

Exploring the Impact of Hybrid Work on Organizational Culture and Employee Relationships in the Indian IT Sector: A Qualitative Research

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Abstract: The paper explores the impact of hybrid work on organizational culture and employee relationships within the Indian IT sector. This qualitative research was conducted on a diverse sample of IT professionals, such as technical developers, project managers, and team leads, who have worked in a hybrid model for more than six months. The study utilized semi-structured interviews and focus group discussions to examine how hybrid work has reshaped workplace dynamics, communication patterns, and work-life balance. Thematic analysis was employed to identify key themes and patterns systematically. The findings show that hybrid work increases employee flexibility and commitment to organizational goals while also presenting new obstacles in team-building, social interaction, and leadership responsibilities. Participants noted an increased reliance on virtual communication tools, which, despite their efficiency, often lack the spontaneity and personal connection of in-person interactions. Results also showcased gender differences, with women facing more problems balancing their work life and family life. In conclusion, hybrid work displays both opportunities and challenges for organizational culture and employee engagement. The study emphasizes the need to adopt tailored leadership styles and appropriate communication to support and maintain the well-being of employees in the Indian IT sector.

Keywords: hybrid work, organizational culture, employee relationships, communication and collaboration, Indian IT sector

There has been a widespread use of hybrid models in the technology age, particularly in the IT sector. The COVID-19 pandemic has caused several sectors to adopt the hybrid work model, where employees, including the management and educators, work from home (remotely) and on-site. Battilana and Lee (2014) define hybridity as "the state of being composed through the mixture of disparate parts". Borys and Jemison (1989) first proposed the notion of "hybrid organizational arrangements" with the aim of matching the concept with partnerships, joint ventures, strategic alliances, research and development, and licensing.

A hybrid model is a combination of remote and in-person work or a workforce distributed partly across different locations and located partly in traditional office spaces (Beno, 2021). It is a versatile work model that unites in-office, remote, and on-the-go workers. The use of hybrid work is growing, although some

businesses have objected to it, claiming remote employment to be challenging. Businesses have raised issues with tactical problems and productivity that hinder supervisors' ability to observe and coach employees (Robinson, 2022).

In the Indian IT sector, hybrid work has been widely adopted due to the nature of the industry, which allows for remote work. Digital transformation has led organizations to integrate the traditional office space and flexible working hours in order to prevent business failure. Many Indian IT companies, including TCS, Infosys, and Wipro have adopted a hybrid model with employees splitting their time working from home and from the office.

Research shows that hybrid models increase individual productivity, as remote workers tend to be more productive than those working on-site (Beno & Hvorecky, 2021). Organizations offering hybrid work have increased employee retention and a very high

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score of positivity and effectiveness in providing the best workspace (Beno, 2021). This can be attributed to the alleviation of commuting-related stress and increased opportunities to spend time with their families. Findings from a study by Rajeswari and Venugopal (2024) indicate a positive association between the hybrid work model and employee productivity, wherein employee engagement plays an essential role.

Schein (1992) defines organizational culture as a foundational set of beliefs shaped by the members of an organization through external adaptation or internal integration. It significantly influences interpersonal interactions and behaviours among employees during day-to-day work. The overall organizational culture metrics improve when employees perceive their leaders as actively working to create a more humane workplace, fostering a sense of being valued and cared for as individuals (Schawbel, 2016). Organizations with hybrid work models focus on boosting employee engagement through factors such as organizational culture, recognition and restructured appraisal systems (Vanitha & Shailashri, 2024). Past research also highlights the importance of effective leadership, the usage of digital tools, and a focus on employee well-being in navigating the unique challenges and opportunities presented by hybrid workplaces. However, hybrid work can lead to a weakened sense of community and collaboration due to inconsistent interaction and reduced relationship quality among employees (Chellam & Divya, 2022). Offline social networks are more effective and lead to higher productivity, better quality, and innovation (Harandi & Abdolvand, 2018). Allen et al. (2015) reported that remote and hybrid workers often experience lower levels of organizational commitment compared to in-office workers. Offline organizations tend to have more cohesive cultures due to maximal social interactions, and for this to be replicated in hybrid organizations, telepresence systems and support from the organization is crucial.

