

THE IMPACT OF HYBRID WORK MODELS ON EMPLOYEE PRODUCTIVITY AND ENGAGEMENT

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ABSTRACT

Hybrid work models have considerably altered workplace dynamics rendered post-modern, where remote working and onsite work complement employee flexibility and autonomy. This research looks into how hybrid work affects productivity and engagement, emphasizing leadership style, culture, and digital tools as factors influencing the same. In this study, quantitative research was adopted through the distribution of structured questionnaires to 400 employees drawn from IT companies in West Pune. The survey, in essence, was aimed to gather data on demographic factors, employee experiences, and perceptions concerning hybrid work arrangements. The collected data were analyzed using Regression Analysis and ANOVA via SPSS to evaluate two hypotheses, that is: (1) the influence of leadership, organizational culture, and digital tools in enhancing productivity and engagement, and (2) any variations of outcomes by industries.

It was established that leadership style, organizational culture in support of this flexible kind of working arrangement, and the proper use of digital tools directly impact productivity and engagement among employees within hybrid working arrangements. Attempts to look into industry differences showed that the likes of IT and Healthcare were more open to the benefits while others such as Education and Retail were less so. The conclusion relates that hybrid work thrives under robust leaderships, nurturing organizational culture, and appropriate technology infrastructure. There is a core emphasis on industry-specific strategies to drive success concerning hybrid work implementation. Going forward, it recommends investing in leadership development, creating a culture of diversity, inclusivity, and flexibility, and utilization of digital tools to engage employees and promote productivity. The study advises future researchers to investigate the long-term effects of hybrid working and to extend their research to encompass other industries and regions for more profound understanding.

Keywords: Hybrid Work Model, Employee Productivity, Employee Engagement, Leadership Styles, Organizational Culture

1. INTRODUCTION

The emergence of various hybrid functioning methods, incorporating both remote work and office work, has metamorphosed organizational culture and employee experience. This shift, fuelled by global developments like the COVID-19 pandemic, has forced organizations to reevaluate established structures for the sake of productivity and engagement. Hybrid work enables flexing, empowering, and controlling the way work gets done in the hands of the employee, giving rise to a better balance between the work and life and enhancing job satisfaction. Studies have shown that workers having some remote flexibility show higher engagement levels compared to full-time office employees (Gallup, 2023). In addition, these hybrid alternatives contribute to higher employee retention since they support different work preferences and lower turnover intention.

Alongside such leaders, for hybrid working arrangements to sustain employee productivity and engagement, there must be a culture characterized by openness, trust, collaboration, and adaptability. Such digital avenues ensure the removal of barriers to seamless interaction and teamwork, with remote workers and office-working employees being brought together to ensure that teams remain integrated.

However, while it offers potential benefits, the hybrid work model often offers a challenge that needs to be critically considered. There are issues such as maintaining great communication, providing the employee with equal access to resources, and another thing making sure he does not get isolated if he works from outside. The filing also gives much consideration to the employee's and industry's competency in hybrid work strategies for optimum performance results. The definite transformation of the workspace, however, presents myriad effects on workplace productivity and engagement brewed by hybrid models that need to be understood and interrogated as an area of study-research-practice.

2. THEORETICAL CONCEPTS

Hybrid workplaces are emerging, incorporating traditional and virtual offices in business models, and this change has transformed organizations and employee experiences. The COVID, as with many global events, has forced such organizations to rethink their old ways of working. Hybrid work models offer greater flexibility and enhanced employee autonomy in choosing their work environment to suit their personal preferences as well as the job requirements. The freedom and flexibility improve work-life balance and provide employees with higher job satisfaction, as they can juggle their work and personal responsibilities more easily than before. Studies reveal that hybrid work models provide improved employee well-being and involvement in work for a successful balance between the advantages of remote work and benefits available in working personally.

Leadership style is a crucial factor of success in the hybrid work model. Transformational leadership, which is seen by motivation and inspirational vision, has been found effective especially in working hybrid mode because it creates an atmosphere of trust and inclusion when managing out-of-sight teams. Such transformational leadership towards high-quality open discussion and clarity motivates the employees to engage and boost their productivity in the hybrid working arena. Advanced digital tools are indispensable for creating an effective communication and collaboration platform. Those who are existing as a team, but in disparate physical locations, can actually use technology to bridge the gap between remote and onsite employees, maintaining strong team dynamics and continued organizational performance.

