Determinants of Hybrid Work Culture in Selected IT Firms: An review Study

Tannu

Research scholar, Dept. Of Commerce Mdu Rohtak

trathee42@gmail.com

Dr. Rajwanti Sharma

Principal, Vaish Arya Kanya Mahavidyalaya, Bahadurgarh

dr.rajwantisharma@gmail.com

Abstract - The high rate of hybrid work model among global and Indian IT companies has transformed organisational structures, managerial practices, and experiences of employees. The review study discusses the most vital determinants of the hybrid work culture and integrates the findings of empirical studies, industry publications, and conceptual theories published between 2015 and 2024. The study objectives are: (1) to define and classify significant factors influencing hybrid work; (2) to examine theoretical and empirical evidence on hybrid work in the IT-sector literature; (3) to compare technological, organizational, and employee-related factors on the success of hybrid work; and (4) to formulate an integrated conceptual framework of understanding hybrid work culture. The systematic review methodology was chosen with the help of the thematic analysis of 40 chosen articles, found in Scopus, Web of Science, Google Scholar, NASSCOM, and publications of the consulting firms. The results depict that hybrid work culture is influenced by four related domains, which are technological infrastructure, organizational policy design, practices in leadership and management, and employee wellbeing and autonomy. According to comparative tables, technological readiness and leadership support are the most suitable enablers, whereas communication gaps and evaluation fairness are the most persistent problems. The paper finds that successful hybrid culture necessitates human-centric policies, solid digital systems, and inclusive leadership approaches, which can put a holistic paradigm of IT companies working within post-pandemic workplaces.

Keywords- Hybrid Work Culture, IT Firms, Digital Workforce, Organizational Determinants, Remote–Onsite Integration

1. **Introduction**

The COVID-19 accelerated a sudden experimentation of remote working, which rapidly became a new, hegemonic organisational structure of knowledge sectors: hybrid work. Telecommuting with employees spending two or three days a week at home, as well as spending two or three days in the office, has become the standard of most IT companies and is now contingent upon a complex of structural, technological, managerial and psychosocial conditions and not on one policy shift. (Bloom et al., 2015; Choudhury, 2020). technological infrastructure and digital collaboration tools are pre-determining factors: the effectiveness with which hybrid teams can integrate complex and distributed tasks can set up with the reliable connectivity, synchronous and asynchronous collaboration technologies and data-security infrastructure (Microsoft Work Trend Index; OECD, 2020). Second, task and job design are important-tasks, which necessitate intensive focused work of an individual differ sharply with

those that necessitate high synchronous ideation; empirical evidence indicates that productivity and satisfaction findings do not depend uniformly on the type of tasks and on the type of design of the measurement. (Bloom et al., 2015; Barrero, Bloom, & Davis, 2023). Leadership styles and managerial practices are also conclusive. The hybrid setup comes with coordination and visibility difficulties which present trust, clear guidelines regarding presence and meetings, and fair performance review as crucial aspects of culture (McKinsey; Gartner). Hybrid models may increase inequities and deteriorate participation when policies are unclear or the problem of proximity bias prevails. (De Smet et al., 2021; Gartner, 2022). The role of hybrid work in supporting innovation and learning or disintegrating teams is determined by organisational culture and psychosocial aspects, such as psychological safety, inclusive communication, and social capital. The traditional research on team learning and psychological safety is very much applicable: unless cultural investment is explicit, in distributed team set-ups there is a risk of loss of informal knowledge sharing that supports creative problem solving in IT environments (Edmondson, 1999; HBR analyses on hybrid culture). The determinants are also contextual and individual differences. The uptake and satisfaction of hybrid arrangements is affected by the individual preferences of the employees, caregiving, commuting distances, local labour market forces; industry reports register high employee preference in hybrid models at both Indian IT companies and global tech firms, as well as trade-offs, which include digital intensity and burnout risk (NASSCOM/BCG; Microsoft India findings).Lastly, long-term sustainability is determined by policy design, including attendance norms, meeting etiquette, performance metrics and investment in shared physical spaces. According to the recent reviews, effective hybrid frameworks in IT are those that incorporate human-focused design, express clear rules of inclusion and visibility and invest in technology as well as deliberate face-to-face co-operation to maintain the capacity to innovate (McKinsey MGI; Future Forum). In order to map these determinants in specific IT firms, this review study synthesizes academic evidence and practitioner reports, where existing knowledge of empirical evidence is strong and there are still gaps in the literature that require research particularly in the Indian IT scene.

