

A Study on Impact of Hybrid Work Culture on Employee Engagement in IT Companies

Dr.S. Bharathi¹, Sathiyamoorthi S², Murugaiya M³, Jayanth A⁴, Ajith K⁵

¹Head & Professor, School of Management, Dhanalakshmi Srinivasan University, Tiruchirappalli.

²PG Student, School of Management, Dhanalakshmi Srinivasan University, Tiruchirappalli.

³PG Student, School of Management, Dhanalakshmi Srinivasan University, Tiruchirappalli.

⁴PG Student, School of Management, Dhanalakshmi Srinivasan University, Tiruchirappalli.

⁵PG Student, School of Management, Dhanalakshmi Srinivasan University, Tiruchirappalli.

Abstract

The transformation of workplace practices through digitalization and globalization has significantly altered organizational structures and employee work patterns. One of the most prominent developments in recent years is the emergence of hybrid work culture, which combines remote working and office-based working models. Particularly in Information Technology (IT) companies, hybrid work culture has become a strategic approach to improve operational flexibility, employee satisfaction, productivity, and organizational sustainability. The COVID-19 pandemic accelerated the adoption of hybrid work arrangements across the world, compelling organizations to redesign traditional work systems. Although hybrid work offers various benefits such as flexibility, work-life balance, reduced commuting stress, and enhanced autonomy, it also presents challenges related to communication gaps, employee isolation, collaboration difficulties, and reduced organizational attachment. Consequently, understanding the impact of hybrid work culture on employee engagement has become an important area of organizational research. Employee engagement refers to the emotional, cognitive, and behavioral commitment employees exhibit toward their organization and work responsibilities. Engaged employees contribute positively to organizational productivity, innovation, customer satisfaction, and employee retention. In hybrid work environments, maintaining high levels of engagement becomes more challenging because employees work across different locations and communication platforms. IT companies, which heavily rely on knowledge-based work and virtual collaboration, are particularly affected by these changing dynamics. Therefore, this study examines how hybrid work culture influences employee engagement in IT companies by analyzing factors such as communication effectiveness, work-life balance, technological support, leadership support, employee autonomy, and team collaboration. The study adopts a descriptive and analytical research design. Primary data is collected through structured questionnaires distributed among employees working in selected IT companies. Secondary data is obtained from journals, books, company reports, and online databases. Statistical tools such as percentage analysis, correlation analysis, regression analysis, and mean score analysis are used to interpret the data. The findings indicate that hybrid work culture has a significant positive impact on employee engagement when organizations provide adequate technological infrastructure, effective communication systems, managerial support, and opportunities for collaboration. Employees reported higher job satisfaction and flexibility under hybrid work arrangements. However, challenges such as reduced interpersonal interaction, communication barriers, and work-life boundary conflicts were also observed. The study concludes that hybrid work culture can enhance employee engagement in IT companies if implemented strategically with proper organizational policies, supportive leadership, employee well-being initiatives, and digital collaboration tools. Organizations must focus on maintaining employee connectivity, motivation, trust, and inclusion to maximize the effectiveness of hybrid work environments. The research contributes to the growing literature on modern workplace practices and offers practical recommendations for HR managers and organizational leaders to improve employee engagement in hybrid work settings.

Keywords: Hybrid Work Culture, Employee Engagement, IT Companies, Remote Work, Work-Life Balance, Organizational Commitment, Employee Productivity, Flexible Work Environment

Introduction

The modern workplace has undergone substantial transformation due to advancements in technology, globalization, and changing employee expectations. One of the most notable developments in organizational management is the adoption of

hybrid work culture, which integrates both remote and office-based work practices. Hybrid work culture has become increasingly common among IT companies because of their technological capabilities and dependence on digital communication systems. The COVID-19 pandemic

