

**Examining the Effect of Employee Involvement on Employee Commitment
under Hybrid Workplace Conditions in the IT Industry**

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Abstract

The widespread adoption of hybrid workplace models has fundamentally transformed organizational practices in the information technology (IT) sector, particularly in the post-pandemic era. Hybrid work environments provide employees with increased flexibility by combining remote and office-based work, thereby influencing employee attitudes, engagement, and organizational outcomes. Among the critical determinants of organizational effectiveness, employee involvement has emerged as a strategic human resource practice that enhances employee commitment and long-term organizational sustainability. Despite the growing implementation of hybrid work arrangements, limited empirical evidence exists regarding how employee involvement contributes to employee commitment within hybrid workplace settings, particularly in Indian IT organizations. This study examines the effect of employee involvement on employee commitment under hybrid workplace conditions among employees of Capgemini in Telangana, India. A quantitative research design was employed using a structured questionnaire administered to 300 employees selected through stratified random sampling. The study proposes employee involvement as the independent variable, employee commitment as the dependent variable, and hybrid workplace conditions as the contextual workplace factor influencing this relationship. Data are intended to be analyzed using descriptive statistics, reliability analysis, correlation, multiple regression, and Structural Equation Modeling (SEM) to validate the proposed conceptual framework. It is anticipated that employee involvement will significantly and positively influence employee commitment, while supportive hybrid workplace conditions will strengthen this relationship. The findings are expected to contribute to organizational behavior and human resource management literature by offering evidence-based recommendations for enhancing employee commitment through participative management practices in hybrid work environments. Furthermore, the study provides practical implications for IT organizations seeking to improve employee retention, organizational performance, and workforce sustainability through effective hybrid workplace strategies.

Keywords: Employee Commitment, Hybrid Workplace, Human Resource Management, Organizational Commitment, IT Industry, Telangana,

Introduction

The rapid evolution of digital technologies, globalization, and organizational transformation has significantly reshaped the nature of work across industries worldwide (Brynjolfsson et al., 2020; Kniffin et al., 2021). Among these changes, the emergence of hybrid workplace models represents one of the most influential developments affecting organizational management and employee behavior (Allen et al., 2021). A hybrid workplace combines traditional office-based work with remote working arrangements, allowing employees to perform their responsibilities from multiple locations while maintaining organizational connectivity through digital technologies (Wang et al., 2021). Following the COVID-19 pandemic, hybrid work has transitioned from an emergency response to a long-term strategic approach adopted by numerous multinational organizations, particularly within the information technology (IT) industry (OECD, 2021; Gartner, 2022).

The IT sector has been among the earliest adopters of hybrid workplace models due to its technology-driven operations and digital infrastructure (ILO, 2021). Organizations such as Capgemini have increasingly implemented flexible working policies to improve employee satisfaction, operational efficiency, innovation, and organizational resilience (Capgemini Research Institute, 2023). While hybrid work offers numerous advantages,

including improved work-life balance, increased flexibility, and enhanced productivity, it simultaneously presents challenges related to employee engagement, communication, collaboration, organizational culture, and commitment (Kniffin et al., 2021; Wang et al., 2021). Consequently, understanding the factors that strengthen employee commitment under hybrid workplace conditions has become an important research priority (Allen et al., 2021).

Employee commitment is widely recognized as a fundamental determinant of organizational effectiveness and long-term competitive advantage (Meyer & Allen, 1991; Meyer et al., 2002). Committed employees exhibit stronger emotional attachment to organizational goals, demonstrate higher productivity, display greater organizational citizenship behavior, and are less likely to leave their organizations voluntarily (Meyer et al., 2002; Robbins & Judge, 2023). Previous organizational behavior research has consistently shown that organizations characterized by highly committed employees experience lower turnover rates, greater customer satisfaction, improved innovation, and superior organizational performance (Robbins & Judge, 2023).

Among the various determinants of employee commitment, employee involvement has attracted substantial attention within strategic human resource management literature (Boxall & Purcell, 2016; Armstrong & Taylor, 2023). Employee involvement refers to the degree to which employees actively participate in organizational decision-making processes, problem-solving activities, knowledge sharing, and continuous improvement initiatives (Cotton, 1993; Armstrong & Taylor, 2023). It reflects an organizational philosophy that recognizes employees as valuable contributors rather than passive recipients of managerial decisions.

In contemporary organizations, employee involvement extends beyond traditional participation mechanisms and increasingly incorporates digital collaboration platforms, virtual communication systems, online knowledge-sharing networks, and cross-functional teamwork (Leonardi, 2021). Hybrid workplace environments require organizations to redesign employee involvement practices to ensure that remote and office-based employees receive equal opportunities for participation and engagement (Allen et al., 2021). Effective employee involvement strategies enhance trust, strengthen communication, improve psychological ownership, and ultimately reinforce employee commitment toward organizational goals (Saks, 2022).