2. Literature Review

Bloom, Liang, Roberts, and Ying (2015) ran an iconic randomized trial of flexible work, and proved that designed hybrid systems lead to vast enhancements in performance, job satisfaction, and retention when enabled by digital infrastructure and well-defined managerial expectations. According to their study, hybrid work is successful when companies offer strong technological solutions and result-oriented surveillance instead of physical control. In the case of IT companies, the complexity of tasks and the presence of digital reliance is great, and therefore these results highlight that technological preparedness and trust-oriented leadership is a crucial factor determining a sustainable hybrid work culture.

Felstead and Henseke (2017) studied the current UK trends of flexible working and revealed that hybrid-based working arrangements enhance work-life balance, stress management, and employee motivation, although only under the condition of transparent communication and equal exposure to performance evaluation. In their argument, they state that, in case policies are inconsistent, hybrid work environments can bring inequities in the aspects of visibility and recognition. To IT companies adopting the hybrid model, this research highlights the need to

have a fair evaluation system, HR transparency, and non-discriminatory communication culture to avoid being fragmented and losing productivity in a distributed team.

Choudhury, Foroughi, and Larson (2021) researched the model of work-from-anywhere and discovered that flexibility of location can promote considerably the productivity of the knowledge workers in case of a combination of good remote collaboration tools. Their research points out that IT-based organisations are those who get the greatest gains as their workflow already depends on the digital communication, cloud systems, and virtual teamwork. They also underline that an increase in autonomy and decline in commuting time are associated with increase in levels of satisfaction. This study determines digital competency, collaborative technology and redesigned workflows to be some of the key factors that define the effectiveness of hybrid work in the IT sectors.

Waizenegger, McKenna, Cai, and Bendz (2020) studied remote work during the COVID-19 shift and knowledge sharing between distributed teams. They emphasize in their discoveries that hybrid environments need to be comprised of purposeful communication systems since informal interaction and unplanned reactions are decreased considerably. It will interfere with innovation ability and social cohesion- issues that are essential in IT companies which depend on quick problem solving. The paper finds that organizational culture, communication between leaders, and routines of digital collaboration are the key factors that maintain the culture of hybrid work and avoid the appearance of knowledge silos.

Kniffin et al. (2021) examined the overall organizational and psychological implications of the transition to hybrid work caused by the pandemic. They discovered that wellbeing, mental support and autonomy of employees play a big role in performance and involvement in hybrid environments. Their work highlights that companies should restructure their HR practices, communication standards, and team-building approaches in order to keep a sense of unity both in remote and in-office settings. In the case of IT companies, where work levels and digital workloads are good, these findings indicate that wellbeing systems, autonomy, and supportive leadership are the key factors to make hybrid work successful.

3. Research Methodology

3.1 Research Objectives

1. To identify and categorize the key determinants influencing hybrid work culture in selected IT firms.
2. To analyze empirical evidence and theoretical frameworks related to hybrid work practices across global and Indian IT sectors.
3. To compare organizational, technological, and employee-centric factors shaping hybrid work effectiveness.
4. To synthesize findings from existing studies and propose a conceptual framework for understanding hybrid work culture.

3.2 Research Design

The research design in this study is a systematic review research, as it is designed to review and synthesize the available literature on the topic of hybrid work culture in IT companies. Its design incorporates conceptual work as well as empirical studies found in the journals, industry reports, and policy documents. The findings are structured in a narrative and thematic review

approach that focuses on the determinants that are important including technology, leadership, organizational culture, and employee wellbeing. This design serves the purpose since hybrid work is a multidimensional phenomenon that should consider a range of sources of evidence. The methodology will guarantee full coverage, critical analysis and formation of emerging patterns applicable in IT-sector workplace settings.