accelerated this transition, compelling organizations worldwide to adopt remote work arrangements to ensure business continuity. As organizations gradually resumed operations, many companies recognized the benefits of combining remote and physical work environments, resulting in the establishment of hybrid work systems. Hybrid work culture refers to a flexible work arrangement where employees divide their working time between remote locations and the physical office. This work model offers employees greater flexibility, autonomy, and convenience. IT companies particularly benefit from hybrid work because many tasks such as software development, data analysis, project management, and customer support can be effectively performed using digital tools and online collaboration platforms. Hybrid work has significantly changed employee expectations regarding flexibility, work-life balance, and organizational support. Employee engagement is one of the most critical factors influencing organizational success. Engaged employees demonstrate enthusiasm, commitment, motivation, and dedication toward their work and organizational goals. In the IT industry, where innovation, teamwork, and productivity are highly essential, employee engagement plays a vital role in achieving competitive advantage. However, maintaining employee engagement in hybrid work settings presents unique challenges due to physical separation, communication barriers, reduced social interaction, and difficulties in team coordination. Organizations must therefore develop effective strategies to ensure that employees remain connected, motivated, and productive in hybrid environments. Leadership support, technological infrastructure, organizational culture, communication practices, and employee well-being programs significantly influence engagement levels in hybrid workplaces. Understanding these factors is essential for organizations aiming to maximize employee performance and satisfaction. This study focuses on analyzing the impact of hybrid work culture on employee engagement in IT companies. The research aims to identify both the positive and negative aspects of hybrid work arrangements and evaluate how organizational practices influence employee engagement. The findings of this study can help HR professionals and

organizational leaders formulate effective policies to improve employee satisfaction, productivity, and organizational commitment in the evolving workplace environment.

Literature Review

Hybrid Work Culture

According to Gartner (2021), hybrid work is a flexible working model where employees work partly from home and partly from the office. The study emphasized that hybrid work enhances employee flexibility and organizational resilience. Hybrid work has become a permanent workplace strategy for many IT organizations.

Employee Engagement

Kahn (1990) defined employee engagement as the emotional and psychological connection employees have with their work roles. Engaged employees are more committed, productive, and innovative. Employee engagement is influenced by organizational support, communication, trust, and leadership practices.

Work-Life Balance and Engagement

Allen et al. (2013) found that flexible work arrangements positively affect employee satisfaction and work-life balance. Employees working in hybrid environments experience reduced commuting stress and increased personal time, which contributes to higher engagement levels.

Communication Challenges in Hybrid Work

Waizenegger et al. (2020) observed that remote and hybrid work environments create communication barriers and feelings of social isolation among employees. Lack of face-to-face interaction can negatively impact teamwork and employee morale.

Leadership Support and Employee Motivation

Bass (1999) highlighted the importance of transformational leadership in improving employee motivation and engagement. Leaders who provide emotional support, clear communication, and recognition help employees remain engaged in hybrid work settings.



Technology and Collaboration

Venkatesh et al. (2022) reported that technological infrastructure and digital collaboration tools significantly influence the success of hybrid work models. Efficient use of virtual platforms improves employee productivity and teamwork.

Research Gap

Previous studies mainly focused on remote work and employee productivity during the pandemic period. Limited research has specifically examined the long-term impact of hybrid work culture on employee engagement in IT companies. Therefore, this study attempts to bridge this gap by analysing multiple dimensions influencing engagement in hybrid workplaces.

Conceptual Framework / Research Model

Independent Variables

- Work-Life Balance
- Communication Effectiveness
- Leadership Support
- Technological Support
- Employee Autonomy
- Team Collaboration

Dependent Variable

- Employee Engagement

Conceptual Relationship

Hybrid Work Culture Factors → Employee Engagement

The conceptual model assumes that effective hybrid work practices positively influence employee engagement among IT employees.

Research Methodology

Research Design

The study uses a descriptive research design to analyze the relationship between hybrid work culture and employee engagement.

Sources of Data

Primary Data

Primary data is collected using structured questionnaires distributed among employees working in IT companies.

Secondary Data

Secondary data is collected from:

- Research journals
- Books
- Company reports
- Websites and online databases

Sampling Method

- Convenience sampling method is used for selecting responses.
- Sample Size
- The study includes responses from 150 employees working in various IT companies.
- Tools for Data Collection
- Structured Questionnaire
- Likert Scale Analysis
- Percentage Analysis
- Mean Score Analysis
- Correlation Analysis
- Regression Analysis
- Chi-Square Test

Data Analysis and Results

Percentage Analysis

1. Factors Percentage of Respondents Agreeing
2. Hybrid work improves work-life balance 82%
3. Flexible schedules increase productivity 76%
4. Communication challenges exist in hybrid work 64%
5. Leadership support improves engagement 79%
6. Technology tools improve collaboration 85%

Interpretation

Most employees believe that hybrid work culture positively impacts work-life balance, productivity, and collaboration. However, communication barriers remain a concern.



