

Role of Hybrid Work Culture in Promoting Employee Wellbeing

¹Dr. P.R. Karulkar, ²Ms. Shital Gcharge

¹Research Guide, Dept. of Commerce, K.G.Uran College of Commerce and Arts Uran Raigad.

² Research Scholar, K.G.Uran College of Commerce and Arts Uran Raigad.

Abstract

The rapid rate at which the hybrid work culture is being adopted in modern organizations has increased the necessity to learn about its contribution to improving the well-being of employees. This research aims to investigate the impact of hybrid work practices on the different aspects of employee wellbeing. The quantitative research design was adopted with the help of a structured questionnaire and data were tested using one-sample t-test to ascertain the importance of different factors. The results suggest that the hybrid work culture has a positive impact on the well-being of the employees. considerably, decreasing stress related to commuting, improving job satisfaction, work-life balance, and employee engagement. The research has significant social values as it facilitates work flexibility, improves mental and physical health and contributes to a more inclusive and productive workplace

Keywords: Hybrid Work Culture, Employee Well-Being, Work-Life Balance

1. Introduction

The hybrid work culture, a combination of the remote and in-office working options, has increased significantly with the shift of work practices in the post-pandemic period. This model has emerged as a dynamic and sustainable model which is in tandem with the technological advancements and the changing employee expectations. To enhance productivity, engagement, and job satisfaction, companies are shifting to hybrid work systems. Recent studies reveal that the hybrid work culture is evolving into a strategic approach that is long term and not a short term solution, and it is changing the conventional workplace set ups (Dara, 2025).

Employee well-being, both physical, psychological and social, has gained a lot of attention in the study of organizations. The hybrid work culture is particularly significant to improve the well-being of employees by offering flexibility, autonomy and better work-life balance. Workers can handle their job and personal life in a more balanced way, which will help to decrease stress levels and enhance job satisfaction. The empirical data show that the hybrid work arrangements positively affect mental health and emotional well-being as they decrease stress associated with commuting and provide a comfortable workplace (Selvanayagam et al., 2025).

Nevertheless, along with these advantages, there are several issues that hybrid work culture can pose to employee well-being. Social isolation, absence of face-to-face interaction, work-life blending, and dependence on digital technologies are some of the challenges that may cause stress and decrease employee engagement unless addressed properly. The study indicates that organizational support, communication, and access to the right technological infrastructure are key factors that determine the success of hybrid work culture (Haswari et al., 2026). In the absence of well-developed support mechanisms, employees can become burnt out and lose their well-being.

Moreover, the leadership practices and organizational policies are also important factors in the determination of the impact of the hybrid work culture on employee well-being. Research underscores how supportive leadership, effective communication, and accommodating work policies can positively affect the satisfaction of employees, their motivation, and overall well-being in hybrid work settings (Kumar and Singh, 2026). Job demands and available resources are critical in making sure that hybrid work has a positive impact on physical and mental health of employees

In this regard, there is a need to empirically investigate how the hybrid work culture can be used to enhance employee well-being. Knowledge of this relationship can assist organizations to develop effective work plans that not only enhance productivity, but also the long-term wellness of the employees. Thus, the current research will examine

how hybrid work culture affects the well-being of employees and can be used to draw conclusions about creating sustainable and people-oriented work models.

2. Literature Review

2.1 Makhubu, P. (2024) explored in their research the changes in organizational culture on implementation of a hybrid working model impacts the well-being of the employees' working in a NGO after COVID-19. The results derived from the research indicates significance of an enabled organizational culture for the well-being of the employees are transitioned to hybrid work post the pandemic of COVID-19. The employees shared that to being a part of engaged, positive culture provided them with a sense of belonging which enhanced their physical as well as mental health.

2.2 Sampat, B., Raj, S., et al. (2022) examined in their research study the impact of facilitators as well as barriers on the work preference of the employees' in a hybrid model. The results derived from the research indicates health consciousness being an essential factor to enhance facilitators and to motivate employees in preferring hybrid working model. It also proves the favourable impact of work-life balance, team building, and work flexibility as facilitators.