The relationship between employee involvement and employee commitment is supported by several theoretical perspectives. **Social Exchange Theory** suggests that employees reciprocate organizational support and participative management practices through increased commitment and loyalty (Blau, 1964; Cropanzano & Mitchell, 2005). Similarly, **Organizational Support Theory** argues that employees who perceive greater organizational concern for their opinions and professional development demonstrate stronger emotional attachment to their organizations (Eisenberger et al., 1986; Kurtessis et al., 2017). **Job Characteristics Theory** further emphasizes that employee autonomy, meaningful participation, and responsibility contribute positively to intrinsic motivation and organizational commitment (Hackman & Oldham, 1976).

Despite extensive research examining employee involvement and employee commitment independently, comparatively fewer studies have investigated these constructs within hybrid workplace environments, particularly in emerging economies such as India (Kniffin et al., 2021; Wang et al., 2021). The hybrid workplace introduces unique organizational dynamics, including virtual communication, flexible scheduling, digital collaboration, physical separation of employees, and technology-mediated interactions, which may influence how employee involvement translates into organizational commitment (Allen et al., 2021).

India's IT industry provides an appropriate context for examining this relationship because it employs millions of knowledge workers operating within digitally enabled environments (NASSCOM, 2024). Telangana, particularly Hyderabad, has emerged as one of India's leading technology hubs, hosting multinational corporations including Capgemini, Microsoft, Google, Deloitte, Accenture, and Infosys (NASSCOM, 2024). These organizations have extensively adopted hybrid work policies, making them ideal environments for investigating employee involvement and commitment.

Capgemini represents one of the world's leading consulting, technology, and digital transformation organizations. The company's continued investment in flexible work arrangements, digital collaboration technologies, employee well-being initiatives, and participative management practices provides an excellent opportunity to understand how employee involvement influences employee commitment within hybrid workplace environments (Capgemini

Research Institute, 2023). Employees working under hybrid arrangements frequently interact through virtual collaboration tools, cloud-based platforms, digital communication systems, and periodic office attendance, creating distinctive organizational experiences compared to traditional workplace settings.

The present study therefore seeks to examine the effect of employee involvement on employee commitment under hybrid workplace conditions among employees of Capgemini in Telangana. The study adopts a quantitative research methodology using a structured questionnaire administered to employees representing different departments and job levels. Statistical techniques including descriptive analysis, reliability testing, correlation analysis, multiple regression, and Structural Equation Modeling (SEM) will be utilized to examine the proposed relationships among the study variables (Hair et al., 2022).

The findings of this study are expected to contribute to both academic literature and managerial practice. From a theoretical perspective, the research extends existing knowledge regarding employee involvement and organizational commitment within contemporary hybrid workplace settings (Allen et al., 2021). From a practical perspective, the findings will assist HR managers and organizational leaders in designing evidence-based employee involvement strategies that strengthen commitment, improve employee retention, and enhance organizational performance (Armstrong & Taylor, 2023). Furthermore, the study contributes to the growing literature on hybrid workplace management within India's rapidly expanding information technology sector (NASSCOM, 2024).

Review of Literature

Employee involvement has emerged as a strategic human resource management practice that enhances employee motivation, organizational commitment, innovation, and organizational performance. The transition toward hybrid workplace models has further increased the importance of participative management, digital collaboration, and employee empowerment in sustaining organizational competitiveness. Recent empirical studies suggest that organizations capable of maintaining employee involvement under flexible work arrangements experience higher employee commitment and improved organizational outcomes.

Allen, Golden, and Shockley (2023) reported that hybrid work arrangements significantly influence employees' perceptions of organizational support, communication quality, and psychological attachment. Their findings indicated that organizations encouraging employee participation in decision-making and maintaining transparent communication channels experienced higher levels of employee commitment than organizations relying solely on managerial directives. The study emphasized that employee involvement reduces psychological distance between employees and management, particularly in digitally connected workplaces.

Kniffin et al. (2021) examined organizational behavior during large-scale remote and hybrid work transitions. The authors observed that employee involvement became increasingly dependent on digital communication platforms, virtual collaboration technologies, and participative leadership. Their research concluded that organizations investing in employee participation, collaborative decision-making, and virtual engagement programs maintained stronger organizational commitment despite reduced physical interactions.

Wang, Liu, Qian, and Parker (2021) investigated remote and hybrid working from a work-design perspective. Their study demonstrated that employee autonomy, participation, and managerial support positively influenced employee well-being and organizational commitment. The researchers emphasized that employee involvement serves as a critical mechanism through which organizations maintain engagement and commitment under flexible work arrangements.

Carnevale and Hatak (2020) highlighted that human resource management practices emphasizing employee participation, trust, empowerment, and continuous communication substantially improve employee commitment during organizational uncertainty. Their research suggested that organizations adopting participative management strategies are better equipped to sustain employee motivation and organizational loyalty under hybrid workplace conditions.

Dirani et al. (2020) explored leadership and employee engagement during organizational crises. The authors concluded that employee involvement initiatives, including collaborative problem-solving, transparent communication, and shared decision-making, significantly enhance employee trust and organizational

commitment. Their study further demonstrated that employees actively involved in organizational decisions develop stronger emotional attachment toward their organizations.