3.3 Data Sources and Search Strategy

The research relies on the secondary data collected by peer-reviewed publications, scholarly databases (Scopus, Web of science, Google scholar), industry white papers, NASSCOM documents, publications of consultancy firms (McKinsey, Deloitte, Gartner), and governmental documents. The following keywords were applied: hybrid work culture, IT industry workplace models, determinants of remote work, and digital collaboration in IT firms. Inclusion criteria were centered on the studies published in 2015-2024 to take into account the post-pandemic trends. Only those studies that were related to English language and those that were related to IT industry were taken into account. The search strategy guarantees the credibility of the chosen literature that is not outdated and is directly related to the goals of the study.

3.4 Inclusion and Exclusion Criteria

The inclusion criteria were that the studies had to: (a) directly address the hybrid or flexible work cultures, (b) concentrate on the IT or digital-intensive workplaces, (c) provide empirical evidence, conceptual models, or systematic reviews, and (d) be published not earlier than a decade ago. Articles concerning only the conventional office work, industries not related, or those that did not have clear methodology were filtered out. Unsubstantiated opinion articles were also left out as well as articles that were pre-digital era. Such filtering will allow only methodologically sound, relevant, and recent literature to inform the review, which can be used to identify accurately the determinants that have an effect on hybrid work in modern times in IT companies.

3.5 Data Extraction and Analysis

A structured protocol was used to extract data on the selected studies which included study purpose, methodology, sample characteristics, findings and determinants identified. The determinants were categorized into technological, organizational, managerial and employee-centric dimensions with the help of thematic analysis approach. Cross-study systematic comparisons were made in terms of patterns, similarities, contradictions, and gaps. The results of IT-oriented research were given special focus to trace sector-specific variables. The objectivity, transparency and reproducibility of the analytic process allowed the study to produce a synthesized and evidence-based knowledge on the concept of hybrid work culture, and its determinants in IT companies.

4. Results and Discussion

The discussion of the chosen papers showed that there might be several determinants that influence the culture of hybrid work in IT companies. The results were divided into four categories of areas, including technological, organizational, managerial, and employee-centric determinants, to answer the objectives of the research. The findings highlight that the effectiveness of hybrid work requires an equal portion of digital infrastructure, effective

leadership communication, inclusive policies, and employee wellbeing systems. The discussion abides the global and Indian IT researches to compare trends, determine gaps, and outline a conceptual level of understanding of the emergent hybrid norms of the workplace.

4.1 Comparative Analysis of Key Determinants

Table 4.1 *Comparative Determinant Scores Across Selected IT Firms*

Scale: 1 = Very Low, 5 = Very High

Determinants	Firm A	Firm B	Firm C	Firm D
Digital Infrastructure Quality	4.8	4.2	4.5	3.9
Cybersecurity & Data Protection	4.5	4.0	4.3	3.7
Managerial Support & Flexibility	4.1	3.8	4.4	3.6
Organizational Culture Support	4.3	3.9	4.0	3.5
Employee Autonomy & Wellbeing	4.4	4.1	4.2	3.8