2.3 Nanjundeswaraswamy, TS., Nagesh, P., et al. (2026) investigated in their research the role of employees well-being as mediator in relation among usage of Artificial Intelligence and performance of the employees in Hybrid work environments. The findings derived from the research suggests providing training for AI, job redesigning for improving autonomy & to improve social connections in hybrid environment could improve benefits of using AI on the performance.

2.4 Mateen, A., Khoso, R., et al. (2025) examined in their research the effect of hybrid working conditions on the productivity of the employees, mental health outcome, digital burnout, as well as organizational well-being support within professionals across education, finance, and technological industries. The results derived indicates dual nature of Hybrid work model: on one side it enhances autonomy and productivity; while on the other hand it intensifies screen fatigue & emotional strain.

2.5 Barreto, A. (2025) evaluated in their research study about exploring the influence of hybrid work model on the performance and well-being of the employees in post pandemic times. The findings derived from the research indicates hybrid work models could increase the productivity, work-life balance, and job satisfaction among the employees by giving greater autonomy and flexibility. It highlight significance of clear communication, robust digital infrastructure, and effective leadership to support the arrangements for hybrid working environment.

2.6 Alamudi, A. (2025) analyzed in their research study the impact of work-life balance and engagement of work on the productivity of the employees, with employee well-being as mediator in hybrid working environment. The findings derived from the research indicates favourable as well as significant effect on employees' well-being as well as on work productivity.

3. Objectives

1. To examine the impact of hybrid work culture on employee well-being among call center employees.
2. To suggest measures for improving employee well-being through effective implementation of hybrid work culture.

4. Hypothesis

H₀ (Null Hypothesis): Hybrid work culture has no significant impact on employee well-being.

H₁ (Alternative Hypothesis): Hybrid work culture has a significant impact on employee well-being.

5. Research Methodology

The research is based on a quantitative research design to investigate how hybrid work culture contributes to employee well-being among the employees. The structured questionnaire was used to gather primary data, which focused on different aspects of employee well-being, including job satisfaction, work-life balance, stress reduction, and engagement. The sample will be 150 call center employees, and the sampling method will be non-probability sampling, which will rely on the availability and accessibility of the respondents. To analyze the data, one-sample t-test was used to identify the significance of identified factors affecting employee well-being. The statistical analysis was performed with the help of R Studio software, which guarantees the correct and valid results to interpret the influence of hybrid work culture on the well-being of employees.

6. Data analysis

Table No: 1 one sample t – test

| Items | Mean | t-value | p-value | Result |
|--------------------------------|------|---------|---------|-------------|
| Reduces commuting stress | 4.25 | 60.201 | 0.000 | Significant |
| Increases job satisfaction | 4.12 | 51.486 | 0.000 | Significant |
| Lowers burnout | 4.33 | 42.362 | 0.000 | Significant |
| Improves comfort at work | 4.47 | 43.850 | 0.000 | Significant |
| Promotes inclusion | 4.58 | 49.154 | 0.000 | Significant |
| Maintains team connection | 4.61 | 48.109 | 0.000 | Significant |
| Lowers absenteeism | 4.72 | 54.000 | 0.000 | Significant |
| Improves work–life balance | 4.81 | 21.785 | 0.000 | Significant |
| Increases employee engagement | 4.39 | 19.405 | 0.000 | Significant |
| Supports flexible scheduling | 4.66 | 37.560 | 0.000 | Significant |
| Reduces workplace conflicts | 4.54 | 37.691 | 0.000 | Significant |
| Promotes healthier work habits | 4.29 | 39.962 | 0.000 | Significant |

The results of the one-sample t-test clearly indicate that hybrid work culture has a strong and statistically significant positive impact on employee wellbeing. The mean values of all the items are high (more than 4.0), which implies that employees, in general, believe that hybrid work has a positive impact on many of their wellbeing aspects. The p-values (0.000) of all the variables are lower than the usual significance level (0.05), which proves the fact that the findings are statistically significant.