According to Chopra and Sharma (2020), digitalization has improved work-life balance, providing employees with more autonomy over their

work schedules and locations. However, the traditional corporate culture maintains that direct communication with employees improves their morale and performance. Hence, certain organizations struggle with creating a unified culture when employees are split between remote and on-site work. The benefits of remote work challenge traditional norms, posing a management struggle to establish the new normal.

While the hybrid model provides employees with better flexibility and work-life balance, there exist drawbacks, such as feelings of isolation, miscommunication, and difficulty maintaining personal and professional boundaries (Rahul & Rajeshwari, 2024). Despite extensive research on remote work, there is a lack of comprehensive research on hybrid work models within the Indian IT sector. Existing research primarily focuses on Western contexts, demonstrating the need for region-specific studies. Hybrid work models can impact organizational culture, including the emergence of new norms and values. However, few studies consider the cultural nuances specific to India.

Although hybrid work has become increasingly common in the Indian IT sector, the lack of culturally informed research hinders organizations from designing policies to foster cohesive and supportive organizational cultures in this context. Productivity and workforce management can be optimized by understanding the relationship between hybrid work arrangements and organizational culture. Additionally, identifying the advantages and disadvantages of the hybrid model can guide future research and inform organizational strategies to improve employee engagement, work satisfaction, and efficiency.

This qualitative study investigates how employee relationships and organizational culture are affected by hybrid work in the Indian IT industry. Through in-depth interviews, the research explores how hybrid work affects organizational culture and employee relationships, including workplace dynamics, teamwork, communication styles, and organizational values.

Research Objectives

1. To examine the shift to hybrid work and its influence on the organizational culture and employee relationships in Indian IT companies, providing information about the factors that contribute to or detract from a positive work experience.
2. To explore the consequences of hybrid work on communication patterns and collaboration among employees.
3. To understand the challenges and opportunities that arise from remote and in-office work dynamics.

Method

Qualitative research concentrates on comprehending the personal experiences, viewpoints, and meanings that individuals assign to their encounters. Since the goal is to investigate the experiences of organizational culture among Indian IT employees, a qualitative approach enables the researchers to explore the intricacies and the context of these experiences. Taking an interpretivist approach, the study explores these experiences from the viewpoint of the participant. It examines the meanings and interpretations that people associate with their experiences. The results highlight the subjective and socially constructed nature of reality (relativist ontology) and how knowledge is created through interaction and interpretation (subjectivist epistemology).

Confidentiality and privacy of the participants were maintained by ensuring anonymity and secure data storage. Informed consent was taken before the interviews. The limitations of generalizability were recognized, and the focus was instead on the richness and depth of the data collected. Additionally, researcher bias was reduced by using reflexivity and research bracketing procedures.

Participants

The study participants included employees from the Indian IT sector, covering a wide range of job roles, including software developers, project managers, team leads, and more. Participants were between the ages of 23 to 55 years and had prior experience working in a traditional work setup for at least 6 months before transitioning to the hybrid model. Recent hires and temporary employees were excluded from the study. The study sample was diverse in terms of gender, age, and job role to ensure a comprehensive understanding of the impact of hybrid work. A combination of purposive and snowball sampling strategies was utilized for participant recruitment. The interview participants included four men and four women, whereas a separate group of three men and three women participated in the focus group discussion.

Data Collection Methods

Data for this qualitative study were collected through eight semi-structured interviews and a separate focus group discussion with six distinct participants. Combining these methods allowed for the triangulation of results, ensuring valid conclusions and a comprehensive understanding of the phenomena.

The questions asked delved into various aspects of the participants' experiences, such as cultural shifts, alterations in communication patterns, team dynamics, work-life balance, challenges, and adaptation. Further, the schedule was validated using peer and expert validation. The validated questions for the semi-structured interviews are presented in Table 1, while those for the focus group discussions are mentioned in Table 2.

Table 1*One-on-one Semi-Structured Interview Questions*

Central Questions
1.1 What changes have you observed in the way people work and interact with the shift to hybrid work?
1.2 How do you think the hybrid work model influences the sense of community and belongingness within your organization?
1.3 How has your communication with colleagues and supervisors changed since the transition to hybrid work?
1.4 How have various practices changed due to a hybrid work setup?
1.5 How has the hybrid work model affected your relationships with colleagues?
1.6 How has the hybrid work setup influenced your relationship with your supervisors?
1.7 What effects has hybrid work had on team dynamics and collaboration?
1.8 What effects has hybrid work had on your feeling of belongingness within your company?
1.9 How would you describe your current level of engagement compared to when you worked in a traditional office setting?

