Unpacking the Drivers of Engagement: Individual and Organizational Influences in a Hybrid Work Model

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INTRODUCTION

The COVID-19 epidemic has accelerated the adoption of hybrid work models and caused major changes in working patterns. Businesses are realizing how important it is to give their employees a flexible, inclusive, and supportive work environment as the business world grows more competitive. One important tactic for accomplishing this objective is hybrid work. A work style known as "hybrid work" gives workers the option to work both on-site and from home, enabling a balance of independence and teamwork (Baker, 2021). Numerous organizational disturbances, like the COVID-19 epidemic, economic turbulence, and the Great Resignation, have contributed to the popularity of this paradigm. Organizations are realizing the importance of a well-designed and managed hybrid work platform as they continue to tackle the problems of the contemporary workplace. This platform should be secure, flexible, and adaptive in addition to facilitating online meetings. To guarantee that everyone has an equal voice and participation, it should accommodate various roles, working styles, collaboration techniques, devices, and geographical locations. Additionally, companies must give workers the appropriate technology and software so they can work efficiently across locations and on any device. Employers may develop a workforce that is more varied and inclusive by introducing a hybrid work style. The approach gives workers the freedom to decide whether they are most productive at home, in the office, or in a third location. Employees' varying requirements and preferences can be accommodated by this flexibility, which will increase employee engagement.

ISBN code 978-93-83302-72-7

Review of Literature

In his research, Matthew Woods (2023) used an emergent hybrid work process model to investigate the factors influencing employee engagement throughout the pandemic. Semi-structured interviews and an electronic screening questionnaire were used to gather data for this study, which was carried out at an American manufacturing services company with about 3,000 employees. He proposed that employee engagement and results may be improved by establishing trustworthy relationships at all organizational levels, both in-person while on-site and online through the use of video and real-time chat technologies.

According to Prithwiraj (Raj) Choudhury, Tarun Khanna, Christos A. Makridis, and Kyle Schirmann (2022), hybrid work is becoming more and more popular as a new organizing style globally. This study provides causal data on the precise effects of hybrid work—the ratio of days spent working from home to days spent in the office—on job performance. Working along with a business in an Asian country, they randomized the number of days that each employee spent working from the office over the course of nine weeks in the summer of 2020. They came to the conclusion that hybrid work would be the "best of both worlds," giving employees greater work-life balance without isolating them from their coworkers.

Bhattacharya, M. (2021) This article discusses COVID-19 pandemic, this essay examines the advantages and disadvantages of the hybrid workplace model. It contains ideas for effective implementation and presents some of the many issues that companies may face when adopting such a model. The paper highlights the importance of communication and technology in a hybrid model of work and recommends that the companies invest in the relevant infrastructure and tools to support distributed and hybrid teams.

Dahlia Baker (2021) in her research tried to explore the social, economic and environmental benefits and challenges of remote work by comparing and contrasting traditional office centric type of work with or hybrid work. Her findings suggested that hybrid organizations could emerge as the future of work if managers support communication, problem-solving, brain storming, encourage virtual socialization, mentorship and team building.

A V-5 model of worker involvement throughout the COVID-19 and post-lockdown phase was presented by Kumar (2021) in his study. The article provides a quick reference list of factors that HR managers may use to raise employee engagement levels both during and after the COVID-19 pandemic. Five key components of employee engagement are included in the V5 model. They are vision, virtue, diversity, voice, and worth.

Muro, M., & Maxim, R. (2021) The growth of the hybrid work model and its possible effects on the labour force and the economy are examined in this research. According to the report, the hybrid work model has the potential to improve work-life balance, save travel times and costs, and boost productivity and job satisfaction. To ensure the success of this approach, the research also emphasizes the necessity for businesses to address concerns like technology infrastructure, cybersecurity, and employee well-being.

In their research, Rowena Gloriana George et al. (2020) found a strong and favorable correlation between task attributes and worker engagement. The study was carried out in a Sabah, Malaysian healthcare facility. Convenience sampling was employed in a quantitative approach to gather data utilizing a self-administered questionnaire. They also suggested that it is important for managers, HRD

ISBN code 978-93-83302-72-7

practitioners and supervisors to provide challenging tasks, autonomy and feedback to their employees from time to time.

