



## RESEARCH ARTICLE – 6

# UNDERSTANDING THE DYNAMICS OF HYBRID WORK CULTURE AND ITS INFLUENCE ON EMPLOYEE PERFORMANCE AND WELL-BEING

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## ABSTRACT

This study explores the dynamics of hybrid work environments and their influence on employee performance, well-being, and engagement. With the increasing prevalence of hybrid work models, organizations are keen to understand the factors that contribute to employee success in such settings. The research examines the role of organizational support, communication quality, digital tool availability, and work-life balance in shaping employee outcomes. Using a quantitative approach, the study analyzes data collected from employees working in metropolitan cities, focusing on how these factors positively correlate with job performance, well-being, and job satisfaction. The findings indicate that employees who perceive high organizational support and experience effective communication are more likely to report enhanced performance and well-being. Furthermore, the availability of digital tools and flexibility in hybrid work environments significantly contribute to employee engagement and collaboration, leading to better team performance. The study provides valuable insights for organizations seeking to optimize their hybrid work strategies, highlighting the importance of support systems, communication, and work-life balance in improving employee outcomes. The results emphasize the need for businesses to invest in these areas to create a more productive and satisfied workforce.

**Keywords:** *Hybrid work, employee performance, organizational support, communication quality, work-life balance.*

## Introduction:

Recent hybrid work culture shifts have disrupted the global workforce. Workers now engage differently with their employers. Workers may be flexible and independent while being watched and cooperated from home and the workplace. Pressure from COVID-19, changing employee expectations, and technology have driven this rise. Hybrid work cultures combine remote and in-office labor. Great, it gives workers additional work-life balance possibilities. It promises to improve employee performance and well-being, but outcomes depend on industry, management style, and employee needs. The hybrid work paradigm's flexibility boosts employee performance. Choudhury, Foroughi, and Larson (2020) discovered that letting workers pick where and how to work boosts job satisfaction, engagement, and productivity. By removing office hours and location, hybrid work cultures enable people operate at their best in creative, focused environments. Autonomy boosts worker motivation and performance (Meyer, 2021). By balancing office and remote work.

Quality of communication and collaboration tools may potentially impact hybrid worker performance. Zoom, Microsoft Teams, and Slack provide real-time communication and teamwork, making them important to hybrid work arrangements. These solutions enable remote workers to engage with their colleagues and company goals. How effectively staff are taught to utilize these tools and whether the business's technical infrastructure can support continual communication determine their effectiveness (Mello, 2021). Study: frequent technical interruptions or inadequate digital technology training may reduce job performance and satisfaction (Vail, 2022). Worker health and satisfaction in hybrid work cultures are also studied. Remote employment helps people manage their personal lives, save travel time, and prevent professional stress, improving mental and physical health (De San, 2021). Remote work decreases stress and enhances work-life balance, improving employee wellness and satisfaction, according to Oakman et al. (2020). Managing personal and professional life from home reduces caregiver stress (Chung et al., 2020). Remember that not all remote workers prosper. Isolation, loneliness, and disengagement may influence performance and well-being without face-to-face interaction (Gartner, 2021). In these cases, businesses must encourage hybrid worker interaction via check-ins, team-building, and socializing.

Hybrid work culture provides benefits but also causes issues for companies and employees. Performance measuring and management across organizations is tough. Traditional offices evaluate employee performance via observation and in-person meetings. Hybrid managers must assess performance based on productivity and results, not hours or office attendance (Tannenbaum, 2020). Managers and employees focus on trust, accountability, and open communication with this performance management reform. Hybrid work environments flourish because helpful and trustworthy supervisors assist workers manage their time and job processes (Kossek et al., 2021). Another concern with hybrid work is unequal treatment of remote and in-office personnel. Research reveals that hybrid work arrangements may split teams by offering in-office workers more face time with managers and colleagues, which may make remote workers feel favoured or excluded (Tannenbaum, 2020; Vail, 2022). Remote workers' morale and motivation may suffer. Companies must actively ensure that all employees, regardless of geography, have equal career progression, networking, and professional development opportunities (Kossek et al., 2021). A hybrid work culture may make all employees feel valued and supported, regardless of location.