Table 2*Focus Group Discussion Questions*

Discussion Questions
1.1 How do you think hybrid work environments impact the onboarding and integration of new employees into the team?
1.2 How has the hybrid work model affected work-life balance?
1.3 How has the adoption of new technologies, like AI tools, impacted your day-to-day work in a hybrid setting?
1.4 How has the hybrid work model affected the dynamics between different generations in the workplace?
1.5 How have team dynamics and collaboration changed for you in a hybrid work model?
1.6 What challenges have you faced in establishing and maintaining professional relationships with colleagues in a hybrid work environment?
1.7 Do you feel aligned with your organization's goals and values in a hybrid work setting?
1.8 How does the flexibility offered by hybrid work arrangements affect your job satisfaction?

Data Analysis

Thematic analysis was utilized, which is a simple qualitative technique providing researchers with insight into the common experiences, opinions, and behaviours of research participants. It is mostly used for systematically analysing qualitative data to find themes or patterns within the dataset.

Thematic analysis has given deep insights into how hybrid work affects employee relationships and organizational culture. It offers contextual insights by

capturing the particular organizational, social, and cultural characteristics of the Indian IT industry. This study employed inductive thematic analysis as proposed by Braun and Clarke (2006). This method is a systematic approach that allows themes to emerge organically from the data itself. The data is not viewed through the lens of predetermined categories. This inductive technique allowed the maintenance of the participant voice by accurately comprehending the experiences and perceptions of employees. The strength of the analysis was further enhanced by

member checking, peer debriefing, and triangulation.

Results and Discussion

The hybrid model in the Indian IT sector has brought many changes in organizational culture, employee engagement, and the responsibilities of the managers. Key themes identified included communication, collaboration, employee engagement, leadership, organizational culture, productivity, relationships, technology, and work-life balance, as well as considerations of generational and individual differences.

Theme 1: Communication and Collaboration Dynamics

The shift from in-person to virtual communication has significantly altered communication patterns and teamwork, requiring increased efforts to maintain effective team dynamics. Virtual communication tools such as Microsoft Teams and Zoom have been able to allow people to work remotely, but have failed to substitute the spontaneous, informal interactions characteristic of office settings.

Theme 2: Employee Engagement and Belongingness

A sense of belongingness directly impacts how employees are motivated to contribute meaningfully and their commitment to the organization. Many participants recounted a decreased sense of belongingness and emotional connection with colleagues in the absence of an office set-up. However, those who found this work arrangement convenient stated a greater sense of belonging as well as engagement.

Theme 3: Organizational Culture and Transformation

Hybrid work requires many individuals to have a greater sense of independence and increased organizational commitment. Participants in the study reported that core values have remained stable, however, challenges in maintaining a strong organizational culture were quite evident. Many employees also expressed difficulties that new

employees faced in integrating with companies whose culture did not translate over the hybrid set-up.

Theme 4: Professional Relationships and Social Dynamics

Participants reported that the hybrid model affected team dynamics and employee relationships through productivity and collaboration. While some employees thrived in remote settings, others mentioned missing out on teamwork and collaboration when not interacting face-to-face with their colleagues. Regardless, all members admitted a sense of loneliness and isolation from their colleagues.

Additionally, the participants stated that their managers started employing micromanagement techniques to increase productivity and accountability. This put a strain on their professional relationships and led to distrust among the employees.

Theme 5: Productivity, Decision-Making, and Performance

Participants who enjoyed hybrid work believed their productivity improved, however, all agreed there were changes in problem-solving and decision-making. They reported fewer informal, spontaneous brainstorming sessions and more reliance on scheduled virtual meetings, which reduced creativity and innovation. While they shared their organization's efforts at casual conversations during virtual meetings, they could not recreate the natural, free-flowing conversations taking place in person. A lack of physical presence in virtual meetings was seen as resulting in reduced trust and rapport across the team – two fundamental components that are required for building strong, effective, high-performing teams.