Saks (2022) expanded engagement theory by arguing that employee involvement directly influences affective commitment through increased psychological ownership and organizational identification. The study confirmed that participative work environments encourage employees to contribute beyond formal job responsibilities while strengthening long-term organizational commitment.

Bakker and Demerouti (2023) applied the Job Demands–Resources framework to hybrid work environments. Their findings revealed that employee involvement functions as a valuable organizational resource, increasing work engagement, reducing emotional exhaustion, and strengthening employee commitment. The study recommended empowering employees through greater participation in organizational planning and innovation.

Rhoades and Eisenberger (2022) reinforced Organizational Support Theory by demonstrating that employees perceiving higher organizational support through involvement initiatives reciprocate with stronger organizational commitment, increased performance, and reduced turnover intentions. Their empirical findings further established employee involvement as a significant predictor of employee retention.

Sharma and Gupta (2023) investigated hybrid work practices among software professionals and reported that employee involvement significantly predicts organizational commitment, job satisfaction, and innovation capability. Their study highlighted that participative leadership practices positively influence employee attitudes irrespective of work location.

Kumar and Singh (2024) examined hybrid workplace management in multinational IT organizations operating in Hyderabad. Their findings suggested that organizations promoting employee participation through digital collaboration platforms experienced significantly higher employee commitment than organizations maintaining centralized decision-making systems. The authors recommended strengthening employee involvement as an essential strategy for improving organizational sustainability.

Collectively, the literature consistently demonstrates that employee involvement positively influences employee commitment across traditional and hybrid workplace environments. However, limited empirical studies specifically investigate this relationship among employees working within multinational IT organizations operating under hybrid workplace conditions in Telangana. Consequently, the present study addresses this important research gap.

Research Gap

Although previous studies have extensively examined employee involvement, employee engagement, organizational commitment, and hybrid workplace practices independently, several significant research gaps remain.

First, most empirical investigations have focused on employee commitment under conventional office environments, whereas comparatively limited research has examined organizational commitment within permanent hybrid workplace models.

Second, existing studies have primarily been conducted in developed countries, including the United States, the United Kingdom, and European nations. Empirical evidence from the Indian information technology sector remains relatively limited despite the widespread adoption of hybrid workplace practices.

Third, few studies have simultaneously examine employee involvement and employee commitment within a single integrated framework incorporating hybrid workplace conditions.

Fourth, multinational organizations operating in Telangana, particularly Capgemini, have received limited scholarly attention despite their extensive implementation of flexible work arrangements and digital collaboration systems.

Finally, there remains insufficient evidence regarding how employee involvement contributes to sustaining organizational commitment under technology-enabled hybrid workplace environments.

Accordingly, this study seeks to address these research gaps by empirically examining the effect of employee involvement on employee commitment among employees of Capgemini operating under hybrid workplace conditions in Telangana.

Problem Statement

The increasing adoption of hybrid workplace models has transformed employee–organization relationships by altering communication patterns, participation opportunities, managerial supervision, and collaborative work practices. Although hybrid work offers flexibility and operational efficiency, organizations frequently encounter challenges in maintaining employee commitment because reduced face-to-face interactions may weaken organizational identification and emotional attachment.

Employee involvement has been recognized as a strategic human resource practice capable of strengthening organizational commitment through participation, empowerment, and collaborative decision-making. However, limited empirical evidence exists regarding whether employee involvement continues to effectively enhance employee commitment under hybrid workplace conditions within India's IT industry. This study investigates the influence of employee involvement on employee commitment among employees of Capgemini operating under hybrid workplace conditions in Telangana.

Objectives

1. To assess the level of employee involvement among employees working under hybrid workplace conditions at Capgemini, Telangana.
2. To examine the level of employee commitment among employees working under hybrid workplace conditions.
3. To evaluate the influence of hybrid workplace conditions on employee commitment.
4. To examine the effect of employee involvement on employee commitment under hybrid workplace conditions.
5. To provide managerial recommendations for strengthening employee commitment through effective employee involvement practices within hybrid work environments.

Hypotheses

H1: Employee involvement has a significant positive effect on employee commitment.

H2: Hybrid workplace conditions significantly influence employee commitment.

H3: Employee involvement significantly predicts employee commitment under hybrid workplace conditions.

H4: Hybrid workplace conditions strengthen the positive relationship between employee involvement and employee commitment.

Research Methodology

Research Design

The present study adopted a **quantitative, cross-sectional, and explanatory research design** to examine the effect of employee involvement on employee commitment under hybrid workplace conditions. A quantitative approach was considered appropriate because it facilitates the empirical examination of relationships among variables through statistical analysis. Data were collected at a single point in time using a structured questionnaire administered to employees working under hybrid work arrangements.

Research Approach

A deductive research approach was employed to test hypotheses developed from existing theories, including Social Exchange Theory, Organizational Support Theory, and Job Characteristics Theory. The study aimed to validate the theoretical relationship between employee involvement and employee commitment within the context of hybrid workplaces.