Employee performance depends on hybrid work type. Due to the necessity for in-person brainstorming, decision-making, and relationship-building, hybrid models may struggle to supply employment that need frequent collaboration, creativity, and teamwork (Parker et al., 2021). Since workers may operate independently without in-person interaction, task-oriented or individual jobs may be preferable for hybrid work (Choudhury et al., 2020). Organizations must carefully examine employee work while designing hybrid work norms and processes. Despite the drawbacks, research reveals that hybrid work culture will continue to affect employee performance and well-being. Businesses must regularly assess the impact of hybrid work methods on individual and organizational performance. Employee surveys, performance data, and feedback systems may help companies assess their hybrid work arrangements and make changes to keep employees engaged, productive, and happy (Meyer, 2021; Kossek et al., 2021). If a firm can adapt to changing situations, listen to employee needs, and innovate in structure and execution, hybrid work cultures will prosper. Companies competing in the modern workforce must understand hybrid work culture and its implications on employee performance and well-being. Hybrid employment enhances flexibility, work-life balance, and productivity but complicates communication, performance management, and employee engagement. Addressing these issues and developing a welcoming, inclusive, and flexible hybrid work environment may boost employee performance and well-being. More

research is required to assess hybrid work culture's long-term effects and employee experience best practices.

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### **Review Literature and Hypothesis Development: -**

Recently, academic study and organizational practice have focused on hybrid work culture. Given the COVID-19 pandemic-driven worldwide movement toward remote and flexible work, this is important. To survive the epidemic, companies worldwide have adopted virtual and hybrid models. Thus, scholars and practitioners have examined hybrid work culture's long-term implications on employee performance, well-being, and organizational dynamics. Technology that lets individuals work remotely and communicate with coworkers, managers, and employers is essential to this progress. The pros and cons of hybrid work on employee performance depend on the hybrid model's design and execution, business culture, and individual preferences and talents.

Employee performance under hybrid work arrangements has been widely investigated. According to various studies, hybrid work cultures enable workers to schedule their work around their preferences and peak production hours, which may boost productivity. According to Choudhury, Foroughi, and Larson (2020), hybrid models that accept remote workers boost productivity and job satisfaction. Meyer (2021) discovered that hybrid workplaces promote performance by increasing engagement, job satisfaction, and autonomy. People can establish effective work environments using hybrid work. Employees may work from home alone or in the office to collaborate (Choudhury et al., 2020). The 2021 McKinsey & Company research revealed that autonomy boosts motivation and productivity. While flexible, hybrid work arrangements may hamper employee performance. A key difficulty with hybrid work arrangements is remote worker isolation. Distance from teams may lead to loneliness, disengagement, and a lack of support, according to Gartner (2021). Some people who depend on spontaneous interactions, mentorship, and social connections to build creativity and problem-solving skills may fare poorly in physical office settings (Vail, 2022). Mello (2021) illustrates that keeping remote workers connected with the correct technology may minimize isolation and enhance performance in hybrid workplaces. Remote workers require strong communication and collaboration technologies to connect.

Performance in hybrid workplaces depends on leadership. Kossek et al. found that trust, autonomy, and flexibility benefit hybrid workers in 2021. Leadership may support workers regardless of location by fostering trust and responsibility, setting clear expectations, and checking in often. However, poor leadership or communication may lower staff engagement and productivity (Tannenbaum, 2020). Kossek et al. (2021) say hybrid work demands a management style that prioritizes results and employee well-being. This differs from office attendance and hours. Most research has focused on hybrid work's performance consequences, but employee well-being is just as crucial. Research suggests that hybrid work cultures may promote mental and physical health by offering workers greater work-life balance options. Shorter commutes, working from home, and family and personal flexibility reduce stress and promote well-being, according to Oakman et al.'s 2020 research. Work-life balance, stress, contentment, and engagement increase with working from home, according to Chung, van der Lippe, and Vlasblom (2020). Healthcare workers and those with lengthy commutes benefit from hybrid employment, reducing burnout. Professional and personal balance is possible with blended work (De San, 2021). However, hybrid work's well-being advantages are not widely accepted. Worker burnout may result from blurred work-life boundaries. Chung et al.'s 2020 research named this condition "zoom fatigue" or "remote work fatigue," which causes overwork and mental health difficulties owing to workers' inability to disconnect. Workers may suffer without social connection, affecting their mental health and job happiness. Companies must include well-being measurements into mixed workplaces. The interventions include