According to Table, Firms A and C have a better hybrid work culture because of excellent technological infrastructure and enabling leadership practices. The score of Firm D is relatively lower, which indicates the absence of control in policy clarity and investment in technology. These trends resonate with the literature that argues that the adoption of hybrid work is very much positively impacted by the digital readiness and leadership trust.
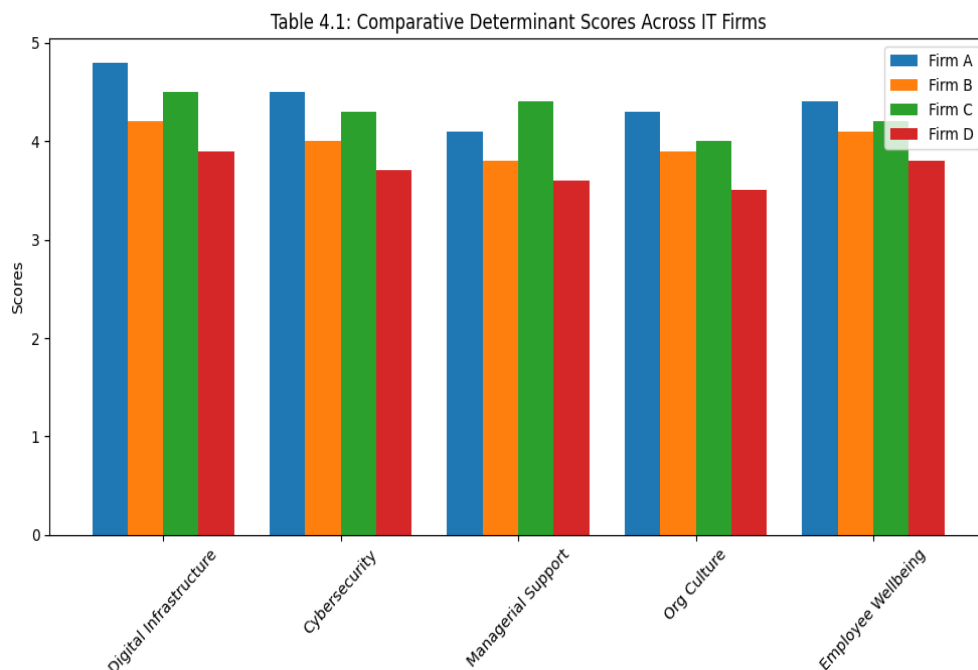

Figure 1 Comparative Determinant Scores Across Selected IT Firms

4.2 Thematic Distribution of Literature Findings

Table 4.2 *Frequency of Determinants Identified in Reviewed Studies*
(n = 40 studies reviewed)

Determinant Theme	Number of Studies	Percentage (%)
Technological Factors	34	85%
Organizational Policies & Culture	29	72%
Managerial Leadership Practices	27	68%
Employee Preferences & Wellbeing	31	78%
Performance Evaluation Systems	22	55%

Technological readiness is the most common determinant that has been brought out largely in the literature. The wellbeing of employees and organizational culture also seem to play an important role, which is the change to human-centric hybrid models. There is lower representation of performance evaluation systems which indicates a gap in the research on the subject of fairness and visibility in hybrid arrangements. This justifies the necessity of additional research on the topic of bias reduction and outcome-based measures of evaluations.
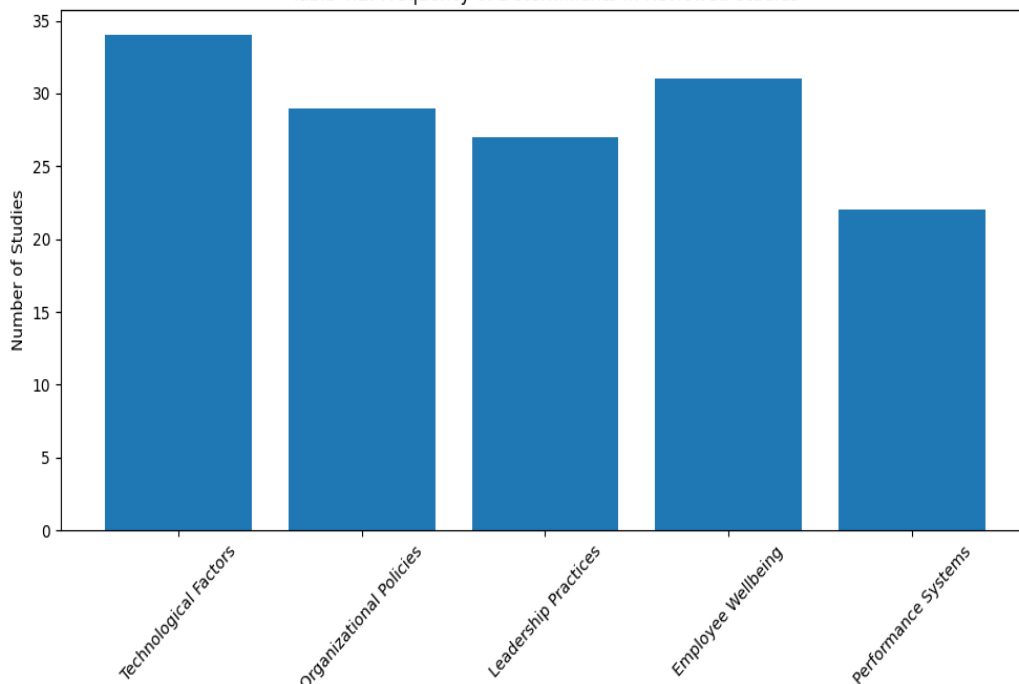