A study by Purushothaman and Kaviya (2020) sought to determine organizational inputs, engagement factors, satisfaction levels, and ways to improve employee engagement. The study's conclusions highlight the elements that contribute to employee engagement, including favorable conditions at work, support from superiors, support from the organization, support from coworkers, rewards and recognition, and opportunities for career advancement. The survey also placed a strong emphasis on determining employee satisfaction, which promotes staff retention. The researchers offered suggestions on how to inspire and motivate the employees.

Yadav et al. (2020), in their research study, have tried to understand how the virtual workplace influences the employee's level of engagement. They declared that working within this virtual space has decreased the levels of interaction of employees, expression, and development as well. It feels difficult for them to stay at home instead of working at their actual office premises. New employees can't connect themselves with team members as there is no physical interaction. In contrast, productivity has increased, because traveling time is saved, which is used for other purposes.

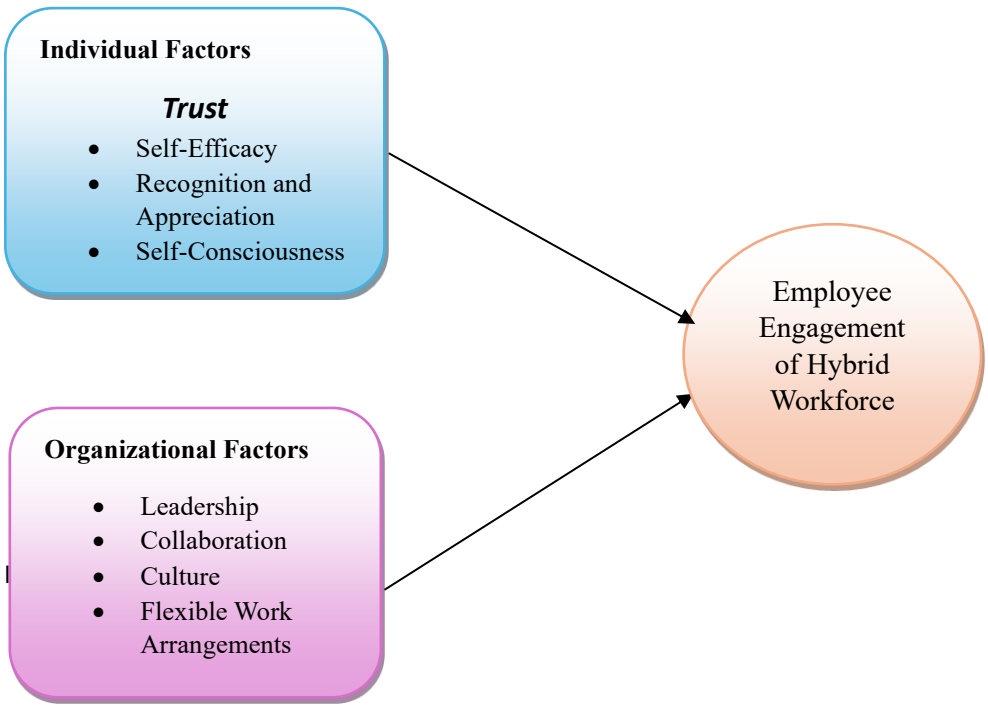
Objectives

The objective of this paper is to study about the individual and organisational factors that influence employee engagement of Hybrid workforce

Methodology

Descriptive research design has been used in this research. Primary data was collected through survey using a structured questionnaire consisting of 34 questions on demographic and factors influencing employee engagement of hybrid workforce. Sample population consisted of IT Company employees working in offices across Bengaluru and Mysuru. Sample size of 84 individual comprising of employees of IT sector has been taken into consideration. Stratified sampling technique has been used. Regression Analysis and Correlation Analysis has been used for data analysis.

CONCEPTUAL MODEL



VARIABLES (DEFINITIONS)

Independent variables

Trust

The authors argue that remote workers, among them, are highly disengaged and not trusting and lack self-efficacy since they are far away and do not see the organizational leaders. Perhaps geographical distance may cause remote workers to be disengaged and lack self-efficacy and be frustrated by their leaders (Painter,G., 2017 ; Lartey et al., 2022).