Theme 6: Leadership, Supervision, and Change Management

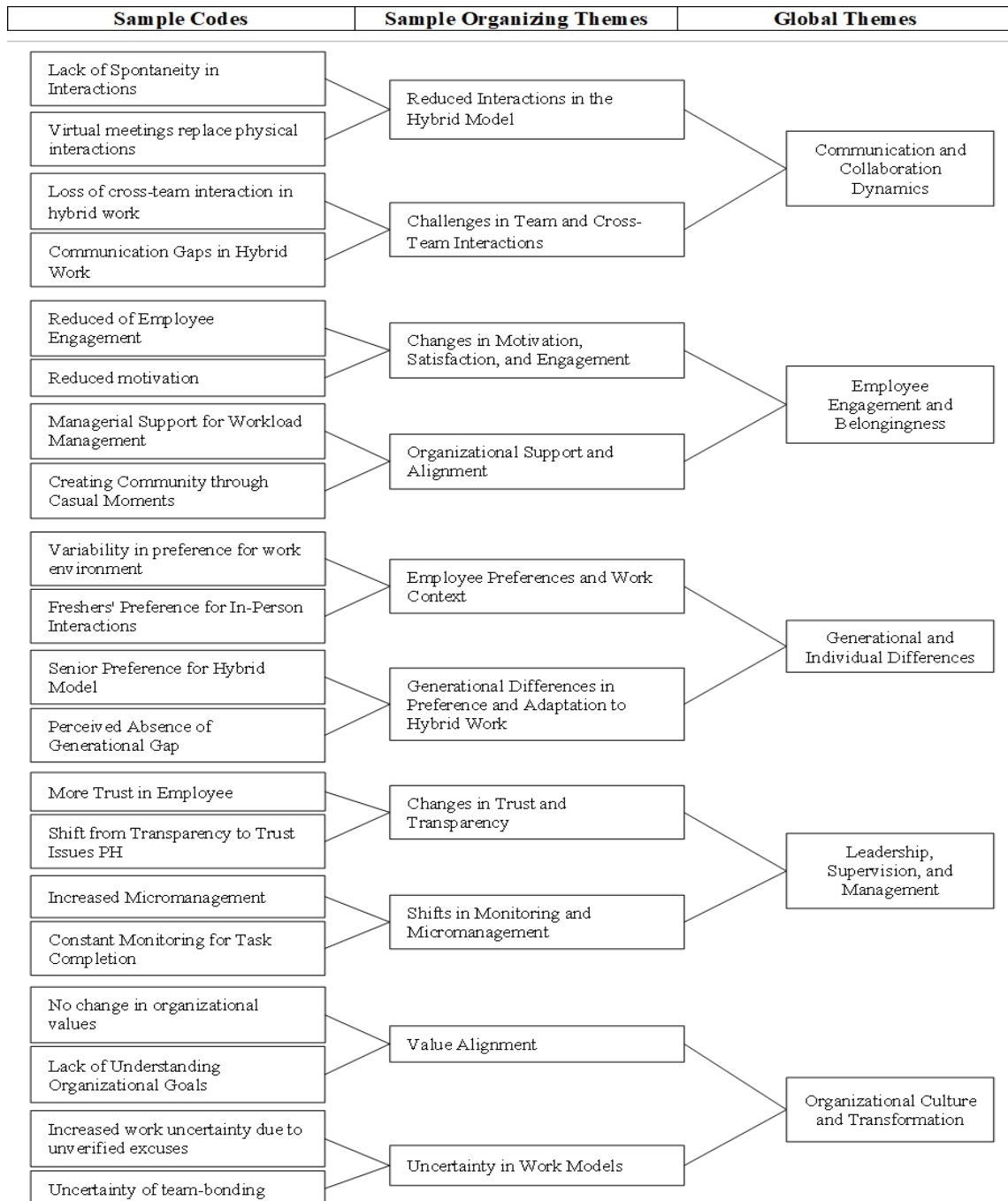
As mentioned above, participants also noted that in a hybrid workplace setting, managers checked on employees more frequently to ensure productivity. This constant monitoring was often seen as mistrust, which adversely affected employee morale and diminished their sense of independence.