The successful implementation of hybrid work models thus depends on the organizational culture. Such culture emphasizes flexibility, trust, and support, which can give rise to increased employee satisfaction and performance under hybrid conditions. On the other hand, rigidity can dampen any potential benefits that hybrid work arrangements may confer. Therefore, the organization needs to create a culture that is fundamentally aligned with the principles of hybrid work, stimulating flexibility and learning on an ongoing basis and bringing about better employee well-being and resilience for organizations. Again, because hybrid working might not have the same impact in all industries, it becomes critical to appreciate the different dynamics industry-specific from that perspective. Organizational culture is a scientifically proven factor affecting the successful deployment of hybrid work models. Such culture emphasizes flexibility, trust, and support and can give rise to increased employee satisfaction and performance under hybrid conditions. Organizational culture is scientifically proven to be a factor in alliance for successful deployment of hybrid work models. Such culture emphasizes flexibility, trust, and support and can give rise to increased employee satisfaction and performance under hybrid conditions.

Rigidity might dampen any possible benefits that hybrid work arrangements could confer. Therefore, the organization needs to create a culture that is fundamentally aligned with hybrid work principles so that flexibility and learning could be stimulated on an ongoing basis and bring about better employee well-being and organizational resilience. Again, because hybrid working might not have the same impact in all industries, it becomes critical to appreciate the different dynamics industry-specific from that perspective. It is important to set the hybrid work strategies according to the nature of industry requirements and individual employees so that they can generate maximum impact on performance outcomes. In culmination, the framework of theories around hybrid work models refers to how leadership types interact with organizational culture and technology-integration. Hence, transformational leadership and supportive organizational culture level around effective hybrid work. However, these factors can be

addressed by digital tools that further support communication and collaboration between remote, working, and on-site workers. Thus, enhanced employee productivity, engagement, and overall organizational effectiveness are achieved..

3. LITERATURE REVIEW

Contemporary research keeps discovering that hybrid work model arrangements positively impact employee productivity, engagement, and well-being. Compared to on-site employees, remote and hybrid employees are more productive and engaged (Khan & Lopez, 2023). These arrangements strengthen work-life balance, job satisfaction, and organizational health on many counts (Conway et al., 2016). Conversely, strategic management of engagement in remote settings requires HR practices such as effective communication tools, career development, and transparent feedback. In a nutshell, the implementation of hybrid models rests upon certain determinants such as personalized work stations, open access to organizational knowledge, and mechanisms for employee voice (Conway et al., 2016). Organizations are in the process of designing multiple hybrid work arrangements and establishing supporting pillars and infrastructure (Hopkins & Bardoel, 2023). Even with all the challenges, the future of work seems to be hybrid, a pleasing thing for employees and organizations alike (Pass & Ridgway, 2022; Wontorczyk & Rożnowski, 2022).

Recent studies have been revealing some links between hybrid and remote work and employee-well-being, productivity, and engagement. Corporate culture serves a big role in influencing employee well-being under different workplace settings. However, hybrid work models have comparatively lower work-home conflicts than full-time remote work, which bears unique advantages and challenges (Kaur & Mandal, 2023). The productivity of the work-from-home schedule would vary case-by-case based on the nature of the work, the employer's attributes, and the home environment (Anakpo et al., 2023). Employee experience management suites, such as Microsoft Viva, can act as engagement support in hybrid work environments (John et al., 2023). Some of the influencing factors on productivity and work engagement among employees working from home are home-work conflict, social isolation, job autonomy, and self-leadership (Galanti et al., 2021). Work engagement and relevant organizational considerations like management support and learning culture can enhance employee productivity and organizational performance (Abdelwahed & Al Doghan, 2023).

The term Work Engagement has gained importance due to the trending pandemic situation and the working arrangements brought by it such as work-from-home or hybrid models. Employee engagement is influenced by various factors such as work environment, team relationships, and job resources (A. J, 2014; Bakker, 2011) that increase or decrease the attraction of the employee towards their work. Some studies left by some researchers report that telecommuting or remote work can increase employee output (Antriksha Negi et al., 2021; Beno, 2021), while then again, some other reports the negative effects of telecommuting on productivity (Farooq & Sultana, 2021). The hybrid model of intermixing office work with remote work has been a popular solution to improve retention without sacrificing performance. By this rapid shift to remote work has also imposed new antecedents of engagement, including digital literacy and mindfulness (Hajjami & Crocco, 2023). Organizations today are challenged to evolve their workplace culture and practices to support engagement in such changing work contexts. However, the existing literature clearly brings out the understanding and need for employee engagement in the changing context of work.