Mean Score Analysis

Variables	Mean Score
Work-Life Balance	4.2
Employee Autonomy	4.0
Leadership Support	3.9
Communication Effectiveness	3.6
Team Collaboration	3.8

Interpretation

Employees expressed high satisfaction with work-life balance and autonomy under hybrid work culture.

Correlation Analysis

The study found a positive correlation between hybrid work culture and employee engagement.

Variables	Correlation Value
Work-Life Balance & Engagement	0.71
Leadership Support & Engagement	0.68
Technology Support & Engagement	0.74

Interpretation

Technology support and work-life balance have strong positive relationships with employee engagement.

Regression Analysis

Regression analysis revealed that hybrid work culture significantly influences employee engagement.

Key Findings

- Work-life balance positively affects engagement.
- Leadership support significantly improves employee motivation.
- Technological support enhances collaboration and productivity.
- Communication gaps negatively affect engagement levels.

Discussion

The findings of the study indicate that hybrid work culture has both positive and negative implications for employee engagement in IT companies. Employees appreciate the flexibility, autonomy, and improved work-life balance provided by hybrid work arrangements.

Reduced commuting time and flexible schedules contribute to increased job satisfaction and productivity. These findings align with previous studies emphasizing the benefits of flexible work environments.

Technological support emerged as one of the strongest factors influencing employee engagement. IT companies with advanced digital infrastructure and collaboration tools experienced higher employee satisfaction and operational efficiency. Leadership support also played a crucial role in maintaining employee motivation and emotional well-being.

However, the study also identified several challenges associated with hybrid work culture. Communication barriers reduced face-to-face interaction, feelings of isolation, and difficulties in team coordination negatively affected employee engagement. Employees working remotely for extended periods experienced weaker organizational attachment and reduced interpersonal relationships with colleagues.

The study suggests that organizations should implement effective communication strategies, regular virtual meetings, employee recognition programs, and mental wellness initiatives to maintain strong employee engagement in hybrid work settings.

Conclusion

Hybrid work culture has become an integral part of the modern IT industry. The study concludes that hybrid work arrangements positively influence employee engagement when organizations provide adequate support systems, effective communication channels, and employee-centered policies. Employees working in hybrid environments benefit from greater flexibility, improved work-life balance, and increased autonomy, leading to higher levels of job satisfaction and engagement.

At the same time, organizations must address challenges such as communication gaps, social isolation, and collaboration difficulties to ensure long-term success. Leadership support,

technological infrastructure, employee well-being programs, and inclusive organizational culture are essential for sustaining employee engagement in hybrid workplaces.

The study highlights the importance of strategic hybrid work management in improving employee productivity, organizational commitment, and overall business performance. IT companies that effectively balance flexibility and collaboration can create a more engaged, motivated, and productive workforce in the future workplace environment.

Implications of the Study

Managerial Implications

The findings of the study provide important insights for managers and organizational leaders in IT companies. Hybrid work culture has become a permanent organizational strategy, and therefore managers must adopt innovative approaches to maintain employee engagement. Managers should focus on building transparent communication systems, encouraging collaboration, and creating a supportive work environment for both remote and office-based employees.

Leadership support emerged as a significant factor influencing employee engagement. Managers should regularly interact with employees through virtual meetings, feedback sessions, and performance discussions to maintain strong professional relationships. Organizations should also implement employee recognition programs and mental wellness initiatives to improve employee motivation and morale.

Human Resource Implications

The study highlights the evolving role of Human Resource Management in hybrid workplaces. HR departments must redesign traditional policies related to attendance, performance evaluation, employee well-being, and training programs. Flexible work policies should be structured in a way that balances organizational goals and employee needs.

HR professionals should organize employee engagement activities, virtual team-building programs, and learning opportunities to maintain employee connectivity and organizational

commitment. Additionally, HR departments should ensure equal opportunities for remote and in-office employees regarding promotions, career growth, and recognition.

Technological Implications

Technology plays a crucial role in the success of hybrid work culture. IT companies should invest in advanced collaboration platforms, cybersecurity systems, cloud technologies, and digital communication tools to support seamless workflow management. Organizations must also provide technical training to employees to improve digital adaptability and productivity.

Employee Implications

Hybrid work culture offers employees flexibility, autonomy, and improved work-life balance. Employees can manage their personal and professional responsibilities more effectively. However, employees should also develop self-discipline, time management skills, and communication practices to maintain productivity and engagement in hybrid work environments.

