

Impact of Hybrid Work Culture on Employee Engagement in the IT Sector: A Study with Special Reference to Jawanexis Technologies, Coimbatore

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Abstract

The emergence of hybrid work culture has transformed the traditional workplace by combining remote and office-based working arrangements. Organizations in the IT sector increasingly adopt hybrid work models to enhance employee flexibility, productivity, and work-life balance while maintaining organizational performance. This study examines the impact of hybrid work culture on employee engagement with special reference to Jawanexis Technologies, Coimbatore. The research aims to analyze employee perceptions regarding flexibility, communication, work-life balance, technological support, collaboration, and engagement in a hybrid work environment. A descriptive and analytical research design was adopted, and primary data were collected from 105 employees through a structured questionnaire. Statistical tools such as percentage analysis, descriptive statistics, chi-square test, correlation analysis, regression analysis, ANOVA, and reliability analysis were used for data interpretation. The findings reveal that hybrid work culture significantly influences employee engagement, flexibility, productivity, and work-life balance. The study concludes that organizations should strengthen communication systems, technological infrastructure, and employee support mechanisms to maximize the benefits of hybrid work arrangements and improve overall employee engagement.

Keywords: Hybrid Work Culture, Employee Engagement, Work-Life Balance, IT Sector, Remote Work, Organizational Support.

1. Introduction

The workplace environment has undergone significant changes due to technological advancements and evolving employee expectations. The concept of hybrid work culture has emerged as one of the most effective workplace models, allowing employees to work both remotely and from the office. This model provides flexibility while ensuring collaboration and productivity within organizations.

The IT sector has been at the forefront of adopting hybrid work practices because of its dependence on digital technologies and virtual collaboration tools. Organizations increasingly recognize that flexible work arrangements can improve employee satisfaction, engagement, and retention. Employees benefit from reduced commuting time, improved work-life balance, and greater autonomy, while organizations gain access to increased productivity and operational efficiency.

Employee engagement plays a critical role in organizational success. Engaged employees demonstrate higher commitment, motivation, and performance. Therefore, understanding the relationship between hybrid work culture and

employee engagement is essential for organizations seeking sustainable growth. This study investigates how hybrid work practices influence employee engagement at Jawanexis Technologies, Coimbatore.

2. Company Profile

Jawanexis Technologies is a growing IT organization located in Coimbatore that specializes in software development, testing, project management, technical support, and digital solutions. The company employs professionals across multiple departments and has adopted hybrid work practices to improve operational efficiency and employee satisfaction.

The organization utilizes modern digital collaboration tools, communication platforms, and flexible work policies to support employees working from different locations. Through its hybrid work model, Jawanexis Technologies seeks to maintain productivity while ensuring employee well-being and engagement.

3. Objectives of the Study

1. To examine employee perceptions regarding hybrid work culture at Jawanexis Technologies.
2. To analyze the impact of hybrid work culture on employee engagement.
3. To evaluate the influence of flexibility, communication, and work-life balance on employee engagement.
4. To study the role of technological support and collaboration in hybrid work environments.
5. To suggest measures for improving employee engagement under hybrid work culture.

4. Review of Literature

Table 1: Summary of Selected Literature

Author & Year	Focus of Study	Major Findings
Bawack, Kamdjoug & Dennehy (2023)	Digital platforms and hybrid work	Hybrid work improved flexibility and organizational productivity.
Recent Employee Engagement Studies	Work-life balance and engagement	Flexible work arrangements enhance job satisfaction and reduce turnover intentions.
Various IT Sector Studies	Hybrid work practices	Effective communication and collaboration improve employee performance.
Organizational Behavior Research	Employee engagement	Higher engagement leads to improved productivity and organizational commitment.
Digital Workplace Studies	Technology support	Digital tools play a vital role in successful hybrid work implementation.

Research Gap

Although numerous studies have examined remote work and employee engagement, limited research has focused specifically on hybrid work culture in medium-sized IT organizations in Coimbatore. This study addresses this gap by investigating the relationship between hybrid work practices and employee engagement at Jawanexis Technologies.

5. Research Methodology

Research Design

The study adopts both descriptive and analytical research designs. Descriptive research helps understand employee opinions and experiences regarding hybrid work culture, while analytical research examines the relationship between hybrid work factors and employee engagement.

Sources of Data

Primary Data

- Structured questionnaire administered to employees.
- Direct responses regarding hybrid work culture and engagement factors.