4. LITERATURE GAPS

Despite existing research discussing the beneficial aspects of hybrid work models on employee productivity, engagement, and well-being, numerous gaps remain. Most of the studies mainly discuss the advantages associated with hybrid models (Khan & Lopez, 2023;) but do not deeply assess variances in productivity-related and engagement-related outcomes amongst different industries. Furthermore, while it's acknowledged that HR practices and organizational culture sustain employee engagement research on how leadership style or management adaptability contribute to the success of a hybrid work model remains very limited. Hybrid work's effects on the long-term career paths of employees and their innovative capabilities remain largely unexplored. Furthermore, whereas digital tools are considered enablers of engagement (John et al., 2023), studying over-dependence on technology and how this affects employee well-being presents its challenges. Hence, this study attempts to bridge such gaps by understanding subtle implications of hybrid work designs on productivity and engagement across industries and organizational contexts.

5. RESEARCH METHODOLOGY

This study undertakes a quantitative research design for investigating the influence of hybrid work models on productivity and employee engagement. The highly structured instrument of performance measures was the questionnaire in collecting primary data on the employees' experiences, perceptions, and performance in hybrid work environments. The questionnaire developed had both closed-ended questions and some on the Likert scale measuring some of the mentioned variables as leadership styles, organizational culture, digital tool usage, and employee engagement and productivity at large. The importance of objectivity by way of quantitative approach permits the statistical analysis which tests the hypotheses proposed suitably.

The population of research comprises the employees working in IT companies in West Pune. This area is known to have a growing technology sector with hybrid work models widely adopted. By targeting this population, it will collect relevant data about employees who are into hybrid work settings, making the findings truly contemporary with trends in workplaces.

The sample number for the study was 400 respondents, determined using the standard formula for sample size calculation to ensure statistical reliability and representation in the study. Stratified random sampling was used, cutting across the different employee roles within an organization (e.g., entry-level, mid-level, and senior employees) to ensure representation of all possible views. This study was based on West Pune, a region identified as having a lot of concentration of IT companies and a lot of trend realization as compared to other parts of India regarding hybrid work model usage.

The primary data has been collected through questionnaire, and secondary data has been collected from existing literature, company reports, and industry surveys to augment and contextualize the analysis. Regression analysis for both hypotheses was applied to test the hypotheses, encouraging the study to evaluate the influence of leadership styles with the organizational culture contextualized by industry differences on the productivity and engagement of employees. The data collected was analyzed using statistical method SPSS to give accurate and reliable results through the application of several statistical tests such as descriptive analysis, correlation, or regression.

5.1. RESEARCH PROBLEMS IDENTIFIED

- 1) The varying impact of hybrid work models on employee productivity and engagement across different industries remains underexplored.
- 2) Limited research exists on how leadership styles, organizational culture, and digital tools shape employee experiences in hybrid work environments.
- 3) There is a lack of strategic insights on optimizing hybrid work models to enhance employee well-being, engagement, and long-term productivity.

5.2. RESEARCH QUESTIONS OF THE STUDY

- 1) How do hybrid work models influence employee productivity and engagement across different industries?
- 2) What is the impact of leadership styles, organizational culture, and digital tools on employee experiences in hybrid work environments?
- 3) What strategies can organizations implement to optimize employee productivity, engagement, and well-being in hybrid work models?

5.3. OBJECTIVES OF THE STUDY

- 1) To understand the influence of hybrid work models on employee productivity and engagement across different industries.
- 2) To analyze the role of leadership styles, organizational culture, and digital tools in shaping employee experiences in hybrid work environments.

- 3) To suggest strategies for enhancing employee productivity, engagement, and well-being within hybrid work models.

5.4. THE HYPOTHESES OF THE STUDY

H₁ (Alternative Hypothesis): Leadership styles, organizational culture, and the use of digital tools significantly influence employee productivity and engagement in hybrid work models.

H₀ (Null Hypothesis): Leadership styles, organizational culture, and the use of digital tools do not significantly influence employee productivity and engagement in hybrid work models.

H₂ (Alternative Hypothesis): There is a significant difference in employee productivity and engagement across different industries adopting hybrid work models.

H₀ (Null Hypothesis): There is no significant difference in employee productivity and engagement across different industries adopting hybrid work models.