If managers expect a higher level of individual work performance, then they need to try to establish a trusting relationship with their subordinates (Fiby Anja, 2014).

Moreover, team interaction in face-to-face and virtual teams increases with increasing trust (Breuer et al., 2020).

Self Efficacy

It is a person's confidence in their capacity to carry out particular responsibilities. Consequently, an individual with a high level of self-efficacy may believe that they are capable of resolving their own problems (Chen, 2016).

Employees have been able to participate in their work because self-efficacy was significantly and negatively correlated with work and family demands (Chan et al., 2017). An significant predictor of adjustment and the degree to which workers adopt affective behavioral techniques is self-efficacy. Furthermore, it is anticipated that highly effective people will create and utilize resources in their workplace more effectively in order to handle challenging tasks (Yakın & Erdil, 2012).

Recognition and appreciation

The higher the employee engagement levels, the higher the performance and productivity levels, and the better the welfare, rewards, and recognition (M Chand et al, 2022).

To make use of digital recognition platforms, to bridge the gap between the employees working on site and WFH, this will help to recognize their location. To introduce peer-to-peer recognition programmes to help employees recognise their teammates. To recognise hard-working employees with paid vacation once a year which would boost employee well-being (Muhammad Baqir et.al.,2020).

Self- Consciousness

According to May et al. (2004), job enrichment, work role fit, rewarding co-worker, supportive supervisor and self-consciousness significantly influence employee engagement.

Leadership

Emotionally intelligent and engaged leaders can increase employee engagement when interacting and meeting the needs of their teams (Milhem et al., 2019). It is a key driver of employee engagement which is vital for organizations to succeed. It contributes to employee commitment, increased productivity and profitability which results in improved employee turnover (Barik 2017).

ISBN code 978-93-83302-72-7

Collaboration

At all organizational levels, virtual team interactions, relationship development, and employee engagement are made possible by communication and collaboration technologies (Chanana & Sangeeta, 2020).

Culture

Company's culture plays an important role in retaining its talented employees. Hence the organization should make its employees aware of the company's vision and mission, share and serve for the same purpose, introducing new technology and empower them with required authority to sustain its culture (Barik 2017)

FWA

The use of flexible work arrangements can result in cost savings. Implementing flexible work arrangements has been associated with higher engagement; yet, flexible work arrangements have also been linked to a breakdown in internal communication within the organization. Weideman, M. (2020)

Dependent Variable:

Employee Engagement:

Employee engagement is a critical ingredient of individual and organizational success. There is a general belief that there is a connection between employee engagement as an individual level construct and business results. It is a positive attitude held by the employees towards the organization and its values. It is rapidly gaining popularity and importance in the workplace and impact organizations in many ways, and focus on those in order to achieve the strategic outcomes as well as to improve overall effectiveness.

Hypothesis

Factor 1: Trust

H0: There is no significant influence of Trust on Employee Engagement of Hybrid Workforce

H1: There is a significant influence of Trust on Employee Engagement in a Hybrid Workforce

Factor 2: Self- efficacy

H0: There is no significant influence of self- efficacy on Employee Engagement of Hybrid Workforce

H1: There is a significant influence of self- efficacy on Employee Engagement of Hybrid Workforce

Factor 3: Recognition and appreciation

H0: There is no significant influence of Recognition and appreciation on Employee Engagement of Hybrid Workforce

H1: There is a significant influence of Recognition and appreciation on Employee Engagement of Hybrid Workforce

Factor 4: Self-Consciousness

H0: There is no significant influence of Self-Consciousness on Employee Engagement of Hybrid Workforce

ISBN code 978-93-83302-72-7

H1: There is a significant influence of Self-Consciousness on Employee Engagement of Hybrid Workforce

Factor 5: Leadership

H0: There is no significant influence of Leadership on Employee Engagement of Hybrid Workforce

H1: There is a significant influence of Leadership on Employee Engagement of Hybrid Workforce

Factor 6: Collaboration

H0: There is no significant influence of collaboration on Employee Engagement of Hybrid Workforce

H1: There is a significant influence of collaboration on Employee Engagement of Hybrid Workforce

Factor 7: Culture

H0: There is no significant influence of Culture on Employee Engagement of Hybrid Workforce