Theme 7: Technological Integration and Operational Efficiency

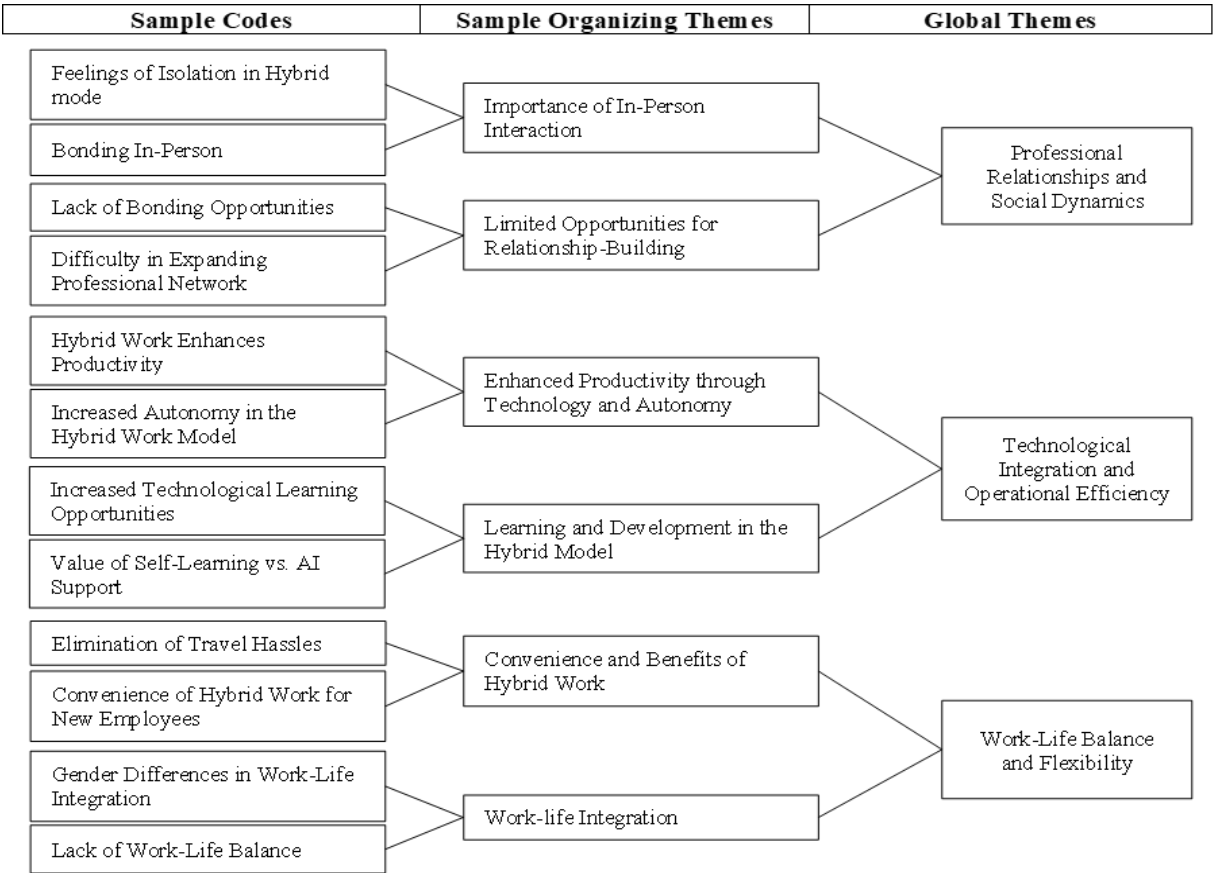
Technology was perceived to improve communication and workflow management, but it also created some challenges. The boon of the digital era has caused organizations to adopt virtual communication tools. Although these tools have facilitated opportunities for cross-collaboration, participants felt that those tools lacked the personal touch of engagement necessary for strong interpersonal relationships.

Figure 1

Emergent Codes and Themes from Thematic Analysis



Emergent Codes and Themes from Thematic Analysis (continued)



Theme 8: Generational and Individual Differences

The interviews highlighted how experiences with hybrid work vary by age, gender, and personal preferences, impacting adaptability and work satisfaction. The interviews highlight how generational differences influence preferences for hybrid work, with the senior employees preferring hybrid more. Another theme highlights gender disparity in the experience of hybrid work, particularly regarding work-life balance. Women had a difficult time balancing household chores and professional work, as there was no clear boundary separating the two anymore.