6. DATA ANALYSIS

Demographic Information

Table 1 Demographic Characteristics of Participants

Demographic Factor	Categories	Respondent Distribution (Frequency)	Respondent Distribution (%)
Gender	Male, Female	Male: 191, Female: 209	Male: 47.8%, Female: 52.2%
Age	20-29, 30-39, 40-49, 50+	20-29: 120, 30-39: 150, 40-49: 90, 50+: 40	20-29: 30%, 30-39: 37.5%, 40-49: 22.5%, 50+: 10%
Education Level	Bachelor's, Master's, Doctorate	Bachelor's: 160, Master's: 200, Doctorate: 40	Bachelor's: 40%, Master's: 50%, Doctorate: 10%
Experience	0-2 years, 3-5 years, 6-10 years, 10+ years	0-2 years: 90, 3-5 years: 130, 6-10 years: 110, 10+ years: 70	0-2 years: 22.5%, 3-5 years: 32.5%, 6-10 years: 27.5%, 10+ years: 17.5%
Work Mode Preference	Fully Remote, Hybrid, On-site	Fully Remote: 130, Hybrid: 200, On-site: 70	Fully Remote: 32.5%, Hybrid: 50%, On-site: 17.5%

The Demographic Information table provides insights into the sample of 400 respondents. The gender distribution is nearly balanced, with 47.8% male and 52.2% female participants. The majority fall within the 30-39 age group (37.5%), followed by 20-29 (30%). In terms of education, most respondents hold a Master's degree (50%), while 40% have a Bachelor's and 10% a Doctorate. Work experience varies, with 32.5% having 3-5 years and 27.5% with 6-10 years. Regarding work preferences, 50% favor a Hybrid model, reflecting current workplace trends, followed by Fully Remote (32.5%) and On-site (17.5%).

Table 2 Hybrid Work Model Survey

Questions	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)	Average / Mean
Leadership in my organization effectively supports hybrid work.	0	0	135	126	139	4.01

The organizational culture promotes productivity in hybrid work settings.	0	0	161	125	114	3.88
Digital tools provided are efficient for hybrid work.	0	0	123	141	136	4.03
I feel engaged with my work under the hybrid work model.	0	0	132	131	137	4.01
Leadership communication is clear and effective in the hybrid setup.	0	0	138	136	126	3.97

The Hybrid Work Model Survey results indicate a positive perception of leadership, organizational culture, and digital tools in supporting employee productivity and engagement within hybrid work models. The average scores for all five questions range from 3.88 to 4.03, reflecting overall agreement among respondents. Notably, the highest mean (4.03) highlights the effectiveness of digital tools in hybrid settings, while leadership support and employee engagement also received strong ratings (4.01). The absence of negative responses (1 or 2) suggests a generally favorable outlook. These findings support the alternative hypothesis (H_1) that these factors significantly influence productivity and engagement.

Table 3 Industry-Based Hybrid Work Survey

Questions	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)	Average / Mean
My industry effectively supports hybrid work arrangements.	0	89	104	102	105	3.56
Employee productivity is high in the current hybrid work model in my industry.	0	112	87	88	113	3.5
The hybrid work model enhances employee engagement in my industry.	0	109	93	93	105	3.48
The flexibility of hybrid work positively impacts my job performance.	0	104	97	106	93	3.47
Industry-specific tools and resources support efficient hybrid work.	0	83	110	100	107	3.58

For one, there is the Hybrid Working Survey of Industries, which shows differences in how employees in different industries feel about productivity and engagement in hybrid work modes. These ranged averages were between 3.47 to 3.58, indicating that respondents are moderately supported and vary according to industries. The highest score mean (3.58) is indicative that there is a clear support for specialized industry specific tools to support hybrid work, while the lowest score (3.47) supports partly conflicting views related to somewhat flexible arrangements impacting job

performance. These differences indicate that hybrid work could be defined in terms of industries, thus providing evidence for acceptance of the alternative hypothesis (H_2) that there are significant differences in employee productivity and engagement across the industries that adopted hybrid working measures.

Hypothesis Testing

Hypothesis 1 (H_1):

H_1 (Alternative Hypothesis): Leadership styles, organizational culture, and the use of digital tools significantly influence employee productivity and engagement in hybrid work models.

H_0 (Null Hypothesis): Leadership styles, organizational culture, and the use of digital tools do not significantly influence employee productivity and engagement in hybrid work models..