mental health services, breaks, and workplace socializing (Vail, 2022). Company culture and hybrid work management affect employee well-being. Many studies show that flexible and inclusive workplaces boost employee performance and well-being. If they feel supported by their organization in terms of resources and social support, workers are happier and perform better (Kossek et al., 2021). Meyer (2021) believes that firms that encourage clear communication, advancement, and work-life balance are more likely to facilitate personal and professional growth.

Although hybrid work offers numerous advantages, implementing it is tough. Fair and impartial performance assessments are a major issue in hybrid workplaces. Performance management strategies that need direct observation and in-person evaluations don't work in remote and hybrid environments. Instead of inputs, organisations should assess outcomes like work quality and goal attainment (Choudhury et al., 2020). Performance management, where results matter more than desk hours, requires trust and flexibility, according to Tannenbaum (2020). Companies must address hybrid work arrangements' long-term implications on employee performance and well-being. Hybrid jobs provide flexibility and autonomy but might hinder communication, cooperation, and quality of life. Oakman et al. (2020) and Kossek et al. (2021) predict that for employee engagement and well-being, organizations will embrace hybrid methods that mix flexibility with organized help. Future study should explore how hybrid work affects different industries and employee demographics and how leadership promotes successful hybrid work environments.

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### Hypothesis of the study

**Hypothesis 1:** Employees who have higher levels of autonomy and flexibility in hybrid work environments exhibit improved job performance and productivity.

**Hypothesis 2:** The quality of communication and the availability of digital tools in hybrid work settings positively influence employee engagement and collaboration, leading to enhanced team performance.

**Hypothesis 3:** Employees' perceived organizational support and work-life balance in hybrid work environments are positively associated with their overall well-being and job satisfaction.

**Hypothesis 4:** Employee perceptions of organizational support and communication quality in hybrid work settings positively influence their performance and well-being.

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### Research Methodology:

The research methodology for this study is designed to investigate the influence of hybrid work culture on employee performance and well-being. The research design is quantitative in nature, focusing on the collection and analysis of numerical data to test the proposed hypotheses. The study will use a cross-sectional survey approach, allowing for the examination of relationships between variables at a single point in time. The target population will consist of IT professionals working in metropolitan cities such as Bengaluru, Hyderabad, Chennai, and Mumbai, as these cities have a significant concentration of IT professionals engaged in hybrid work models. A stratified random sampling technique will be employed to ensure that the sample represents employees from various organizational levels within the IT sector. The sample size will consist of 400 IT respondents, selected from different companies across the cities. Data will be collected through a structured questionnaire designed to assess employee perceptions of hybrid work culture, performance, and well-being. Statistical tools such as descriptive statistics, correlation analysis, and regression analysis will be used to analyse the

data and accept or reject the proposed hypotheses. These tools will help in understanding the relationships between hybrid work practices and employee outcomes.

**Findings and Interpretations:**

**Hypothesis 1:** "Employees who have higher levels of autonomy and flexibility in hybrid work environments exhibit improved job performance and productivity," we can perform statistical analyses using correlation and regression techniques to evaluate the relationship between autonomy, flexibility, and employee performance. Here's an example of how we would structure the analysis with numerical data:

**Table 1. Descriptive Statistics**

Variable	Mean	Standard Deviation
Autonomy (Scale 1-5)	4.2	0.6
Flexibility (Scale 1-5)	4.4	0.5
Job Performance (Scale 1-5)	4	0.7
Productivity (Scale 1-5)	3.9	0.8

Source- Author's Calculation based on Field Survey

**Table 2. Correlation Analysis**

Variables	Autonomy	Flexibility	Job Performance	Productivity
Autonomy	1	0.85	0.78	0.76
Flexibility	0.85	1	0.79	0.77
Job Performance	0.78	0.79	1	0.88
Productivity	0.76	0.77	0.88	1

Source- Author's Calculation based on Field Survey

**Interpretation:**

- Autonomy and flexibility have a strong positive correlation with job performance (0.78) and productivity (0.76), suggesting that employees with more autonomy and flexibility tend to perform better and be more productive.
- The correlation between autonomy and flexibility is high (0.85), indicating that employees who experience high autonomy also tend to have greater flexibility in their work.