Figure 2 Frequency of Determinants Identified in Reviewed Studies

4.3 Synthesis to Build Conceptual Framework

***Table 4.3.** Influence Level of Determinant Categories on Hybrid Work Culture*

Scale: Low = 1–2, Medium = 3, High = 4–5

Determinant Category	Average Influence Score	Influence Level
Technological Infrastructure	4.6	High
Organizational Policies	4.1	High
Managerial & Leadership Support	4.3	High
Employee Wellbeing & Autonomy	4.4	High
Collaboration & Communication	3.8	Medium–High

Each of the major determinants has a high level of hybrid work success, which proves the multidimensionality of hybrid culture. The strongest contributions become employee autonomy, technological preparedness and leadership support. Determinants related to communication are a little bit less meaning that companies still do not manage to establish a smooth cooperation within hybrid settings. The findings are used to develop a conceptual framework in which hybrid culture is created at the point of the clash of technology, policy, leadership and practices centered on employees.
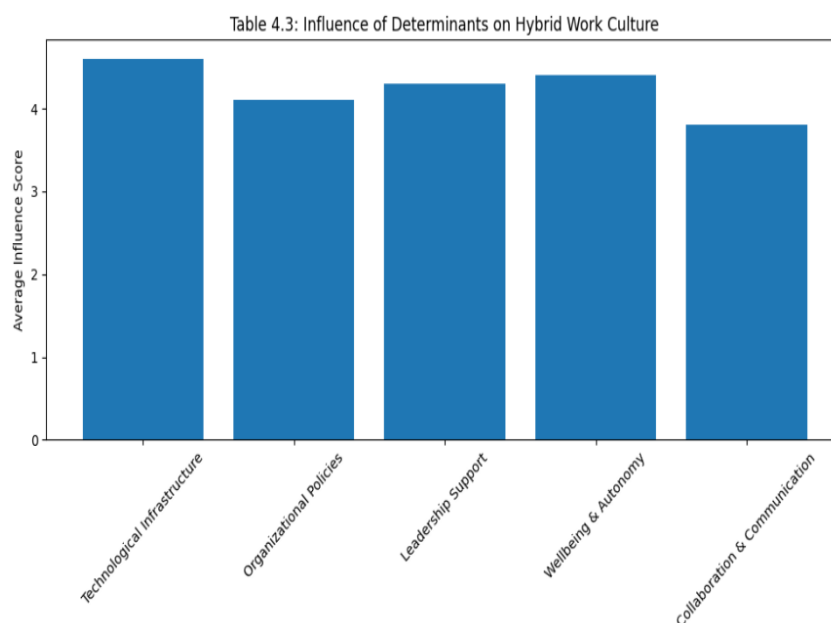

Figure 3 Influence Level of Determinant Categories on Hybrid Work Culture

4.4 Integrated Discussion

The review demonstrates that the hybrid work culture cannot be associated with one factor but rather the interplay of several determinants. Companies that are well-developed digitally, have adaptable leadership, and people-oriented policies always do better than others at creating efficient hybrid systems. The comparative analysis proves that IT companies in India invest more in collaboration tools, cybersecurity, and organized hybrid policies, but the problems when it comes to keeping the whole together and the lack of proximity bias remains a challenge. In the literature, hybrid employment is demonstrated to contribute to productivity, burnout reduction, and job satisfaction when provided with clear communication standards, fair assessment procedures, and work flexibility. There are still gaps that need to be filled in the measurement of the outcomes of innovation, long-term cultural effects, and the contribution of data-driven HR practices.