Table 4 ANOVA Table

	sum_sq	df	F	PR(>F)
Leadership	54.27	1.00	222.15	0.00
Culture	30.59	1.00	125.23	0.00
Digital_Tools	10.63	1.00	43.52	0.00
Residual	96.74	396.00		

The ANOVA results reveal that all three variables—leadership, organizational culture, and digital tools—significantly contribute to variations in employee productivity and engagement. The F-values are notably high (Leadership: 222.15, Culture: 125.23, Digital Tools: 43.52) with p-values far below 0.05, confirming statistical significance. Leadership exhibits the largest effect, aligning with the regression findings. The residual variance is relatively low, suggesting the model explains a substantial portion of the data variability. These results validate the alternative hypothesis (H_1) and emphasize the importance of leadership, culture, and digital tools in hybrid work success.

Table 5 Regression Analysis

Variable	Coef.	Std.Err.	t	P> t
Intercept	0.09	0.20	0.42	0.67
Leadership	0.45	0.03	14.90	0.00
Culture	0.34	0.03	11.19	0.00
Digital_Tools	0.20	0.03	6.60	0.00

The regression analysis indicates that leadership, organizational culture, and digital tools significantly influence employee productivity and engagement in hybrid work models. The coefficients for each predictor are positive, suggesting that improvements in these areas lead to higher productivity and engagement. The p-values for all variables are below 0.05, indicating statistical significance. Leadership shows the strongest influence, followed by organizational culture and digital tools. The overall model demonstrates a strong predictive capability, supporting the acceptance of the alternative hypothesis (H_1) that these factors significantly impact employee productivity and engagement in hybrid work settings.

Hypothesis 2 (H_2):

H_2 (Alternative Hypothesis): There is a significant difference in employee productivity and engagement across different industries adopting hybrid work models.

H_0 (Null Hypothesis): There is no significant difference in employee productivity and engagement across different industries adopting hybrid work models.

Table 6 ANOVA Table

	sum_sq	df	F	PR(>F)
C(Industry)	34.49	4.00	36.94	0.00
Residual	92.21	395.00		

The ANOVA table examines overall differences in employee productivity and engagement across industries adopting hybrid work models. The F-value of 36.94 and the highly significant p-value ($3.04e-26$) confirm that industry type plays a crucial role in influencing employee outcomes. The substantial sum of squares attributed to industry differences indicates meaningful variance in engagement and productivity levels between sectors. The residual variance remains moderate, affirming the robustness of the model. These results strongly support the alternative hypothesis (H_2) that significant differences exist across industries in the effectiveness of hybrid work models.

Table 7 Regression Analysis

Variable	Coef.	Std.Err.	t	P> t
const	3.17	0.05	58.65	0.00
Finance	0.33	0.08	4.32	0.00
Healthcare	0.60	0.08	7.89	0.00
IT	0.88	0.08	11.56	0.00
Retail	0.39	0.08	5.14	0.00

The regression analysis explores the impact of industry differences on employee productivity and engagement within hybrid work models. Each industry is treated as a dummy variable, revealing significant differences when compared to the reference industry. The p-values for several industries are below 0.05, confirming that certain sectors exhibit notably higher or lower productivity and engagement levels. The coefficients reflect the extent of deviation from the baseline industry, with some industries demonstrating stronger alignment with hybrid work benefits. These findings support the acceptance of the alternative hypothesis (H_2) that productivity and engagement vary significantly across industries.

7. FINDINGS

The findings of the study suggest the following:

- Leadership styles, organizational culture, and digital tools significantly influence employee productivity and engagement in hybrid work models, with leadership having the strongest impact.

- There are notable differences in productivity and engagement across industries, with IT and Healthcare sectors showing higher alignment with hybrid work benefits compared to Education and Retail.
- Hybrid work models are generally preferred by employees (50%), promoting better work-life balance and higher engagement levels.
- Digital tools and leadership communication play a critical role in maintaining productivity and employee satisfaction in hybrid setups.
- Demographic factors such as age, education, and work experience influence individual preferences and perceptions of hybrid work effectiveness.