Theme 9: Work-Life Balance and Flexibility

Participants reported that hybrid work arrangements are more flexible than traditional models as it helps

them find a better balancing point between personal and professional life. On the other hand, several female respondents perceived challenges that made the tasks of balancing family or household work with work demands difficult. Such blurred lines within the work-life boundary increase the burden on women. Therefore, organizations must address the gender-specific challenges of hybrid environments and support employees in this regard to manage household responsibilities.

This study reveals that hybrid work offers advantages such as flexibility and improved work-life balance, but also poses challenges in fostering team collaboration and addressing gender disparities.

The Indian IT sector has witnessed a significant shift towards hybrid work arrangements in recent years, mainly driven by the pandemic and advances in

technology. This change has had a major impact on employee relationships, whether formal or informal, as reported by the participants. The thematic analysis conducted revealed themes pertaining to this aspect including “Professional Relationships”, “Social Dynamics”, “Employee Engagement” and “Belongingness”.

While the hybrid model provides employees with better flexibility and autonomy regarding their work schedules, it has reduced social or casual interactions thereby impacting professional relationships (Becker et al., 2022). One participant noted, *“We try to have casual discussions in virtual meetings, but it’s just not the same. The creative energy of bouncing ideas in-person is missing.”* The shift to teleworking has impacted interpersonal relationships among employees, with reduced direct interactions to discuss their personal concerns and fewer opportunities for appraisals (Chellam & Divya, 2022). An interviewee stated, *“You have team lunches when you’re going to the office. This doesn’t happen here.”*

While companies have attempted to bridge the gap in social interactions through team-bonding initiatives such as CSR activities and Fun Fridays, the structured informal interactions amongst employees pose limited opportunities for relationship-building. Although these activities were appreciated, most participants felt that it did not have the same impact as regular physical gatherings. The lack of face-to-face conversations in the hybrid setup has resulted in poor employee relationships, especially with new team members, affecting team connectivity. Research evidence displays that difficulties in developing relationships with colleagues significantly impact employee engagement and satisfaction in remote work (Kock & Lynn, 2012; Kang & Sung, 2017). Informal or spontaneous office interactions foster camaraderie and personal trust, and the reduced frequency of such interactions hinders opportunities for team bonding and building trust. One of the participants also mentioned *“A lack of casual or face-to-face interaction makes it even harder for me to communicate with my team leader”*. Additionally, challenges in the onboarding of new employees due to a lack of proper in-person guidance can make it difficult for freshers to integrate effectively into teams and

understand the workplace culture.

Hybrid work has also brought about a vast change in the communication and collaboration dynamics in the workplace. According to Kahlow et al. (2020), hybrid work environments can limit organic collaboration, as they fail to replicate the spontaneous interactions that occur in the office. Participants have reported an increase in formal, structured conversations with employees focusing more on task outcomes and deliverables. The adoption of a hybrid model also led to increased reliance on technological tools like Microsoft Teams, Zoom meetings, and WhatsApp for communication. However, this dependence on virtual platforms often lacks the personal touch necessary for meaningful relationship-building, resulting in a sense of disconnect (Morrison-Smith & Ruiz, 2020). Virtual meetings have helped facilitate cross-collaboration with different departments. However, certain limitations in digital collaboration can constrain team and cross-team relationships. Such constraints include the inability to access cross-boundary information outside the usual working boundaries (Yang et al., 2022). While participants commend the efficiency of such tools for work-related discussions, especially with clients abroad, they have also noted a decrease in team collaboration, citing complexity in coordination due to different work locations and accommodating meetings in different time zones for clients. This lack of cohesion and direction in hybrid settings, especially in larger teams, can reduce efficiency in teamwork and lead to an increased sense of disconnectedness.