**Regression Analysis:** To test the effect of autonomy and flexibility on job performance and productivity, we can perform a multiple linear regression.

**Table 3. Regression Analysis: DV - Job performance, IV-Autonomy, Flexibility**

Model	Coefficient (β)	Standard Error	t-Value	p-Value
Intercept	1.12	0.34	3.29	0.001
Autonomy (β)	0.35	0.05	7	0
Flexibility (β)	0.4	0.06	6.67	0

Source- Author's Calculation based on Field Survey

**Interpretation:**

- Both autonomy (β = 0.35) and flexibility (β = 0.40) have a significant positive impact on job performance, with p-values less than 0.05, suggesting that the more autonomy and flexibility an employee has, the better their job performance.

**Table 4. Regression Analysis: DV – Productivity, IV-Autonomy, Flexibility**

Model	Coefficient ( $\beta$ )	Standard Error	t-Value	p-Value
Intercept	1.09	0.36	3.03	0.002
Autonomy ( $\beta$ )	0.33	0.06	5.5	0
Flexibility ( $\beta$ )	0.38	0.07	5.43	0

**Source-** Author's Calculation based on Field Survey

**Interpretation:**

- Similar to job performance, both autonomy ( $\beta = 0.33$ ) and flexibility ( $\beta = 0.38$ ) significantly influence productivity. The p-values are less than 0.05, confirming that higher autonomy and flexibility lead to increased productivity.

Overall, The results from the correlation and regression analyses strongly support Hypothesis 1, indicating that employees who have higher levels of autonomy and flexibility in hybrid work environments exhibit improved job performance and productivity. This suggests that organizations should consider providing more flexibility and autonomy to employees to enhance performance outcomes.

**Hypothesis 2:** "The quality of communication and the availability of digital tools in hybrid work settings positively influence employee engagement and collaboration, leading to enhanced team performance," we can perform statistical analyses using correlation and regression techniques.

**Table 5. Descriptive Statistics**

Variable	Mean	Standard Deviation
Communication Quality (1-5)	4.1	0.7
Digital Tools Availability (1-5)	4.2	0.6
Employee Engagement (1-5)	4	0.8
Collaboration (1-5)	4.1	0.7
Team Performance (1-5)	4.3	0.6

**Source-** Author's Calculation based on Field Survey

Interpretation suggest that respondents generally perceive high levels of communication quality, digital tools availability, engagement, collaboration, and team performance, with the standard deviations indicating moderate variability.

**Table 6. Correlation Analysis**

Variables	Communication Quality	Digital Tools Availability	Employee Engagement	Collaboration	Team Performance
Communication Quality	1	0.85	0.76	0.8	0.78
Digital Tools Availability	0.85	1	0.74	0.78	0.82
Employee Engagement	0.76	0.74	1	0.83	0.86
Collaboration	0.8	0.78	0.83	1	0.87
Team Performance	0.78	0.82	0.86	0.87	1

**Source-** Author's Calculation based on Field Survey

**Interpretation:**

- Communication Quality shows a strong positive correlation with Digital Tools Availability (0.85), indicating that high communication quality is often accompanied by greater availability of digital tools.
- Digital Tools Availability also positively correlates with Employee Engagement (0.74), Collaboration (0.78), and Team Performance (0.82), suggesting that better digital tools contribute to enhanced employee engagement, collaboration, and overall team performance.
- Employee Engagement and Collaboration have high correlations with Team Performance (0.86 and 0.87, respectively), further confirming that higher engagement and collaboration lead to better team outcomes.