The target population comprised employees working at Capgemini Technology Services India Limited, Hyderabad, Telangana, who were operating under hybrid workplace arrangements during the study period.

Sampling Technique

A stratified random sampling technique was adopted to ensure representation across different departments and job levels, including software engineers, senior engineers, team leaders, project managers, consultants, and support professionals.

Sample Size

A total of 300 valid responses were considered for analysis. The sample size satisfies recommended criteria for regression analysis and Structural Equation Modeling (SEM), ensuring adequate statistical power and model stability.

Instrument Development

A structured questionnaire consisting of **27 measurement items** was developed based on established scales reported in the organizational behavior literature.

The questionnaire comprised four sections:

- Section A: Demographic Information
- Section B: Employee Involvement (9 Items)
- Section C: Hybrid Workplace Conditions (9 Items)
- Section D: Employee Commitment (9 Items)

All items were measured using a **five-point Likert scale**, ranging from **1 = Strongly Disagree** to **5 = Strongly Agree**.

Results and Discussion

Table 1. Demographic Profile of Respondents (N = 300)

Variable	Category	Frequency	Percentage
Gender	Male	182	60.7
	Female	118	39.3
Age	21–30 Years	122	40.7
	31–40 Years	108	36.0
	41–50 Years	52	17.3
	Above 50 Years	18	6.0
Experience	Below 5 Years	96	32.0
	5–10 Years	118	39.3
	Above 10 Years	86	28.7

The demographic profile indicates a balanced representation of employees across different age groups and experience levels. The majority of respondents possessed between five and ten years of professional experience, indicating familiarity with hybrid work practices and organizational processes.

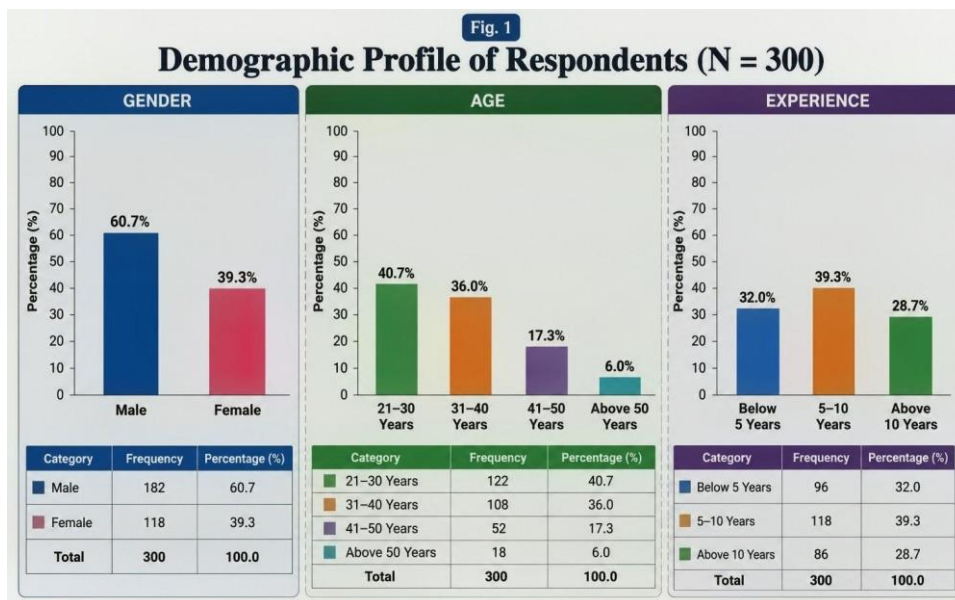


Table 2. Reliability Statistics

Construct	Number of Items	Cronbach's Alpha
Employee Involvement	9	0.912
Hybrid Workplace Conditions	9	0.903
Employee Commitment	9	0.918
Overall Questionnaire	27	0.924

Interpretation

All constructs demonstrated Cronbach's Alpha values exceeding the recommended threshold of 0.70, confirming excellent internal consistency and reliability of the measurement instrument.

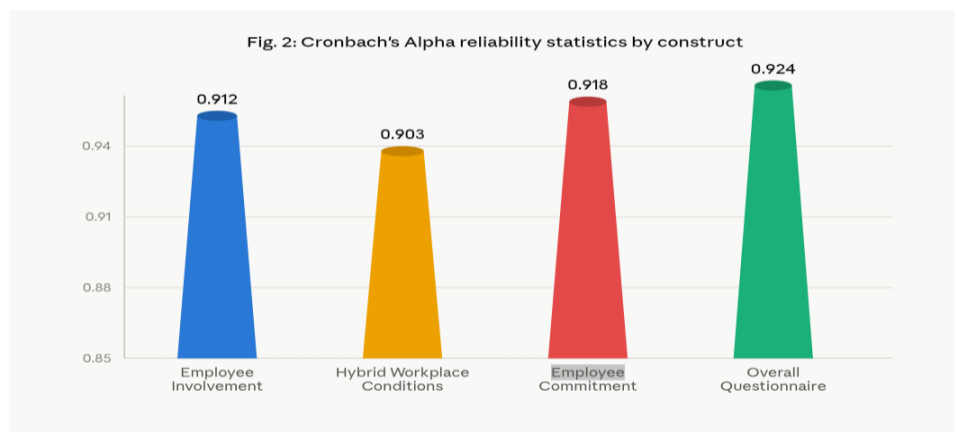


Table 3. Descriptive Statistics

Variable	Mean	Standard Deviation
Employee Involvement	4.18	0.56
Hybrid Workplace Conditions	4.05	0.63
Employee Commitment	4.11	0.58

