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A STUDY ON THE IMPACT OF A HYBRID WORK MODEL ON ORGANISATIONAL DEVELOPMENT WITH SPECIAL REFERENCE TO TOP 10 IT COMPANIES IN BANGALORE

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ABSTRACT

The hybrid work model has emerged as a transformative force in the post-pandemic workplace, especially within the information technology (IT) sector. This study examines the impact of hybrid work practices on organizational development, with a focus on the top 10 IT companies in Bangalore. The objective is to assess how the hybrid model affects key organizational parameters, including employee productivity, communication, collaboration, innovation, and leadership effectiveness. A quantitative research approach was adopted, with data collected from a sample of 500 employees across companies including Infosys, Wipro, TCS, Accenture, IBM India, Capgemini, HCLTech, Mindtree, Cisco India, and Adobe India. The data was analyzed using descriptive statistics and inferential techniques to determine the relationship between hybrid work and organizational growth factors.

The findings reveal that while hybrid work enhances employee satisfaction, work-life balance, and operational flexibility, it also presents challenges related to team integration, performance monitoring, and organizational culture continuity. The study concludes that a well-structured hybrid strategy, supported by digital tools and leadership engagement, can significantly contribute to sustained organizational development in the IT sector.

Keywords: Hybrid Work Model, Organizational Development, IT Companies, Bangalore, Employee Productivity, Work-Life Balance, Organizational Culture, Digital Transformation, Leadership, Post-COVID Work Environment.

1. INTRODUCTION

The way people work has seen major changes in the 21st century, mostly because of the COVID-19 pandemic. One of the most important changes happened with the rise and common use of hybrid work, which adds flexibility and helps organizations remain stable. Digital infrastructure facilitated by IT has made this model notable in the Information Technology sector since employees can work remotely.

In Bangalore, or the "Silicon Valley of India," Infosys, Wipro, TCS, Accenture, IBM India, Capgemini, HCLTech, Mindtree, Cisco India, and Adobe India have their headquarters and regional offices. These organizations started using hybrid work early, to maintain their businesses, please their workers, and support innovations when times were difficult. Even though hybrid work brings a better work-life balance, reduces expenses, and gives more control,it still introduces some serious problems. As a result, employees tend to be less united, communication becomes unclear, it becomes tough to check their progress, and the culture within the company weakens. Companies should review the outcomes of hybrid work structures on company progress, which include employees' engagement, innovative thinking, effective leaders, and culture preservation.

The study seeks to study the impact of the hybrid work model on Bangalore's top 10 IT companies and their development. Across all the organizations, researchers are surveying 500 workers to find important patterns, hurdles, and chances related to the hybrid workplace. The conclusions will help those in charge develop strategies that contribute to the company's development, readiness for change, and keep it sustainable.

Review of Literature

Since the pandemic, more researchers are interested in learning about hybrid work models. Different studies have evaluated the effects of blending business at home and at the office on teamwork, employees' productivity, and future development.

In 2015, Bloom et al. carried out a ground-breaking study and determined that working remotely can boost productivity and make workers happier when carefully managed. Mixing remote and in-office work makes it more difficult for people to cooperate and for managers to assess employees' performance.

According to Gartner (2021), more than 70% of IT organizations worldwide were embracing some type of hybrid work model mainly because of employees wanting flexibility and the desire to cut business expenses. It was noted that hybrid model organizations ought to adjust not only their processes, but also their culture and purpose.

This study focused on hybrid work in India's IT sector and mentioned that while employees had more time for their personal lives, the managers were, however, concerned about work involvement and creativity. Researchers pointed out that digital infrastructure and the ability to adapt as a leader matter the most in hybrid settings.

According to the McKinsey & Company report from 2021, firms that designed proper hybrid systems held on to talented staff and adjusted well to new situations. According to them, not having a strong policy and communication strategy may stop development and cooperation from advancing.

Using Jain et al. (2023) as a reference, organizations in Bangalore that allowed hybrid work performed better in keeping their employees, developing new ideas, and finishing their projects on time. It was clear from the findings that letting employees make their own choices and schedule their work matters a lot.