H1: There is a significant influence of Culture on Employee Engagement of Hybrid Workforce

Factor 8: Flexible Work Arrangements (FWA)

H0: There is no significant influence of FWA on Employee Engagement of Hybrid Workforce

H1: There is a significant influence of FWA on Employee Engagement of Hybrid Workforce

Analysis with the Help of SPSS

Independent Variable

Table 1. Reliability Statistics of Individual variables

Reliability Statistics		
Independent Variable	***Cronbach's Alpha***	***N of Items***
Trust	***.824***	***3***
Self -Efficacy	***.877***	***3***
Recognition and Appreciation	***.876***	***3***
Self- Conciousness	***.719***	***3***
Leadership	***.913***	***3***
Collaboration	***.830***	***3***
Culture	***.904***	***3***
Flexible Work Arrangements	***.889***	***3***

ISBN code 978-93-83302-72-7

Dependent Variable: Employee Engagement of Hybrid Workforce

Reliability Statistics

Cronbach's Alpha	N of Items
.909	5

The reliability coefficient in the above tables is more than 0.70, that indicates data is reliable.

Descriptive Statistics

Descriptive statistics were calculated for 29 survey items assessing various constructs, including Trust, Self-Efficacy, Recognition and Appreciation, Self Conciousness, Leadership, Collaboration, Culture, Flexibility, and Employee Engagement of Hybrid Workforce. The sample size (N) = 84.

The items demonstrated full use of the 5-point Likert scale (Range = 4, Minimum = 1.00, Maximum = 5.00). Mean scores ranged from 2.90 (Self Conciousness item SC3) to 4.27 (Self-Efficacy item SelfEfficacy2), indicating varying levels of agreement or perception among respondents. Standard deviations varied, with the lowest at SD=0.75SD = 0.75 (Collaboration2) and the highest at SD=1.20SD = 1.20 (SC3), reflecting differences in response consistency across items.

Skewness values for all variables were negative, ranging from −0.03-0.03 (SC3) to −1.44-1.44 (Trust2), suggesting that responses were generally skewed toward higher agreement levels. Items with high means and low standard deviations, such as SelfEfficacy2 (M=4.27,SD=0.78M = 4.27, SD = 0.78) and Collaboration2 (M=4.08,SD=0.75M = 4.08, SD = 0.75), indicate strong and consistent positive perceptions. In contrast, items with lower means and higher standard deviations, such as SC3 (M=2.90,SD=1.20M = 2.90, SD = 1.20), suggest greater variability and less agreement among participants.

Overall, participants reported high levels of Trust (MM range = 3.98–4.15), Self-Efficacy (MM range = 4.24–4.27), and positive perceptions of Leadership (MM range = 3.77–3.95) and Collaboration (MM range = 3.84–4.08). The lowest agreement was observed for SC3 (M=2.90,SD=1.20M = 2.90, SD = 1.20), suggesting potential areas for improvement in Self Conciousness.

Descriptive Statistics

	N	*Range*	*Minimum*	*Maximum*	*Mean*	*Std. Deviation*	*Skewness*
	Statistic	*Statistic*	*Statistic*	*Statistic*	*Statistic*	*Statistic*	*Statistic*
Trust1	*84*	*4.00*	*1.00*	*5.00*	*4.0357*	*.89774*	*-1.402*
Trust2	*84*	*4.00*	*1.00*	*5.00*	*4.1548*	*.89838*	*-1.437*
Trust3	*84*	*4.00*	*1.00*	*5.00*	*3.9762*	*.90482*	*-1.252*
SelfEfficacy1	*84*	*4.00*	*1.00*	*5.00*	*4.2619*	*.80838*	*-1.358*