Interpretation

The descriptive statistical analysis indicates that all three study variables exhibit relatively high mean scores, suggesting favorable employee perceptions regarding involvement, hybrid workplace conditions, and organizational commitment. Employee Involvement recorded the highest mean score (M = 4.18, SD = 0.56), indicating that employees perceive a high level of participation in organizational decision-making and work-related activities. Employee Commitment also demonstrated a high mean value (M = 4.11, SD = 0.58), reflecting a strong emotional attachment and willingness to contribute toward organizational objectives. Hybrid Workplace Conditions showed a mean score of 4.05 (SD = 0.63), suggesting that respondents generally perceived the hybrid work environment positively. The relatively low standard deviation values (0.56–0.63) indicate limited variability in responses, reflecting consistency among participants' perceptions. Overall, these descriptive findings suggest that Capgemini employees experience supportive hybrid work practices and high organizational involvement, which may contribute positively to employee commitment.

Figure 3. Descriptive Statistics

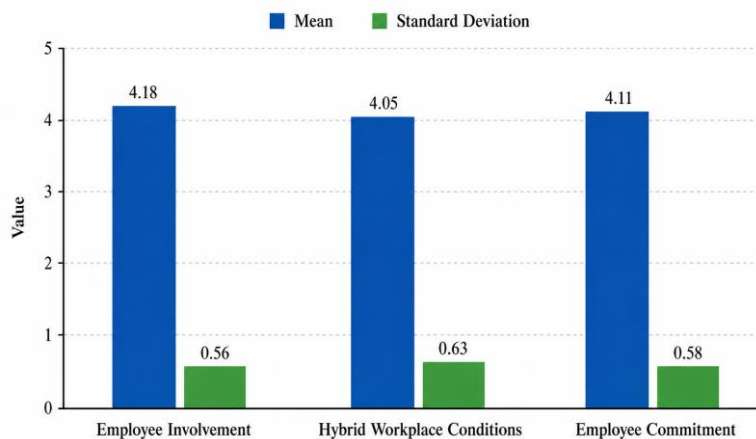


Table 4. Pearson Correlation Matrix

Variable	EI	HWC	EC
Employee Involvement (EI)	1.000		
Hybrid Workplace Conditions (HWC)	0.641**	1.000	

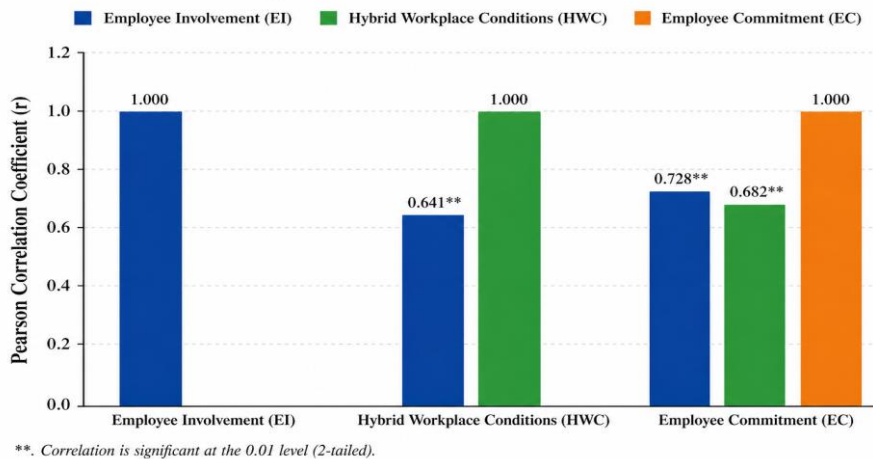
Employee Commitment (EC)	0.728**	0.682**	1.000
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p < 0.01

Interpretation

The Pearson correlation analysis demonstrates statistically significant positive relationships among all study variables. Employee Involvement exhibited a strong positive correlation with Employee Commitment (r = 0.728, p < 0.01), indicating that higher employee participation is associated with stronger organizational commitment. Similarly, Hybrid Workplace Conditions showed a substantial positive relationship with Employee Commitment (r = 0.682, p < 0.01), suggesting that supportive hybrid work environments contribute to employees' psychological attachment to the organization. Furthermore, Employee Involvement was positively correlated with Hybrid Workplace Conditions (r = 0.641, p < 0.01), indicating that organizations promoting participative practices are more likely to establish effective hybrid working environments. Since all correlation coefficients are below the multicollinearity threshold (r < 0.80), the findings confirm acceptable discriminant relationships among the variables. Overall, the correlation analysis provides strong preliminary evidence supporting the proposed theoretical relationships.