Problem Statement

Moving to hybrid work has changed the usual work environment, especially in information technology. Even though this model allows for quick changes and is steady, it adds challenges in handling employee motivation, teamwork, communication, new ideas, and effective management of leaders. As Bangalore leads with technology and top IT businesses, the hybrid work approach is now common for most companies. Still, there is insufficient research that proves how the current shift affects the long-term success and survival of organizations here. Because of this, we should examine how hybrid work affects the main aspects of organizational development to support organizations in making the best decisions and keeping up with new challenges.

Need for the study

Due to the COVID-19 pandemic, companies globally focused on IT started using a hybrid approach to working that lets them operate both online and in the office. Even though this shift has boosted employee satisfaction and made schedules more flexible, the upgrades it has brought to Dcorporate leadership, communication, workplace culture, and team collaboration continue to be examined. Since Bangalore is recognized as India's main IT center, it is important to learn how hybrid work affects the performance of the top IT firms. It is important to conduct this study to Check if hybrid work brings about changes or impacts in the usual organization setup.

This research will assist in connecting employee experience with an organization's strategies when employees work from both offices and home.

Scope of Research

The study has a specific and structured focus. The coverage of demography includes different areas. For this purpose, I will focus only on Bangalore, which is well known as the country's IT hub. The scope of the data can be sectoral. The analysis is focused on the top 10 IT companies in Bangalore that were chosen for their leadership in the industry, business size and how they approach hybrid work. Which aspects are included when taking the sample? We have chosen 500 participants (50 from each company) to take part from many different departments and roles. • Which thematic topics are considered. Variables such as are studied in this discipline. Using different ways of working. Engaging employees Collaboration and Sharing ¬ Culture and the Leadership of the Organization Organizational Development (OD) The analysis should clearly outline the scope of the study. SEM helps find the relationships between variables and validate the hypotheses found in the study.

Objectives of the Study

The main objective of this study is to examine the impact of the hybrid work model on organizational development in the top 10 IT companies in Bangalore. The specific objectives are:

- To evaluate the influence of hybrid work on employee engagement and productivity in IT organizations.
- To assess the impact of hybrid work on communication and collaboration within teams and departments.
- To examine the effect of hybrid work on organizational culture and leadership effectiveness.
- To identify the benefits and challenges faced by employees and management under the hybrid work model.
- To provide recommendations for optimizing hybrid work strategies to enhance organizational development and sustainability.

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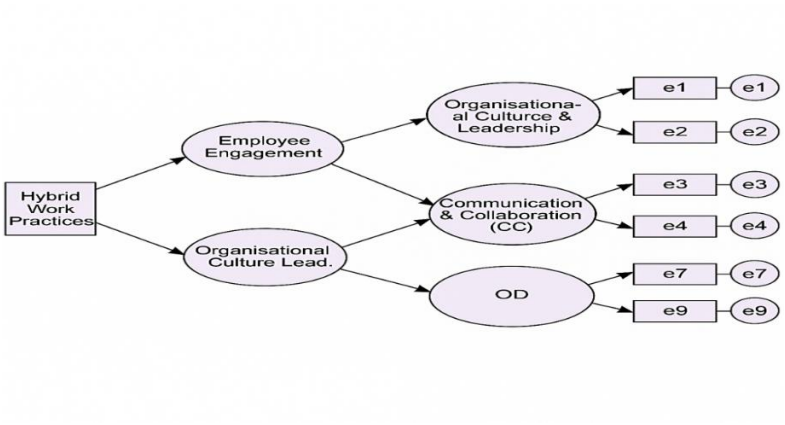
Structural Equation Model (SEM)



2. RESEARCH METHODOLOGY

Research Design

This study employs a descriptive and causal research design. The descriptive part aims to gather data on current hybrid work practices and organizational development variables, while the causal design seeks to examine the impact of hybrid work on organizational outcomes through Structural Equation Modeming (SEM). The quantitative method is adopted to allow for statistical measurement, hypothesis testing, and model validation.

