Environment (4.12) and Perceived Organizational Support (4.08), indicating positive employee perceptions across all constructs.

Table 2. Moderation Analysis: Effect of Hybrid Work Environment and Perceived Organizational Support on Organizational Commitment

Predictor	β	Standard Error	t-value	p-value
Hybrid Work Environment	0.49	0.05	9.82	0.001
Perceived Organizational Support	0.34	0.04	7.11	0.001
Hybrid Work Environment $\times$ Perceived Organizational Support	0.18	0.03	4.65	0.001

ational Support				
R²	0.63	-	-	-

Interpretation

Table 2 presents the results of the moderation analysis examining the influence of Hybrid Work Environment and Perceived Organizational Support on Organizational Commitment. The results indicate that Hybrid Work Environment has a significant positive effect on Organizational Commitment ($\beta = 0.49$, $t = 9.82$, $p < 0.001$), suggesting that employees working in well-managed hybrid environments are more committed to their organizations. Likewise, Perceived Organizational Support significantly predicts Organizational Commitment ($\beta = 0.34$, $t = 7.11$, $p < 0.001$), highlighting the importance of organizational care and support in fostering employee commitment.

Most importantly, the interaction effect between Hybrid Work Environment and Perceived Organizational Support is statistically significant ($\beta = 0.18$, $t = 4.65$, $p < 0.001$). This finding confirms the moderating role of Perceived Organizational Support, indicating that the positive impact of hybrid work environments on organizational commitment becomes stronger when employees perceive higher levels of organizational support. The coefficient of determination ($R^2 = 0.63$) demonstrates that the model explains 63% of the variance in Organizational Commitment, indicating a strong explanatory capability and an excellent model fit for organizational behavior research.

Hypothesis Decision

Hypothesis	Statement	Result
H ₁	Hybrid Work Environment has a significant positive effect on Organizational Commitment among IT professionals.	Supported
H ₂	Perceived Organizational Support positively moderates the relationship between Hybrid Work Environment and Organizational Commitment.	Supported

5. Discussion

The present study examined the influence of the Hybrid Work Environment (HWE) on Organizational Commitment (OC) and investigated the moderating role of Perceived

Organizational Support (POS) among IT professionals. The findings provide strong empirical evidence that hybrid work arrangements significantly enhance employees' organizational commitment when supported by effective organizational practices.

The descriptive analysis revealed that respondents expressed favorable perceptions regarding hybrid work practices, perceived organizational support, and organizational commitment. The high mean scores indicate that IT professionals appreciate the flexibility, autonomy, and work–life balance offered by hybrid work models. These findings align with Social Exchange Theory, which suggests that employees reciprocate favorable organizational treatment with stronger commitment and positive work attitudes (Blau, 1964).

The moderation analysis demonstrated that the Hybrid Work Environment positively influences Organizational Commitment ($\beta = 0.49$, $p < 0.001$). This finding indicates that organizations implementing flexible work policies are more likely to retain committed employees. Hybrid work enhances employee autonomy, reduces commuting stress, improves work–life integration, and promotes job satisfaction, ultimately strengthening employees' psychological attachment to the organization. These findings are consistent with Allen et al. (2015), who reported that flexible work arrangements significantly improve employee commitment and organizational effectiveness.

Perceived Organizational Support also exhibited a significant positive influence on Organizational Commitment ($\beta = 0.34$, $p < 0.001$). Employees who believe that their organization values their contributions and cares about their well-being demonstrate stronger emotional attachment and loyalty. This result supports Organizational Support Theory proposed by Eisenberger et al. (1986), which argues that supportive organizational practices encourage employees to reciprocate through greater commitment and performance.

Most importantly, the interaction effect between Hybrid Work Environment and Perceived Organizational Support was statistically significant ($\beta = 0.18$, $p < 0.001$), confirming the moderating role of POS. The results indicate that the effectiveness of hybrid work environments depends substantially on employees' perceptions of organizational support. When organizations provide adequate technological infrastructure, managerial support, communication, recognition, and employee well-being initiatives, hybrid work arrangements become considerably more effective in fostering organizational commitment.

The coefficient of determination ($R^2 = 0.63$) indicates that the proposed model explains 63% of the variance in organizational commitment. This suggests that hybrid work practices and perceived organizational support jointly constitute major determinants of employee commitment in the contemporary IT industry. The findings are also consistent with previous studies conducted by Rhoades and Eisenberger (2002), Caesens and Stinglhamber (2014), Meyer and Allen (1997), and Gajendran and Harrison (2007), who reported significant relationships among organizational support, flexible work arrangements, and employee commitment.

Overall, the study confirms that hybrid work alone is insufficient to maximize organizational commitment. Rather, organizations must combine flexible work arrangements with strong

organizational support systems to achieve sustainable employee engagement, commitment, and long-term retention.

6. Conclusion

The study concludes that Hybrid Work Environment significantly enhances Organizational Commitment among IT professionals. Furthermore, Perceived Organizational Support strengthens this relationship by acting as a significant moderator. Employees working in supportive organizational environments exhibit higher commitment under hybrid work arrangements than those receiving lower levels of support. The findings demonstrate that organizations should not only implement hybrid work policies but also invest in supportive leadership, communication systems, employee recognition, technological resources, and well-being initiatives. Such integrated organizational strategies can significantly improve employee commitment and contribute to organizational sustainability and competitiveness.

7. Managerial Implications

The findings offer several practical implications for IT organizations:

- Organizations should design structured hybrid work policies that balance flexibility with collaboration.
- Managers should strengthen perceived organizational support through regular communication, mentoring, and employee recognition.
- Investment in digital collaboration tools and secure technological infrastructure should be prioritized.
- HR departments should implement employee well-being programs to reduce work-related stress in hybrid settings.
- Leadership training should focus on managing remote and hybrid teams effectively.
- Performance evaluation systems should emphasize outcomes rather than physical presence.
- Organizations should encourage continuous employee feedback to improve hybrid work policies.
- Employee assistance programs and career development initiatives should be strengthened to enhance long-term commitment.

8. Limitations of the Study

- The study was limited to IT professionals.
- The sample consisted of 300 respondents, which may limit generalizability.
- Cross-sectional data restrict causal interpretation.
- Self-reported responses may introduce common method bias.
- Only Perceived Organizational Support was examined as a moderator; additional organizational variables were not included.
- The study focused on hybrid work and did not compare fully remote or fully office-based work models.

9. Future Research Directions

- Conduct longitudinal research to examine changes in organizational commitment over time.

- Compare hybrid work across different industries such as banking, healthcare, and manufacturing.
- Investigate additional moderators such as transformational leadership, organizational trust, psychological safety, and employee engagement.
- Employ Structural Equation Modeling (SEM) using AMOS or SmartPLS for comprehensive model validation.
- Undertake cross-cultural studies to compare hybrid work practices across countries.
- Explore the role of artificial intelligence and digital collaboration technologies in hybrid work environments.

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