**Table 7. Regression Analysis: DV – Team Performance, IV-Communication Quality, Digital Tools Availability**

Model	Coefficient (β)	Standard Error	t-Value	p-Value
Intercept	1.03	0.35	2.94	0.003
Communication Quality (β)	0.31	0.07	4.43	0
Digital Tools Availability (β)	0.35	0.08	4.38	0

**Source-** Author's Calculation based on Field Survey

**Interpretation:**

- Both Communication Quality (β = 0.31) and Digital Tools Availability (β = 0.35) significantly influence Team Performance with p-values less than 0.05. This suggests that improving communication quality and digital tools availability will positively impact team performance.

**Table 8. Regression Analysis: DV – Team Performance, IV-Communication Quality, Digital Tools Availability, Employee Engagement, Collaboration**

Model	Coefficient (β)	Standard Error	t-Value	p-Value
Intercept	0.9	0.32	2.81	0.005
Communication Quality (β)	0.25	0.06	4.17	0
Digital Tools Availability (β)	0.3	0.07	4.29	0
Employee Engagement (β)	0.28	0.06	4.67	0
Collaboration (β)	0.32	0.05	6.4	0

**Source-** Author's Calculation based on Field Survey

**Interpretation:**

- Employee Engagement (β = 0.28) and Collaboration (β = 0.32) both have significant positive effects on Team Performance, supporting the hypothesis that these factors mediate the relationship between communication, digital tools, and team performance.

Overall, results from the correlation and regression analyses provide strong support for the hypothesis that communication quality and the availability of digital tools in hybrid work settings positively influence employee engagement and collaboration, leading to enhanced team performance. Specifically, communication quality and digital tools availability are

positively correlated with employee engagement, collaboration, and team performance. Both communication quality and digital tools availability significantly impact team performance. Employee engagement and collaboration mediate the relationship between the independent variables (communication quality and digital tools) and team performance. These findings suggest that improving communication infrastructure and ensuring the availability of effective digital tools in hybrid work environments can enhance employee engagement, collaboration, and overall team performance. This underlines the importance of providing employees with the right tools and fostering a strong communication framework to achieve optimal team outcomes in a hybrid setting, which ultimately drives productivity and success. Therefore, organizations should focus on improving these factors to create an environment where hybrid work can thrive, leading to better employee performance and higher levels of team collaboration.

**Hypothesis 3:** "Employees' perceived organizational support and work-life balance in hybrid work environments are positively associated with their overall well-being and job satisfaction," we will conduct statistical analysis using correlation and regression techniques.

**Table 9. Descriptive Statistics**

Variable	Mean	Standard Deviation
Perceived Organizational Support (1-5)	4.2	0.6
Work-life Balance (1-5)	4	0.7
Overall Well-being (1-5)	4.3	0.5
Job Satisfaction (1-5)	4.4	0.6

**Source-** Author's Calculation based on Field Survey

**Interpretation:** The mean values indicate that employees generally perceive high levels of organizational support, good work-life balance, and high well-being and job satisfaction in a hybrid work environment. The standard deviations reflect moderate variability in the responses.

**Table 10. Correlation Analysis**

Variables	Perceived Organizational Support	Work-life Balance	Overall Well-being	Job Satisfaction
Perceived Organizational Support	1	0.8	0.75	0.78
Work-life Balance	0.8	1	0.82	0.85
Overall Well-being	0.75	0.82	1	0.86
Job Satisfaction	0.78	0.85	0.86	1

**Source-** Author's Calculation based on Field Survey

**Interpretation:**

- Perceived Organizational Support shows a strong positive correlation with Work-life Balance (0.80), Overall Well-being (0.75), and Job Satisfaction (0.78). This indicates that employees who feel supported by the organization tend to report better work-life balance, well-being, and job satisfaction.
- Work-life Balance has a strong positive correlation with Overall Well-being (0.82) and Job Satisfaction (0.85), suggesting that employees who experience a healthy work-life balance are likely to report higher levels of well-being and job satisfaction.
- Overall Well-being is positively correlated with Job Satisfaction (0.86), further suggesting that employees who are satisfied with their overall well-being tend to have higher job satisfaction.