One of the participants commented, *“We used to have a team brainstorming session in-person every Wednesday, but this has changed a lot,”* pointing towards the absence of dynamic physical interactions on innovation and creativity. This absence directly impacts social interaction and professional relationships, which are essential for innovation (Klarner et al., 2019). A common viewpoint is the limitations of telecommunication in aiding new employees to build rapport with their colleagues. Multiple participants have highlighted how virtual meetings tend to be less engaging, making it difficult to maintain concentration,

which can thereby lead to low work productivity. As a result, companies are trying to incorporate casual calls. For example, one participant said, *"We have also been instructed, you know, even within the Zoom call, to try to have something like a water cooler moment. Talk about things like what are your hobbies? How do you manage your day? Things like that."*

A participant mentioned, *"Nowadays with gadgets, misunderstandings can easily happen through written messages because you don't know what they are saying"*. Although virtual meetings enable organization and flexibility, the absence of non-verbal cues and nuances in body language do not fully replicate the depth of in-person interactions, causing potential miscommunications. This exacerbates ambiguity in the work setup, which can affect decision-making processes. Online means of communication, such as email and e-messaging, lack the qualities to convey intended messages and complex topics of work discussion (Yang et al., 2022).

The shift to hybrid work has significantly changed the organizational culture and structure within the Indian IT sector. These changes have reshaped how employees perceive their role within the organization. While participants noted that company's core values did not change with the shift, there is a visible improvement in organizational commitment. Research by Sri and Vasantha (2024) supports this, showing that there was better organizational commitment among hybrid employees of IT companies. While companies fail to foster strong cultures virtually, participants mentioned the increased flexibility of this work setup, as supported by Naqshbandi et al. (2023). This commitment is so strong that there is an increasing preference for hybrid and remote jobs. One participant mentioned, *"Hybrid work allows me to better structure my day without the exhaustion of commuting."*

From a leadership perspective, hybrid work has increased managerial challenges. Results show that micromanagement and monitoring have become more prevalent as managers attempt to ensure productivity in this decentralized work setting. This shift towards micromanagement can negatively affect employee

motivation and satisfaction, as it diminishes their sense of autonomy (Nddi et al., 2022). Mabaso and Manuel (2024) highlight how managers in hybrid models face challenges in maintaining employee accountability while balancing autonomy and trust. Thus, striking a balance between the two by avoiding micromanagement and fostering adaptability is crucial in maintaining trust and motivation in a hybrid setup (Caise & Tucker, 2024).

While employees benefit from reduced commuting time and companies save on office expenses, they also report experiencing drawbacks such as feelings of isolation and disconnection from their teams. As reflected in one response, *"I miss the casual coffee break chats—now, every conversation feels scheduled and formal."* This finding aligns with existing literature, which suggests that hybrid work can impede spontaneous and informal interactions critical for relationship-building and collaboration (Bredberg et al., 2023).

Hybrid work has provided greater flexibility for employees, giving them the autonomy to integrate their professional and personal lives more effectively, leading to enhanced job satisfaction (Gorjifard & Crawford, 2021). Participants highlighted that remote work facilitates better management of personal commitments, contributing to overall well-being. However, gender differences emerged in this context, with women facing challenges in achieving work-life balance as the boundaries between work and home responsibilities blurred. One interviewee noted, *"especially women [struggle], when they work from home with family, it's work for home and from home."* The study has also found generational differences in adaptation to and performance in hybrid work. Younger employees seem to prefer in-person work because it provides them better opportunities for interaction and gaining richer work experiences whereas senior employees often prefer hybrid work for greater flexibility and work-life balance.

In conclusion, the transition to hybrid work in the Indian IT sector presents both challenges and opportunities for organizations. While some employees experienced increased efficiency and

motivation to work, others reported blurred boundaries between their work and personal life, eventually leading to burnout. Thus, organizations need to ensure work-life balance and promote employee well-being by structuring work and managing the workload effectively. By prioritizing effective communication, adaptive leadership, and employee engagement, companies can successfully navigate this shift and cultivate a resilient organizational culture that supports employee relationships.

Limitations

The study findings are specific to the Indian IT sector and may not be applicable to other industries or regions. Excluding recent hires and temporary employees may have overlooked unique perspectives, particularly from those at early career stages or with distinct hybrid work experiences. While efforts such as reflexivity and bracketing were employed to reduce researcher bias, qualitative analysis inherently involves interpretation, introducing a degree of subjectivity. The study also reflects a specific temporal context; thus, the relevance of these findings may diminish over time as hybrid work evolves.