ISBN code 978-93-83302-72-7

SelfEfficacy2	*84*	*4.00*	*1.00*	*5.00*	*4.2738*	*.78158*	*-1.457*
SelfEfficacy3	*84*	*4.00*	*1.00*	*5.00*	*4.2381*	*.80089*	*-1.181*
RA1	*84*	*4.00*	*1.00*	*5.00*	*3.6905*	*1.01763*	*-.816*
RA2	*84*	*4.00*	*1.00*	*5.00*	*3.7738*	*1.01020*	*-.749*
RA3	*84*	*4.00*	*1.00*	*5.00*	*3.7976*	*.95413*	*-.944*
SC1	*84*	*4.00*	*1.00*	*5.00*	*3.8810*	*.96199*	*-1.004*
SC2	*84*	*4.00*	*1.00*	*5.00*	*3.4762*	*1.11373*	*-.448*
SC3	*84*	*4.00*	*1.00*	*5.00*	*2.9048*	*1.19858*	*-.028*
Leadership1	*84*	*4.00*	*1.00*	*5.00*	*3.7738*	*.92295*	*-1.225*
Leadership2	*84*	*4.00*	*1.00*	*5.00*	*3.9524*	*.84888*	*-.998*
Leadership3	*84*	*4.00*	*1.00*	*5.00*	*3.8333*	*.92922*	*-1.135*
Collaboration1	*83*	*4.00*	*1.00*	*5.00*	*3.8434*	*.83348*	*-1.120*
Collaboration2	*83*	*4.00*	*1.00*	*5.00*	*4.0843*	*.75231*	*-1.021*
Collaboration3	*83*	*4.00*	*1.00*	*5.00*	*3.8795*	*.78705*	*-1.320*
Culture1	*84*	*4.00*	*1.00*	*5.00*	*3.7024*	*.94141*	*-.786*
Culture2	*84*	*4.00*	*1.00*	*5.00*	*3.9286*	*.84719*	*-1.202*
Culture3	*84*	*4.00*	*1.00*	*5.00*	*3.9881*	*.84303*	*-1.090*
Flexible1	*83*	*4.00*	*1.00*	*5.00*	*4.0843*	*.85831*	*-1.232*
Flexible2	*84*	*4.00*	*1.00*	*5.00*	*4.0595*	*.92295*	*-1.156*
Flexible3	*84*	*4.00*	*1.00*	*5.00*	*3.9643*	*1.01134*	*-1.287*
Hybrid1	*84*	*4.00*	*1.00*	*5.00*	*4.0833*	*.85318*	*-1.354*
Hybrid2	*84*	*4.00*	*1.00*	*5.00*	*4.1548*	*.76826*	*-1.090*
Hybrid3	*84*	*4.00*	*1.00*	*5.00*	*4.0357*	*.78305*	*-.989*
Hybrid4	*84*	*4.00*	*1.00*	*5.00*	*4.0952*	*.77021*	*-1.138*
Hybrid5	*84*	*4.00*	*1.00*	*5.00*	*4.0119*	*.89838*	*-1.351*
Valid N (listwise)	*84*						

ISBN code 978-93-83302-72-7

Factor Analysis

KMO and Bartlett's Test for individual variables: A KMO value of 0.808 and 0.876 is above the recommended threshold of 0.6, indicating that the data is suitable for factor analysis.

Bartlett's Test of Sphericity: The significance value of Bartlett's test is <0.05, indicating that the correlation matrix is not an identity matrix and is appropriate for factor analysis.

If the sig. value is .0, then there is significant relationship among the components and it's a better model fit for doing factor analysis.

ISBN code 978-93-83302-72-7

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		***.808***
Bartlett's Test of Sphericity	***Approx. Chi-Square***	***572.901***
	df	***66***
	Sig.	***.000***

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		***.876***
Bartlett's Test of Sphericity	***Approx. Chi-Square***	***791.993***
	df	***66***
	Sig.	***.000***

KMO and Bartlett's Test for Dependent variables

A KMO value of 0.772 is above the recommended threshold of 0.6, indicating that the data is suitable for factor analysis.

If the sig. value is .0, then there is significant relationship among the components and it's a better model fit for doing factor analysis.

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.772
Bartlett's Test of Sphericity	Approx. Chi-Square	327.945
	df	10
	Sig.	.000

ISBN code 978-93-83302-72-7

Rotated Component Matrix for independent Variables

Rotated Component Matrix[a]

	Component			
	1	*2*	*3*	*4*
SelfEfficacy2	*.846*			
SelfEfficacy1	*.837*			
SelfEfficacy3	*.769*			
RA3		*.889*		
RA2		*.827*		
RA1		*.791*		
Trust3			*.874*	
Trust2			*.827*	
Trust1			*.624*	
SC2				*.870*
SC3				*.785*
SC1				*.705*

ISBN code 978-93-83302-72-7

Rotated Component Matrix[a]

	Component			
	1	2	3	4
Culture3	.818			
Culture2	.782			
Culture1	.690			
Leadership3		.868		
Leadership2		.834		
Leadership1		.755		
Flexible2			.900	
Flexible1			.858	
Flexible3			.777	
Collaboration2				.846
Collaboration1				.678
Collaboration3				.655

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.a

a. Rotation converged in 6 iterations.