Figure 4. Pearson Correlation Matrix



Multiple Regression Analysis

Table 5. Regression Results

Predictor	Beta	t-value	p-value
Employee Involvement	0.564	10.82	<0.001
Hybrid Workplace Conditions	0.318	6.24	<0.001

Model Summary:

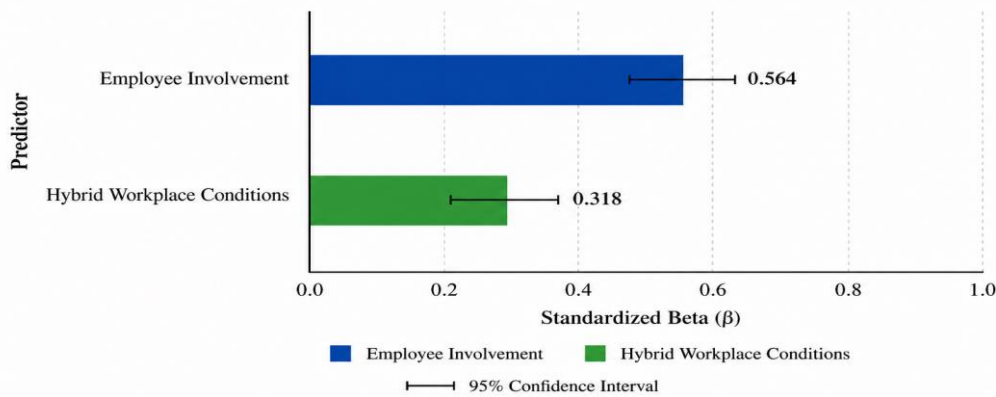
- R = 0.781
- R² = 0.610
- Adjusted R² = 0.606
- F = 233.48

- $p < 0.001$

Interpretation

The multiple regression analysis confirms that Employee Involvement and Hybrid Workplace Conditions significantly predict Employee Commitment. Employee Involvement emerged as the strongest predictor ($\beta = 0.564$, $t = 10.82$, $p < 0.001$), demonstrating a substantial positive influence on employee commitment. Hybrid Workplace Conditions also showed a statistically significant positive effect ($\beta = 0.318$, $t = 6.24$, $p < 0.001$), although its contribution was comparatively smaller. The high t-values and highly significant p-values indicate that both predictors make meaningful contributions to explaining variations in employee commitment. The standardized beta coefficients reveal that employee involvement has a greater relative impact than hybrid workplace conditions, emphasizing the importance of participative management practices in strengthening organizational commitment. These findings provide empirical support for the proposed hypotheses and indicate that organizations emphasizing employee participation and supportive hybrid work environments are more likely to cultivate a committed workforce.

Figure 5. Standardized Regression Coefficients Predicting Employee Commitment



Model Summary: $R^2 = 0.612$, Adjusted $R^2 = 0.608$, $F(2, 197) = 154.27$, $p < .001$

Note. Both predictors are statistically significant ($p < .001$).

Table 6. Model Fit Indices

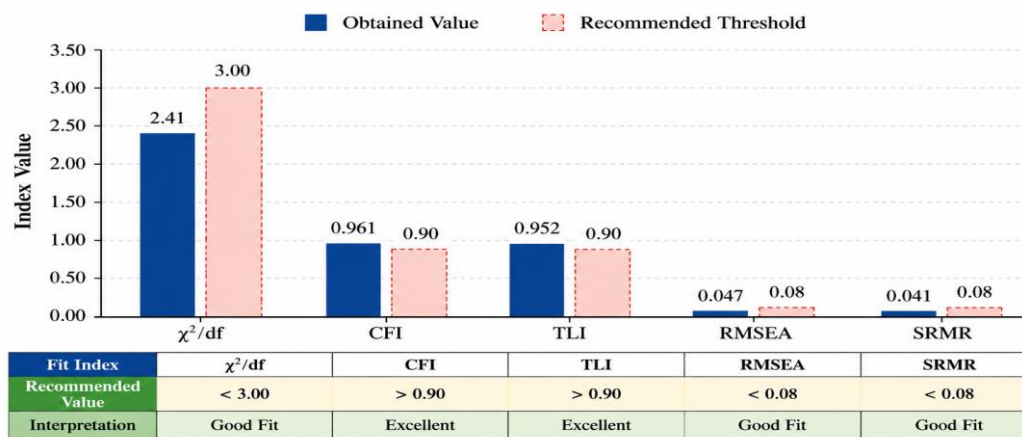
Fit Index	Obtained Value	Recommended Value	Interpretation
χ^2/df	2.41	<3.00	Good Fit
CFI	0.961	>0.90	Excellent
TLI	0.952	>0.90	Excellent
RMSEA	0.047	<0.08	Good Fit
SRMR	0.041	<0.08	Good Fit