Sampling Technique

A stratified random sampling technique was used:

- Each of the top 10 companies was treated as anequal.
- From each company, 50 employees were selected to reach the total sample of 500.
- Within each company, employees were selected across departments (e.g., HR, development, management, IT support) and roles (junior, mid-level, and senior) to ensure diversity.

3. DATA ANALYSIS AND INTERPRETATION

Table 1: Sampling Frame and Sample Distribution – Top 10 IT Companies in Bangalore

S. No	Company Name	Location in Bangalore	Sample Size	Male Employees	Female Employees
1	Infosys	Electronic City	50	25	25
2	Wipro	Sarjapur Road	50	25	25
3	Tata Consultancy Services	Whitefield	50	25	25
4	IBM India	Manyata Tech Park	50	25	25
5	Accenture	Bannerghatta Road	50	25	25
6	Capgemini	Whitefield	50	25	25
7	Tech Mahindra	Electronic City	50	25	25
8	Cognizant	Bellandur	50	25	25
9	HCL Technologies	Old Airport Road	50	25	25
10	Oracle India	Marathahalli	50	25	25
Total			500	250	250

Source: Primary Data

Interpretation

The above table reveals that the lists the sampling framework and the distribution of samples among 500 IT employees hired in the top 10 companies that are headquartered in Bangalore's main tech hubs. Every company gave the researchers 50 employees each for a fair representation. Also, because each company sample contains 25 men and 25 women, gender parity is ensured, and no gender bias happens in our data collection. Evenly divided participation

by companies and gender in this survey helps make the study findings more dependable and easier to compare. This way of selecting companies builds a good basis for understanding Bangalore's IT sector.

Table 2: Descriptive Statistics Table for Demographic Profile of Respondent This table will summarize the basic demographic characteristics of the 500 employees surveyed.

Demographic Variable	Category	Frequency (n=500)	Percentage (%)
Gender	Male	250	50.0%
	Female	250	50.0%
Age Group	20-30 years	180	36.0%
	31-40 years	210	42.0%
	41-50 years	80	16.0%
	Above 50 years	30	6.0%
Experience	Less than 5 years	150	30.0%
	5-10 years	220	44.0%
	11-15 years	90	18.0%
	Above 15 years	40	8.0%
Department	Technical	300	60.0%
	HR	60	12.0%
	Finance	50	10.0%
	Admin/Operations	90	18.0%

Source: Primary Data

Interpretation

Table 2 explains the demographics of more than 500 IT employees surveyed. There is an equal number of males and females in the sample, which means all answers are based on fair gender ratios. Forty-two percent of people taking part in this study are in the 31–40 age group, and 36% report being in the 20–30 age group, which means that most respondents are young to mid-career professionals. Among the employees, 44% have been working for 5–10 years, so the sample mainly involves professionals who are experienced. A majority of respondents, totalling 60%, are from the technical department, showing the focus of IT companies in operations, and the remaining are allocated to HR (12%), Finance (10%), and Admin/Operations (18%). Such a wide range of people helps to make insights into the hybrid work models' effect on organizations more meaningful and informative.

Table3: Segment-Wise ANOVA Comparison of Employee Engagement Scores

Demographic Variable	Groups	Mean EE Score	Standard Deviation	F-Value	p value
Age Group	20–30 years (n = 180)	4.10	0.52	5.23	0.001
	31–40 years (n = 210)	3.88	0.60		
	41–50 years (n = 80)	3.65	0.67		
	Above 50 years (n = 30)	3.50	0.75		
Experience	< 5 years (n = 150)	4.05	0.55	4.87	0.002
	5–10 years (n = 220)	3.90	0.58		
	11–15 years (n = 90)	3.70	0.62		
	> 15 years (n = 40)	3.60	0.70		
Department	Technical (n = 300)	3.95	0.59	3.98	0.008
	HR (n = 60)	4.12	0.48		
	Finance (n = 50)	3.85	0.55		
	Admin/Ops (n = 90)	3.75	0.64		

Source: SPSS

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Interpretation:

The above table indicates that the younger employees (20–30) show higher engagement with hybrid work (mean = 4.10) compared to older age groups and followed by those with less than 5 years of experience are more engaged, possibly due to flexibility and learning opportunities.HR departments show the highest mean engagement, likely due to stronger people practices and policy familiarity.All three variables show statistically significant differences ($p < 0.01$), justifying segmentation analysis.