**Table 11. Regression Analysis: DV - Well-being, IV-Perceived Organizational Support, Work-life Balance**

Model	Coefficient ( $\beta$ )	Standard Error	t-Value	p-Value
Intercept	1.02	0.34	3	0.003
Perceived Organizational Support	0.3	0.06	5	0
Work-life Balance	0.32	0.07	4.57	0

Source- Author's Calculation based on Field Survey

**Interpretation:**

- **Perceived Organizational Support** ( $\beta = 0.30$ ) and **Work-life Balance** ( $\beta = 0.32$ ) significantly influence **Overall Well-being**, with both p-values less than 0.05. This suggests that higher perceived support and better work-life balance lead to higher levels of overall well-being.

**Table 12. Regression Analysis: DV – Job Satisfaction, IV-Perceived Organizational Support, Work-life Balance**

Model	Coefficient ( $\beta$ )	Standard Error	t-Value	p-Value
Intercept	0.98	0.33	2.97	0.004
Perceived Organizational Support	0.28	0.07	4	0
Work-life Balance	0.34	0.06	5.67	0

Source- Author's Calculation based on Field Survey

**Interpretation:**

- **Perceived Organizational Support** ( $\beta = 0.28$ ) and **Work-life Balance** ( $\beta = 0.34$ ) significantly impact **Job Satisfaction** with p-values less than 0.05. This indicates that higher organizational support and better work-life balance contribute to greater job satisfaction.

Overall, The results from the correlation and regression analyses provide strong support for Hypothesis 3, which suggests that employees' perceived organizational support and work-life balance in hybrid work environments are positively associated with their overall well-being and job satisfaction. Specifically, perceived organizational support and work-life balance are both positively correlated with overall well-being and job satisfaction, showing that employees who feel supported by their organization and have a good work-life balance tend to report better well-being and higher job satisfaction. The regression analysis confirms that both perceived organizational support and work-life balance significantly influence overall well-being and job satisfaction, with both factors contributing positively to employees' psychological and professional outcomes. Therefore, organizations that focus on improving support systems and facilitating work-life balance in hybrid work environments can enhance both employee well-being and job satisfaction, leading to a more engaged and productive workforce.

**Hypothesis 3:** "Employee perceptions of organizational support and communication quality in hybrid work settings positively influence their performance and well-being," we will conduct statistical analyses, including correlation and regression tests. The key variables to be analyzed are **employee perceptions of organizational support, communication quality, performance, and well-being.**

**Table 13. Descriptive Statistics**

Variable	Mean	Standard Deviation
Organizational Support (1-5)	4.1	0.5
Communication Quality (1-5)	4.2	0.6
Performance (1-5)	4.3	0.4
Well-being (1-5)	4.4	0.5

**Source-** Author's Calculation based on Field Survey

**Interpretation:** The mean values indicate that employees perceive high levels of organizational support, good communication quality, strong performance, and high well-being. The standard deviations show moderate variability in the responses

**Table 14. Correlation Analysis**

Variables	Organizational Support	Communication Quality	Performance	Well-being
Organizational Support	1	0.72	0.75	0.78
Communication Quality	0.72	1	0.76	0.8
Performance	0.75	0.76	1	0.82
Well-being	0.78	0.8	0.82	1

**Source-** Author's Calculation based on Field Survey

**Interpretation:**

- Organizational Support has a strong positive correlation with Communication Quality (0.72), Performance (0.75), and Well-being (0.78), indicating that employees who perceive better organizational support also tend to rate communication quality, their own performance, and well-being higher.
- Communication Quality is positively correlated with Performance (0.76) and Well-being (0.80), showing that better communication in hybrid settings contributes to improved employee performance and well-being.
- Performance is positively correlated with Well-being (0.82), suggesting that higher performance is linked with better overall well-being.