8. CONCLUSION

Conclusions are drawn in the research that hybrid work models significantly influence employee productivity and engagement, with leadership style, organizational culture, and appropriate use of digital tools determining employee experiences within organizations. These findings demonstrate that strong leadership and supportive organizational culture are important prerequisites for higher engagement and job satisfaction in hybrid environments, which complement digital tools to enhance communication, collaboration, and efficiency and consolidate the structure of hybrid work. The analysis also indicates that different sectors within the industry show essential differences, such as IT and Healthcare that are much more productive in hybrid work as compared to sectors such as the Education and Retail sectors. Employee preferences are heavily manipulated in favor of flexible hybrid arrangements, which translate to balanced work life, better productivity at work, and flexibility. The demographic parameters of age, education, and experience influence how employees perceive and engage in hybrid work setups. Therefore, this points to a necessity for all organizations to develop specific approaches that meet their needs regarding the industry and the employees' needs around hybrid working model optimization. Focusing on leadership development, crafting an inclusive organizational culture, and making use of appropriate digital tools will yield significant returns on hybrid work adoption, improving organizational-long term success through increased employee productivity and well-being.

9. SUGGESTIONS OF THE STUDY

It is prudent for organizations to focus on developing strong leadership and an enabling organizational culture that improves productivity and engagement in hybrid work systems. Leaders have to embrace open communication policies, encourage employee feedback, and always have professional development aligned with the changing dynamics of hybrid work. Installment of most modern digital professional tools, which bring about seamless collaboration and maintenance of the times against all possible hindrances to their normal productivity, will very much help in ensuring those friction-free task completions in the long term. Performance appraisals and standards should be instituted to help employees manage themselves between independence and accountability. Organizations should also ensure they address industry-specific differences when developing hybrid work strategies. As the most peculiar differentiation across sector-specificities can be, hybrid modality can effectively channel into maximizing productivity and employee satisfaction. Companies should expedite employee well-being initiatives, such as flexible hours, mental well-being packages, and virtual interaction, as part of creating a conducive working environment. Recognition of diversity when it comes to demographic aspects such as level of experience and preferences can also customize hybrid policies. In such a case, businesses can target result-oriented optimization of hybrid work models that will lead to improved employee engagement, better retention rates, and sustained growth of the business organization.

10. LIMITATIONS

There are many limitations in the present study that must be factored into the interpretation of the findings. First, it should be noted that the research was conducted on only the employees of IT companies in West Pune, which in itself would make it rather difficult to generalize the results to some other geographical area or industries where the culture of work and operational dynamics differ. Furthermore, a purely quantitative survey technique has been adopted, which might not capture the complete palette of a worker's experience, emotion, and difficulty associated with a hybrid work model. There are qualitative methods like interviews or focus groups that could have been more beneficial in understanding this phenomenon. Also, self-reported data are susceptible to response bias as participants might prefer

to report socially desirable responses instead of what they really think or feel. Not to forget, the study deals mainly with a particular time period without considering long-term effects or changes in hybrid work preferences over time. Factors like the size of the organization, organizational policies, and even role of the individual have also not been probed in depth to give an overall view regarding hybrid work effectiveness.

11. SIGNIFICANCE OF THE STUDY

This research is of utmost importance, for it concerns and deals with the substantial insights into the effects that hybrid work models render to employee productivity as well as engagement, which are also growing factors as workplaces continue to evolve. The things that are analyzed are the leadership styles, organizational culture, and digital tools, which serves as the main subjects in the research that contributes to the identification of the most vital key sources contributing to employee success in hybrid working environments. It also discusses differences from industry to industry, so that it gives more value to an organization, since that it can understand how hybrid work fits different sectors and strategize accordingly. Besides, hybrid work should depend on employee preference to improve work-life balance, job satisfaction, and overall performance. The findings lead into actionable insight into hr professionals, managers, and public policy-makers for an optimization of hybrid work frameworks towards the wellbeing of employees and efficiency in the organization. In a hybrid working reality likely to continue for a long time, the current research offers pertinent insights into informed decision-making, practice sustainability, and durability in workplaces.

12. FUTURE SCOPE OF THE STUDY

The future scope of this study would provide numerous opportunities for further work and comprehensive understanding of hybrid work models. Future research can expand beyond the boundaries of the IT sector and West Pune, so as to include different and diverse industries and geographical locations, thus increasing the generalizability of the findings. Qualitative approaches such as interviews or focus group meetings could greatly enhance the richness of the data pertaining to employee experiences, motivations, and challenges in hybrid work environments. Conducting longitudinal studies on the productivity, engagement, and well-being of employees over time would help in understanding trends and long-term effects on hybrid work practices. Future research activities could also include how organizational size, leadership style, technology acceptance, and job types may shape hybrid work situations. The impact of advanced technologies such as AI-powered productivity tools and virtual reality in hybrid settings will also yield important insights. The proposed enhanced study will inform the design of agile, employee-driven hybrid work models for sustainable growth.

CONFLICT OF INTERESTS

None.

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