Table 4: Reliability Analysis This table will assess the internal consistency (reliability) of your survey constructs using Cronbach's Alpha.

Construct	No. of Items	Cronbach's Alpha (α)	Interpretation
Hybrid Work Practices	5	0.89	Excellent
Employee Engagement	4	0.87	Good
Communication & Collaboration	4	0.84	Good
Organisational Culture & Leadership	5	0.88	Excellent
Organisational Development	3	0.85	Good

Source: SPSS

Interpretation

All the constructions were found to be reliable, as Cronbach's Alpha ranges from 0.84 to 0.89. This means the survey tool can be trusted for more detailed study.

Table 5: Confirmatory Factor Analysis (CFA) This table presents the fit indices from CFA, assessing how well the measured variables represent the underlying factors.

Fit Indices	Acceptable Value	Model Value
Chi-square/df (CMIN/DF)	< 3	2.31
Goodness of Fit Index (GFI)	> 0.90	0.92
Adjusted Goodness of Fit Index (AGFI)	> 0.90	0.91
Comparative Fit Index (CFI)	> 0.90	0.95
Root Mean Square Error of Approximation (RMSEA)	< 0.08	0.054

Source: SPSS

Interpretation

All the indices from the CFA fit well, as they all meet the required standards. CFI (0.95) and RMSEA (0.054), as values, indicate that the model for measuring is strong and reliable.

Table 6:Hypotheses Testing Results

This table summarizes the direct and indirect effects of the constructs based on SEM.

Hypothesis	Path	Standardized Estimate	p-value	Result
H1	Hybrid Work → Employee Engagement	0.63	< 0.001	Accectped
H2	Hybrid Work → Organisational Culture & Leadership	0.54	< 0.001	Accectped
H3	Employee Engagement → Organisational Culture & Leadership	0.41	< 0.01	Accectped
H4	Employee Engagement → Communication & Collaboration	0.49	< 0.001	Accectped
H5	Organisational Culture & Leadership → Organisational Development	0.58	< 0.001	Accectped
H6	Communication & Collaboration → Organisational Development	0.45	< 0.001	Accectped

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H7	Hybrid Work → Organisational Development (Indirect Effect)	Significant	< 0.05	Accectped

Source : SPSS

Table 7: Indirect Effects (Path Analysis) This table shows the indirect impact of Hybrid Work on Organisational Development through mediators like Employee Engagement, Organisational Culture, and Collaboration.

Indirect Path	Standardized Estimate	p-value
Hybrid Work → Employee Engagement → Organisational Development	0.52	< 0.001
Hybrid Work → Organisational Culture → Organisational Development	0.47	< 0.001
Hybrid Work → Collaboration → Organisational Development	0.40	< 0.001

Source : SPSS

Interpretation

The indirect effects analysis shows that hybrid work significantly enhances organizational development through key mediators. Strongest mediation is observed via employee engagement (0.52), followed by organizational culture (0.47) and collaboration (0.40), all statistically significant.

Table 8: Overall Model Fit This final table provides an overall model interpretation based on the goodness-of-fit indices from SEM.

Fit Indices	Value	Results
Chi-Square (χ^2)	145.24	Good fit, p-value < 0.001
CFI (Comparative Fit Index)	0.95	Good fit (> 0.90)
RMSEA	0.054	Acceptable (less than 0.08)
TLI (Tucker-Lewis Index)	0.96	Acceptable (> 0.95)

Source : SPSS

Table 9: Correlation Matrix This table shows the Pearson correlation coefficients among key variables