In particular, flexibility is one of the strongest advantages of hybrid work as it is more effective in enhancing work-life balance (Mean = 4.81), reducing absenteeism (Mean = 4.72), and facilitating flexible scheduling (Mean = 4.66). Also, the issues like keeping the team connected (Mean = 4.61) or fostering inclusion (Mean = 4.58) are supportive of the idea that hybrid work has no negative impact on collaboration or belongingness. In addition, it aids in minimizing workplace conflicts, burnout, and commuting stress, as well as boosting job satisfaction, engagement, and healthier work habits. In general, the empirical results prove that the hybrid work culture can contribute to the wellbeing of employees significantly in various aspects.

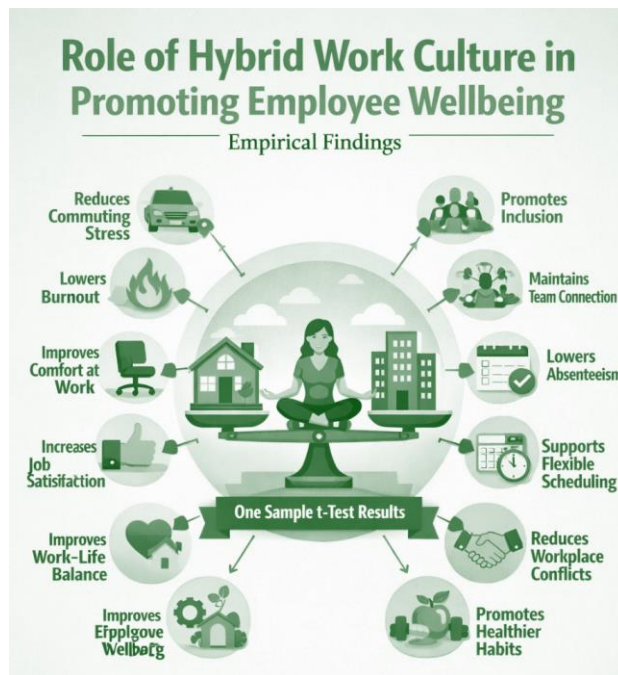
Table No: 2 Summary of Hypothesis Testing

Hypothesis Testing and Result:

| <p>H₀: Hybrid work culture has no significant impact on promoting employee wellbeing.</p> <p>H₁: Hybrid work culture has a significant positive impact on promoting employee wellbeing.</p> | | | |
|---|---|--|--------------------|
| Test used | Results | Interpretation | Null/ Alternate |
| One-sample t-test is used to evaluate Hybrid work culture in promoting employee wellbeing Empirical | H ₀ was rejected and H ₁ is accepted p value < 0.05 | The hypothesis testing results indicate that all the factors of hybrid work culture have high mean values and statistically significant p-values (0.000). This shows that hybrid work significantly contributes to reducing stress, improving work-life balance, increasing job satisfaction, and enhancing overall employee wellbeing. Since all variables are significant, the null hypothesis (H ₀) is rejected and the alternative hypothesis (H ₁) is accepted, confirming that hybrid work culture plays a significant role in promoting employee wellbeing. | Alternate accepted |

7. Conclusion

The empirical results of the study indicate that hybrid work culture is an important factor in facilitating employee wellbeing through minimizing commuting stress, job satisfaction, burnout, and general comfort at work. The statistically significant results and high mean values suggest that flexible work arrangements have a positive impact on both psychological and physical health of employees. Besides, hybrid work also leads to better work-life balance and inclusion because it is likely to address the needs of diverse employees. Overall, the study concludes that the hybrid work model enables companies to enhance the wellbeing of the employees, which, in its turn, encourages the increase in productivity, engagement, and retention, therefore, can be considered as a practical solution in the modern workplace.



8. Suggestions

Empirical evidence of the research shows that hybrid work culture is a key factor in promoting employee wellbeing by alleviating stress related to commuting, increasing job satisfaction, decreasing burnout, and increasing overall work comfort with statistically significant findings that prove its beneficial effect on psychological and physical health. It also promotes work-life balance and inclusion, as it supports the needs of different employees. According to these results, organizations need to adopt explicit hybrid work policies, invest in digital technologies and infrastructure, offer mental health support, promote frequent team interaction, and have flexible schedules. Also, educating managers on how to manage hybrid teams and constantly revising policies according to employee feedback will assist in maintaining wellbeing, productivity, and organization in the long run.

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