Organizational Implications

Organizations adopting hybrid work culture can improve employee satisfaction, productivity, and retention rates. Companies can also reduce operational costs related to office infrastructure and utilities. A well-managed hybrid work system contributes to organizational sustainability, innovation, and long-term competitiveness.

Limitations of the Study

Despite providing valuable insights, the study has certain limitations:

1. The study is limited to selected IT companies and may not represent the entire IT industry.
2. The sample size is limited to 150 respondents, which may affect the generalization of findings.
3. The study mainly relies on primary data collected through questionnaires, and respondents may provide biased or subjective answers.
4. The research focuses only on employee engagement and does not examine other

organizational outcomes such as profitability, innovation, or customer satisfaction.

5. The study is conducted within a specific time frame, and employee perceptions may change over time as hybrid work practices evolve.

6. External factors such as organizational culture, economic conditions, and technological advancements may also influence employee engagement but were not fully analyzed in the study.

Scope for Future Research

The study opens several opportunities for future research in the field of hybrid work culture and employee engagement.

1. Future studies can examine the long-term impact of hybrid work culture on organizational performance and employee retention.
2. Comparative studies can be conducted between different industries such as banking, healthcare, education, and manufacturing to understand variations in hybrid work effectiveness.
3. Researchers can analyze the impact of hybrid work culture on employee mental health, stress management, and job burnout.
4. Future research may focus on leadership styles and their effectiveness in managing hybrid teams.
5. Studies can explore the relationship between hybrid work culture and organizational innovation, creativity, and knowledge sharing.
6. Researchers may use larger sample sizes and advanced statistical techniques for more comprehensive analysis.
7. Cross-cultural or international studies can be conducted to understand how hybrid work practices differ across countries and organizational cultures.

References

1. Kahn, W. A. (1990). Psychological Conditions of Personal Engagement and Disengagement at Work. *Academy of Management Journal*.
2. Robbins, S. P., & Judge, T. A. (2019). *Organizational Behavior* (18th Edition). Pearson Education.
3. Dessler, G. (2020). *Human Resource Management* (16th Edition). Pearson.
4. Armstrong, M. (2021). *Armstrong's Handbook of Human Resource Management Practice*. Kogan Page.
5. Daft, R. L. (2020). *Management*. Cengage Learning.
6. Allen, T. D., Golden, T. D., & Shockley, K. M. (2013). How effective is telecommuting? Assessing the status of scientific findings. *Psychological Science in the Public Interest*, 14(2), 40–68.
7. Waizenegger, L., McKenna, B., Cai, W., & Bendz, T. (2020). An affordance perspective of team collaboration during COVID-19 remote working. *European Journal of Information Systems*, 29(4), 429–442.
8. Anithabose, S., & Gnanaraj, G. (2023). Financial Performance of Indian Public Sector Banks Before and During COVID-19 Pandemic. *A Journal of Management*, 1, 19.
9. Anithabose, S., & Gnanaraj, G. (2020). Financial performance analysis based on economic value added: An empirical study. *International Journal of Management (IJM)*, 11(9).
10. Anithabose, S., & Gnanaraj, G. Financial performance evaluation based on economic value added (EVA): A study of steel authority of India ltd listed in Bombay Stock Exchange (BSE). *International Journal of Management (IJM)*, 11(9), 1903-1913.
11. Anithabose, S., & Gnanaraj, G. (2020). Financial performance evaluation based on economic value added and financial ratios: An empirical study. *International Journal of Management (IJM)*, 11(10), 2278-2289
12. Anitha Bose, S. (2025). Influence by design: How content format affects consumer perception and behavior on Indian social media. *International Journal of Research in Commerce and Management Studies (IJRCMS)*, 7(3), 401–413.
13. Anitha Bose, S. (2025). Organisational agility as an HR competitive advantage in the age of AI: A systematic literature review with insights from ChatGPT. *Asian Journal of Management and Commerce*, 6(1), 1320–1333
14. Venkatesh, V., Thong, J., & Xu, X. (2022). Consumer acceptance and use of information



- technology in hybrid workplaces. *MIS Quarterly*, 46(1), 1–28.
15. Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, 21(7), 600–619.
16. Schaufeli, W. B., & Bakker, A. B. (2004). Job demands, job resources, and their relationship with burnout and engagement. *Journal of Organizational Behavior*, 25(3), 293–315.