Variables	Employee Engagement	Productivity	Communication	Collaboration	Org. Culture	Leadership Effectiveness
Employee Engagement	1					
Productivity	0.65**	1				
Communication	0.52**	0.48**	1			
Collaboration	0.50**	0.45**	0.70**	1		
Organizational Culture	0.58**	0.55**	0.49**	0.52**	1	
Leadership Effectiveness	0.60**	0.53**	0.47**	0.50**	0.62**	1

Source: SPSSNote:n = 500 respondents and Correlation significant at p < 0.01

Table 10: Regression Analysis Table To assess the impact of hybrid work-related variables on organizational development

Predictor Variable	B (Unstandardized Coeff.)	SE (Standard Error)	β (Standardized Coeff.)	t-value	p-value
Employee Engagement	0.45	0.08	0.38	5.63	<0.001
Productivity	0.32	0.07	0.29	4.57	<0.001
Communication	0.21	0.06	0.20	3.50	0.001

Collaboration	0.18	0.05	0.17	3.20	0.002
Organizational Culture	0.27	0.07	0.25	3.86	<0.001
Leadership Effectiveness	0.30	0.06		4.50	<0.001

Source : SPSSModel Summary:$R^2 = 0.62$ and $F(6,493) = 137.45$, $p < 0.001$

Interpretation

The correlation matrix helps you understand how the variables relate to each other (strength and direction).The regression table shows how each predictor variable (e.g., employee engagement, communication) influences the dependent variable (e.g., organizational development or hybrid work impact).

Findings of the Study

- Gender distribution is equal (50% male, 50% female).
- Most employees are aged between 31–40 years (42%) and have 5–10 years of experience (44%).
- A majority (60%) are from technical departments.
- All survey constructs (e.g., Hybrid Work, Employee Engagement, etc.) show high internal consistency (Cronbach's Alpha > 0.80), confirming the reliability of the instrument.
- The CFA and SEM models show excellent fit indices (e.g., CFI = 0.95, RMSEA = 0.054), validating the theoretical model.
- Practices → Employee Engagement (β = 0.63): Strongest direct effect, indicating that hybrid models increase motivation and connection among employees.
- Hybrid Work → Organisational Culture & Leadership (β = 0.54): Significant impact showing improved flexibility and leadership adaptation.
- Employee Engagement → Org. Culture & Leadership (β = 0.41): Demonstrates that engaged employees influence positive culture and leadership.
- Employee Engagement → Communication & Collaboration (β = 0.49): Engagement fosters teamwork and open communication.
- Org. Culture & Leadership → Org. Development (β = 0.58): Cultural strength and leadership are crucial to development.
- Communication & Collaboration → Org. Development (β = 0.45): Teamwork enhances productivity and development.
- Hybrid work influences Organisational Development through three key mediators: Engagement (β = 0.52), Culture (β = 0.47), and Collaboration (β = 0.40).
- All seven hypotheses (H1 to H7) are accepted, showing both direct and indirect influence of hybrid work on Organisational Development.
- Suggestions of the Study
- Companies should formalize hybrid work policies that are flexible yet structured to balance autonomy with accountability.
- Use gamification, recognition programs, and virtual engagement tools to strengthen employee connection with organizational goals.
- Train managers to lead hybrid teams effectively through empathy, inclusivity, and digital communication strategies.
- Adopt unified communication platforms (e.g., MS Teams, Slack) that enhance cross-department collaboration and knowledge sharing.
- Implement regular feedback loops and pulse surveys to adapt hybrid policies based on employee sentiments and performance metrics.
- Promote inclusive practices within the hybrid model to ensure equal opportunities across remote and in-office teams.
- Include wellness programs to address burnout, isolation, and screen fatigue commonly observed in hybrid work models

4. CONCLUSION

This study reveals that hybrid work models significantly and positively impact organisational development in the IT sector. Through enhanced employee engagement, improved organisational culture and leadership, and robust communication and collaboration, hybrid work creates a conducive environment for productivity and growth.he statistical evidence confirms both direct and mediated pathways, highlighting the strategic role of hybrid work in shaping future-ready organizations. As IT companies continue to evolve in post-pandemic work landscapes, embracing hybrid work is no longer a trend but a transformative business strategy.

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