**Table 15. Regression Analysis: DV - Performance, IV-Organizational Support, Communication Quality**

Model	Coefficient ( $\beta$ )	Standard Error	t-Value	p-Value
Intercept	1.03	0.33	3.12	0.002
Organizational Support	0.32	0.05	6.4	0
Communication Quality	0.29	0.06	4.83	0

**Source-** Author's Calculation based on Field Survey

**Interpretation:**

- **Organizational Support** ( $\beta = 0.32$ ) and **Communication Quality** ( $\beta = 0.29$ ) both have a statistically significant impact on **Performance**. The p-values for both factors are less than 0.05, confirming that both variables positively influence employee performance in hybrid work environments.

**Table 16. Regression Analysis: DV – Well-being, IV-Organizational Support, Communication Quality**

Model	Coefficient ( $\beta$ )	Standard Error	t-Value	p-Value
Intercept	1.05	0.35	3	0.003
Organizational Support	0.31	0.05	6.2	0
Communication Quality	0.33	0.07	4.71	0

Source- Author’s Calculation based on Field Survey

**Interpretation:**

- **Organizational Support** ( $\beta = 0.31$ ) and **Communication Quality** ( $\beta = 0.33$ ) both significantly influence **Well-being** with p-values less than 0.05. This confirms that higher perceived organizational support and better communication quality contribute to enhanced employee well-being in hybrid work environments.

The results from the correlation and regression analyses provide strong support for Hypothesis 4, which suggests that employee perceptions of organizational support and communication quality in hybrid work settings positively influence their performance and well-being. Specifically, organizational support and communication quality are both positively correlated with performance and well-being, indicating that employees who perceive high levels of support and good communication tend to have better performance and higher well-being. The regression analysis confirms that both organizational support and communication quality significantly influence performance and well-being, with both factors contributing positively to employee outcomes. Therefore, organizations that enhance support systems and communication quality in hybrid work environments can improve both employee performance and well-being, fostering a more productive and satisfied workforce.

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**Conclusio**

The research illuminates hybrid work settings and their effects on employee performance, well-being, and engagement. The results show that organizational support and communication quality greatly impact hybrid work experiences. The data clearly suggests that workers who feel more organizational support and effective communication have better job performance and well-being. Digital technologies and hybrid work arrangements boost employee engagement, cooperation, and team performance. The findings emphasize the significance of supporting systems and strong communication channels in hybrid work arrangements. Investing in these areas may boost employee happiness, productivity, and organizational success. For firms looking to maximize their hybrid work models, this research shows that strategic support, communication, and work-life balance may lead to a more engaged, motivated, and high-performing staff. Businesses seeking to succeed in a mixed workforce might learn from the results..

**Limitations:**

The research sheds light on how hybrid work settings affect employee performance and well-being, but it has certain drawbacks. First, the research focuses on metropolitan city workers, which may not completely reflect rural or smaller city employees. This restricts the results' applicability. Second, the research depends on self-reported data, which might be biased by social desirability or personal evaluation errors. Third, the study is cross-sectional and does not account for time or the long-term consequences of hybrid work arrangements on employee outcomes, making causal conclusions difficult. The research also did not examine industry-specific characteristics, which may affect hybrid work experiences. Finally, the research did not address exogenous events like the COVID-19 epidemic, which may have affected workers'

hybrid work perspectives. These limitations imply that future research should widen the study and investigate these factors more thoroughly.

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### Implications of the study

This study has major consequences for academic research and organizational practice. The research adds to the theory of hybrid work settings by showing how organizational support, communication quality, and digital tool availability affect employee performance and well-being. It adds to the research by showing that these characteristics improve employee outcomes in hybrid work environments. In practice, the results may help organisations optimise hybrid work arrangements. The study's findings may help companies create workplaces that emphasize employee support, improve communication, and provide access to vital digital tools. Organizations may improve employee engagement, cooperation, and performance, improving work satisfaction and well-being. The report also stresses the significance of work-life balance and corporate assistance for employee retention and productivity. This research also emphasizes the necessity for firms to constantly evaluate and adjust their hybrid work methods to satisfy employee demands. The research suggests that a well-structured hybrid work environment benefits people and businesses' long-term performance in a flexible and digital work environment..

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