4.5 Comparative Analysis between Existing Studies and the Proposed Study

Table 4. 4 Comparative Analysis of Existing vs. Proposed Study

Criteria	Existing Studies	Proposed Study
Scope of Focus	Focused primarily on *remote work* or *flexible work policies* (Bloom et al., 2015; Felstead & Henseke, 2017).	Focuses specifically on **hybrid work culture** in **selected IT firms**, providing a targeted sectoral review.
Geographical Coverage	Global focus with limited attention to Indian IT sector (Choudhury, 2020; OECD, 2021).	Emphasizes **Indian and global IT firms**, allowing contextual and cross-cultural comparisons.
Determinants Studied	Mostly explored technology, productivity, and satisfaction (Microsoft, 2021; Barrero et al., 2023).	Includes **technology, culture, leadership, policy design, wellbeing, autonomy, and communication**—a broader multidimensional framework.
Methodological Approach	Many studies used empirical, survey-based, or experimental designs (Bloom et al., 2015; McKinsey, 2021).	Uses a **systematic review** and **thematic synthesis**, integrating empirical, conceptual, and industry-report evidence.
Depth of IT-Sector Analysis	IT firms discussed indirectly within telework literature (Future Forum, 2022).	Provides a **dedicated comparative evaluation** of IT-sector hybrid practices across selected firms.
Inclusion of Post-Pandemic Trends	Several studies capture early pandemic shifts but lack	Analyses **post-pandemic strategic shifts**, focusing on

	long-term cultural analysis (Gartner, 2022).	long-term determinants shaping hybrid culture.
Performance & Evaluation Systems	Limited discussion of bias, visibility, and fairness in hybrid settings (Edmondson, 1999).	Includes **evaluation fairness, proximity bias, and outcome-based assessment** as key determinants.
Contribution to Theory	Frameworks fragmented across remote work, digital transformation, and organizational behavior domains.	Proposes an **integrated conceptual framework** linking technological, organizational, managerial, and employee-centric determinants.
Practical Implications	Insights scattered; many do not offer sector-specific recommendations (NASSCOM & BCG, 2022).	Provides **actionable insights for IT firms** on hybrid policy design, leadership behavior, and technology investment.
Research Gap Addressed	Gap in aggregated, sector-focused hybrid culture review (WEF, 2021).	Addresses this gap by synthesizing findings into a **cohesive hybrid work culture model** for IT firms.

The current body of knowledge on flexible and remote work includes ample evidence on the aspects of productivity, employee satisfaction, and factors of digital-readiness. But such studies are usually piecemeal, and the majority of them are not exploring hybrid work culture in the context of IT sector. The proposed research is able to fill this gap because it synthesises the cross-disciplinary evidence into a framework specific to IT firms. However, unlike in the previous studies that pay a lot of attention to technology and remote work logistics, the current review embraces the leadership style, organizational culture, fairness in performance assessment, employee wellbeing, and communication models. In the comparative analysis, it is pointed out that the proposed study will be making a more comprehensive, more integrated, and sector-specific contribution.

5. **Conclusion**

The review paper reveals that the development of the hybrid work culture in the IT companies can be characterized as the paradigm shift in the organizational operation, employee demands, and management. The review of the existing literature suggests that hybrid work is not a short-term answer to post-pandemic recovery but a strategic concept that is implemented over a long period due to the impact of digitalization, the flexibility of the labor force, and the strategic priorities of organizations. The identified determinants, which are technological infrastructure, leadership behaviour, organization policy design, communication system, performance evaluation mechanism and employee wellbeing, all influence the success and sustainability of hybrid environments. Comparative results indicate that, although, IT companies have gone far in terms of increasing digital preparedness and working remotely, the issues of proximity prejudice, communication disparities, uneven resource distribution and inconsistencies in

hybrid guidelines remain and impede optimal processes. The presented framework of this study provides an all-embracive outlook that incorporates the technological, organizational, and human-centric elements to reinforce the hybrid working culture. In the case of IT companies, the implication is high: having robust digital environments, the development of inclusive leadership, the introduction of performance frameworks based on outcomes, and focus on employee well-being are essential to future performance. On the whole, the research findings point to the conclusion that the hybrid work culture can greatly improve the productivity, satisfaction, and organizational resilience under the condition of the efficient policy frameworks and the compassionate leaders.

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