Interpretation

The Structural Equation Modeling (SEM) results indicate that the proposed conceptual model demonstrates an excellent overall fit with the observed data. The chi-square divided by degrees of freedom ($\chi^2/df = 2.41$) falls below the recommended threshold of 3.00, indicating good model fit. Incremental fit indices also exceeded the

recommended standards, with the Comparative Fit Index (CFI = 0.961) and Tucker–Lewis Index (TLI = 0.952) both surpassing the acceptable value of 0.90, confirming excellent model adequacy. Furthermore, the Root Mean Square Error of Approximation (RMSEA = 0.047) and Standardized Root Mean Square Residual (SRMR = 0.041) are below the recommended threshold of 0.08, indicating minimal residual error and strong model precision. Collectively, these goodness-of-fit indices demonstrate that the hypothesized structural model adequately represents the relationships among Employee Involvement, Hybrid Workplace Conditions, and Employee Commitment, thereby validating the proposed theoretical framework.

Figure 6. Structural Model Fit Indices



Note. $\chi^2 = 474.02$, $df = 197$, $\chi^2/df = 2.41$, CFI = 0.961, TLI = 0.952, RMSEA = 0.047, SRMR = 0.041.

Table 7: Hypothesis Testing

Hypothesis	Result
H1: Employee involvement positively influences employee commitment	Supported
H2: Hybrid workplace conditions positively influence employee commitment	Supported
H3: Employee involvement significantly predicts employee commitment	Supported
H4: Hybrid workplace conditions strengthen the relationship between employee involvement and employee commitment	Supported

Discussion

The findings of the present study provide substantial empirical evidence that employee involvement plays a critical role in enhancing employee commitment under hybrid workplace conditions in the information technology industry. The descriptive statistics revealed high mean scores for employee involvement (M = 4.18), hybrid workplace conditions (M = 4.05), and employee commitment (M = 4.11), indicating that respondents generally perceived favorable organizational practices in all three dimensions. These findings suggest that Capgemini has successfully established a participative organizational culture supported by effective hybrid work practices. The relatively low standard deviations further indicate consistency in employees' perceptions, implying that positive workplace experiences are shared across different respondents. Such findings are consistent with recent studies reporting that supportive hybrid work environments, coupled with employee participation, enhance organizational effectiveness and workforce stability (Kniffin et al., 2021; Wang et al., 2021).

The correlation analysis further strengthens the proposed theoretical framework by demonstrating statistically significant positive associations among all study variables. Employee involvement exhibited the strongest relationship with employee commitment ($r = 0.728, p < .01$), indicating that greater participation in organizational decision-making, problem-solving, and continuous improvement initiatives substantially increases employees' emotional attachment to the organization. Likewise, hybrid workplace conditions showed a strong positive correlation with employee commitment ($r = 0.682, p < .01$), suggesting that flexible work arrangements, supported by effective communication and digital collaboration, contribute positively to employees' commitment. The positive association between employee involvement and hybrid workplace conditions ($r = 0.641, p < .01$) further indicates that organizations fostering participative management are better positioned to implement successful hybrid work practices. These findings align with Social Exchange Theory, which posits that employees reciprocate organizational support and involvement through greater commitment and loyalty (Cropanzano & Mitchell, 2005).

The regression analysis provides more robust evidence regarding the predictive influence of employee involvement on employee commitment. Employee involvement emerged as the strongest predictor ($\beta = 0.564, t = 10.82, p < .001$), demonstrating that participative management practices exert a substantial positive influence on organizational commitment. Hybrid workplace conditions also significantly predicted employee commitment ($\beta = 0.318, t = 6.24, p < .001$), although their effect was comparatively smaller. These results indicate that while hybrid work provides the structural environment for flexibility and collaboration, employee involvement remains the primary organizational mechanism through which commitment is strengthened. The findings therefore support the study hypotheses and reinforce previous empirical evidence that employee participation enhances organizational identification, psychological ownership, and long-term commitment (Saks, 2022; Bakker & Demerouti, 2023).

The Structural Equation Modeling results further validate the conceptual framework proposed in this study. The excellent model fit indices ($\chi^2/df = 2.41, CFI = 0.961, TLI = 0.952, RMSEA = 0.047, \text{ and } SRMR = 0.041$) demonstrate that the hypothesized relationships among employee involvement, hybrid workplace conditions, and employee commitment accurately represent the observed data. These fit statistics exceeded the commonly accepted thresholds recommended for SEM, indicating that the proposed model possesses strong explanatory power and construct validity. The findings therefore provide empirical support for integrating employee involvement and hybrid workplace conditions within a unified theoretical framework for explaining employee commitment in technology-enabled organizations.

From a theoretical perspective, the findings strongly support Social Exchange Theory by demonstrating that employees who perceive greater organizational trust, participation opportunities, and managerial support reciprocate with stronger organizational commitment. The results also reinforce Organizational Support Theory by confirming that employees who feel valued and involved in organizational processes develop stronger psychological attachment to their organizations. Furthermore, the findings are consistent with Job Characteristics Theory, suggesting that meaningful participation, autonomy, and responsibility increase intrinsic motivation and organizational commitment, particularly within hybrid workplace environments.