The reliance on self-reported data means the insights are shaped by participants' perceptions and memories, which are prone to biases. Moreover, the participants' emphasis on challenges might have unintentionally skewed the balance of the findings. The research primarily focused on employee perspectives, providing limited insights into organizational strategies or leadership approaches that could mitigate hybrid work challenges. Additionally, while virtual communication tools were explored, other technologies that might enhance hybrid work were not deeply analysed. These limitations open opportunities for future research by prompting the examination of the evolving nature of hybrid work across industries and regions.

Implications

The findings of this study have several important implications for organizations, leaders, and future researchers navigating the hybrid work model in the

Indian IT sector.

Firstly, the study highlights the challenges that arise with the maintenance of a cohesive organizational culture in a hybrid work setting. The reduction in spontaneous and informal interactions has negatively impacted employees' sense of belongingness, creativity, and interpersonal relationships. It has also made it difficult for new employees to integrate themselves into the organization. Though organizations have attempted to recreate elements of in-person socialization with informal chats and recreational events, the outcomes of such efforts are unsatisfactory. Thus, these findings call for innovative ways to foster social connections virtually.

Secondly, hybrid work altered managerial roles with a shift from direct supervision to remote management. This shift has led to increased micromanagement, a form of management that leads to distrust amongst employees. These insights highlight the need for trust-based management styles to improve productivity.

This study also reveals that employees struggle with communication. While virtual communication tools are effective for completion of tasks, there is a lot of miscommunication because there is a lack of non-verbal cues. Creativity is also hindered due to a lack of spontaneity during structured and scheduled meetings. Thus, organizations must develop programs that foster communication skills to promote more dynamic interactions with less room for ambiguity and misunderstandings.

Finally, a notable finding was the gendered experience of hybrid work. Female employees reported increased difficulty in managing their work-life balance. Due to the lack of a clear boundary in hybrid work settings, they had to juggle household responsibilities alongside professional demands. Organizations must consider gender roles and promote flexible scheduling and caregiving support policies to ensure equitable experiences for all employees.

The findings suggest that hybrid work is not a one-

size-fits-all model and requires a nuanced, context-sensitive approach. As hybrid work becomes more common, continuous feedback mechanisms and data-driven evaluations are essential to refine practices.

Conclusion

The study explores the impact of hybrid work on organizational culture and employee relationships in the Indian IT sector. Using qualitative analysis, the study has examined the ways in which hybrid work impacts communication patterns, collaboration, employee engagement, job satisfaction, and overall workplace dynamics. The findings suggest that hybrid work provides both opportunities and challenges, strongly influencing changes in the operation of organizations and work experience for employees.

Hybrid work has provided greater flexibility for employees, giving them the autonomy to manage and balance their professional and personal lives. Participants have reported that hybrid work facilitates work-life balance and reduces travel hassles. However, the model also provides challenges in building organic work culture and relationships, which would occur in a traditional office setting. The study has found generational differences in adaptation to and performance in hybrid work. Organizational culture has been impacted greatly, with changes in employee engagement and motivation. Leaders face limitations in managing employees, highlighting the need to balance between autonomy and appropriate monitoring without resorting to micromanagement. Challenges related to productivity are also present leading to an increased requirement for performance evaluation because of deficits in work integration and productivity.

Hybrid work has significantly changed communication patterns as employees have increasingly become dependent on virtual platforms. Although technology facilitates collaboration, it has also introduced new challenges in the process. There remains miscommunication, uncertainty, and lack of coordination which causes significant impairment. Hence, it is essential to adopt strategies that enhance

communication and collaboration in the hybrid work model in order to mitigate these issues.

In conclusion, hybrid work has resulted in a cultural shift that requires Indian IT companies to restructure and reintegrate their work practices to ensure that this model performs well. Organizations have to balance flexibility with structure and focus on effectively integrating technology and communication tools. Leaders need to play an active role to foster engagement, collaboration, and trust to ensure job satisfaction and professional development. Future research can explore how organizational culture evolves in the Indian IT sector by addressing the challenges of hybrid work, with a focus on understanding the strength of employee relationships.

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