Component Matrix of Dependent Variable

Component Matrix[a]

	Component
	1
Hybrid2	.930
Hybrid3	.900

ISBN code 978-93-83302-72-7

Hybrid4	*.881*
Hybrid1	*.814*
Hybrid5	*.777*

Regression Analysis

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	6.964E-18	.069		.000	1.000
	SelfAff	.585	.070	.585	8.377	.000
	RA	.396	.070	.396	5.676	.000
	Trust	.331	.070	.331	4.739	.000
	SC	.081	.070	.081	1.155	.252

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	-.007	.077		-.093	.927
	Cult	.339	.078	.336	4.372	.000
	Leader	.453	.078	.449	5.837	.000
	Flex	.393	.078	.390	5.070	.000
	Coll	.284	.078	.282	3.668	.000

Dependent Variable: Employee Engagement of Hybrid Workforce

ISBN code 978-93-83302-72-7

ANOVA

An ANOVA test was conducted to evaluate the overall significance of the regression model. The results showed that the model was statistically significant (F(4,79)=31.548,p<0.001F(4, 79) = 31.548, p < 0.001), indicating that the independent variables collectively explain a significant proportion of variance in the dependent variable (R2=0.615R^2 = 0.615). This suggests the model is robust in predicting the outcome.

Model	***Standardized Coefficients Beta***	***Hypothesis***
Trust	***.331***	***Accepted***
Self -Efficacy	***.585***	***Accepted***
Recognition and Appreciation	***.396***	***Accepted***
Self- Consciousness	***.081***	***Accepted***
Leadership	***.449***	***Accepted***
Collaboration	***.282***	***Accepted***
Culture	***.336***	***Accepted***
Flexible Work Arrangements	***.390***	***Accepted***

FINDINGS OF THE STUDY

The analysis of the standardized coefficients reveals the significant influence of multiple factors on the dependent variable. Among the variables, Self-Efficacy emerged as the most impactful predictor (β = 0.585), underscoring the critical role of individuals' confidence in their abilities. Leadership (β = 0.449) and Recognition and Appreciation (β = 0.396) also demonstrated strong contributions, emphasizing the importance of effective leadership and acknowledgment of efforts in fostering positive outcomes.

Flexible Work Arrangements (β = 0.390), Culture (β = 0.336), and Trust (β = 0.331) further highlight the relevance of organizational policies, shared values, and trust in enhancing performance or satisfaction. Additionally, Collaboration (β = 0.282) plays a key role in creating synergy among team members.

While Self-Consciousness had the lowest beta value (β = 0.081), it is still statistically significant, suggesting that individual awareness and sensitivity have a smaller, yet meaningful, influence.

Overall, the findings validate the hypotheses for all the variables, demonstrating their collective and individual importance in driving the desired outcomes. This underscores the necessity for organizations to adopt a holistic approach that integrates trust, effective leadership, employee empowerment, and supportive work environments to optimize performance and satisfaction.

ISBN code 978-93-83302-72-7

CONCLUSION

The results suggest that Individual and organizational factors significantly influence hybrid work adoption. The findings reinforce the importance of prioritizing Self-Efficacy, Recognition and Appreciation, and Trust while considering other factors with lesser influence for comprehensive strategy development. Leadership plays the most critical role, emphasizing the importance of managerial support in enabling hybrid work environments. Flexibility also contributes substantially, reflecting its role in adapting work structures to employee needs. Culture and Collaboration, while less influential, still play significant roles in fostering hybrid work.

These findings underscore the need for organizations to prioritize leadership development, flexible work policies, and a supportive culture to effectively implement hybrid work models.

Organizations should focus on interventions that enhance these significant predictors to achieve optimal outcomes

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