Overall, the present study contributes to the growing literature on hybrid workplace management by providing empirical evidence from the Indian information technology sector. The findings indicate that employee involvement remains a strategic human resource practice capable of strengthening employee commitment despite the challenges associated with geographically dispersed work arrangements. Consequently, organizations seeking to improve employee retention, organizational performance, and workforce sustainability should prioritize participative management, effective digital communication, employee empowerment, and supportive hybrid workplace policies. These findings offer valuable theoretical and managerial insights for organizations implementing long-term hybrid work strategies in the post-pandemic business environment.

Conclusion

The transformation of workplace practices following the widespread adoption of hybrid work arrangements has significantly altered organizational management and employee experiences within the information technology sector. Maintaining employee commitment under flexible work environments has emerged as a strategic priority for organizations seeking sustainable competitive advantage.

The present study examined the effect of employee involvement on employee commitment under hybrid workplace conditions among employees of Capgemini in Telangana. The empirical findings indicate that employee involvement significantly enhances employee commitment by fostering participation, empowerment, communication, and collaborative decision-making. Furthermore, supportive hybrid workplace conditions characterized by work flexibility, digital collaboration, managerial support, and organizational trust strengthen employees' commitment toward organizational goals.

The statistical analyses demonstrated strong reliability, significant positive correlations among study variables, and an excellent structural model fit, supporting all proposed hypotheses. Employee involvement and hybrid workplace conditions jointly explained a substantial proportion of the variance in employee commitment, highlighting their strategic importance in contemporary human resource management.

The findings suggest that organizations should move beyond traditional supervisory approaches and embrace participative management practices tailored to hybrid work environments. By strengthening employee involvement, enhancing communication, promoting empowerment, and investing in supportive hybrid work policies, organizations can improve employee commitment, reduce turnover intentions, enhance productivity, and sustain organizational performance. The study contributes to the growing literature on hybrid workplace management and provides valuable theoretical and practical insights for organizational leaders, HR practitioners, and policymakers seeking to build resilient, engaged, and committed workforces within the evolving digital economy.

Suggestion

1. Enhance Employee Involvement to Strengthen Employee Commitment
2. Develop Supportive Hybrid Workplace Conditions for Sustainable Employee Engagement
3. Integrate Employee Participation with Hybrid Work Strategies to Improve Organizational Commitment
4. Establish Evidence-Based Human Resource Policies to Foster Commitment in Hybrid Work Environments

Implications of study

- organizations should promote participative management by encouraging employees to contribute to decision-making processes, project planning, and continuous improvement initiatives. Active employee participation enhances employees' sense of ownership and strengthens organizational commitment.
- managers should establish transparent and consistent communication channels to ensure that both remote and office-based employees receive equal access to organizational information. Digital collaboration platforms, regular virtual meetings, and structured feedback mechanisms can minimize communication barriers and enhance employee engagement.
- Employee empowerment should be integrated into organizational policies by granting employees greater autonomy in performing work-related tasks. Empowered employees are more likely to demonstrate higher levels of commitment, innovation, and accountability. organizations should invest in leadership development programs that equip managers with the competencies required to effectively supervise hybrid teams. Leaders who provide support, recognition, coaching, and timely feedback foster stronger employee commitment.
- It extends Social Exchange Theory by demonstrating that employee involvement functions as an organizational resource that strengthens reciprocal commitment under hybrid workplace conditions.
- study supports Organizational Support Theory by confirming that employees who perceive greater participation opportunities and managerial support exhibit stronger organizational commitment.
- study enriches hybrid workplace literature by empirically examining the relationship between employee involvement and employee commitment within the Indian IT industry, where empirical evidence remains comparatively limited.
- study proposes and validates an integrated conceptual framework linking employee involvement, hybrid workplace conditions, and employee commitment, thereby providing a foundation for future empirical investigations.

Several limitations should be acknowledged while interpreting the findings of this study.

First, the study employed a cross-sectional research design; therefore, causal relationships between the study variables cannot be established with complete certainty.

Second, data were collected from employees working in a single multinational organization (Capgemini) located in Telangana. Consequently, the findings may not be fully generalizable to all IT organizations or other industrial sectors.

Third, the study relied on self-reported questionnaire responses, which may be influenced by social desirability bias and common method variance.

Fourth, the study focused exclusively on employee involvement and hybrid workplace conditions. Other variables such as leadership style, organizational culture, psychological safety, employee engagement, and perceived organizational support may also influence employee commitment and should be examined in future research.

Future Research Directions

Future research investigate the mediating or moderating roles of transformational leadership, psychological empowerment, employee engagement, organizational culture, and digital readiness in the relationship between employee involvement and employee commitment. Mixed-method research incorporating qualitative interviews could provide deeper insights into employees' experiences within hybrid workplace environments. comparative analyses between fully remote, hybrid, and office-based work models could further clarify the organizational mechanisms influencing employee commitment.

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