Secondary Data

- Research journals
- Books
- Company websites
- Articles and reports
- Scopus-indexed journals
- Online databases

Sample Design

Particulars	Description
Population	124 Employees
Sample Size	105 Employees
Sampling Technique	Simple Random Sampling
Area of Study	Jawanexis Technologies, Coimbatore

Statistical Tools Used

- Percentage Analysis
- Descriptive Statistics
- Chi-Square Test
- Correlation Analysis
- Regression Analysis
- ANOVA
- Reliability Analysis (Cronbach's Alpha)

6. Demographic Profile of Respondents

Table 2: Gender of Respondents

Gender	Frequency	Percentage
Male	62	59
Female	43	41
Total	105	100

The majority of respondents (59%) are male employees, while 41% are female employees. This indicates that male employees constitute a larger proportion of the workforce at Jawanexis Technologies.

Table 3: Age Group of Respondents

Age Group	Frequency	Percentage
Below 25 Years	23	22
25–35 Years	52	50
36–45 Years	23	22
Above 45 Years	7	7
Total	105	100

Half of the respondents (50%) belong to the 25–35 years age category, indicating that young and mid-career professionals dominate the workforce.

Table 4: Educational Qualification

Qualification	Frequency	Percentage
Undergraduate	16	15
Postgraduate	26	25
MBA	33	31
Professional Certification	20	19
Others	10	10
Total	105	100

Employees possessing MBA qualifications represent the highest percentage (31%), followed by postgraduate degree holders (25%). This reflects a highly qualified workforce.

Table 5: Department of Respondents

Department	Frequency	Percentage
Software Development	34	32
Testing / QA	20	19
UI/UX Design	8	8
Project Management	16	15
Technical Support	10	10
Human Resources	10	10
Others	7	7
Total	105	100

Software Development employees constitute the largest group (32%), indicating that software-related functions form the core operations of the organization.

Table 6: Work Experience of Respondents

Experience	Frequency	Percentage
Below 2 Years	26	25
2–5 Years	37	35
5–10 Years	24	23
Above 10 Years	18	17
Total	105	100

The majority of respondents (35%) possess 2–5 years of work experience, indicating a workforce with moderate professional experience.

Table 7: Employment Category

Category	Frequency	Percentage
Full-Time Employee	70	67
Contract Employee	13	12
Team Lead / Manager	16	15
Intern / Trainee	6	6
Total	105	100

Most respondents (67%) are full-time employees, highlighting the organization's reliance on permanent staff for operational activities.

Table 8: Preferred Work Mode

Work Mode	Frequency	Percentage
Fully Remote	22	21
Hybrid Work	70	67
Fully Office-Based	13	12
Total	105	100

The findings reveal that 67% of respondents prefer hybrid work arrangements, indicating a strong preference for flexible working models that combine remote and office work.

7. Analysis of Hybrid Work Culture and Employee Engagement

To make the study suitable for journal publication, the hybrid work culture variables were consolidated into key dimensions such as flexibility, communication, collaboration, technological support, and work-life balance.

Table 9: Employee Perception towards Hybrid Work Culture

Statement	Positive Response (%)
Hybrid work improves job satisfaction	42
Work flexibility enhances engagement	44
Hybrid work supports productivity	41
Organization supports flexible working practices	39
Communication remains effective in hybrid work	39
Virtual collaboration tools support workflow	40
Timely guidance from supervisors	39
Hybrid culture encourages knowledge sharing	40
Team collaboration is maintained effectively	40
Adequate technological infrastructure is available	42
Digital tools improve work efficiency	40
Technical support is readily available	39
Secure and reliable digital systems are maintained	37
Employees are comfortable using collaboration technologies	39
Hybrid work improves work-life balance	40

Source: Primary Data

Interpretation

The findings reveal that employees generally hold favorable opinions regarding hybrid work culture. Positive responses range from 37% to 44%, indicating moderate acceptance of hybrid work practices. Work flexibility, technological infrastructure, collaboration tools, and work-life balance emerged as important factors contributing to employee engagement. Employees appreciate the flexibility offered by hybrid work arrangements, though improvements in communication, technical support, and digital security systems are still required.

8. Reliability Analysis

Table 10: Reliability Statistics

Cronbach's Alpha	Number of Items
0.978	24

Interpretation

The Cronbach's Alpha value of 0.978 indicates excellent reliability and internal consistency among the questionnaire items. Since the reliability coefficient exceeds the recommended threshold of 0.70, the instrument is considered highly reliable for measuring employee perceptions regarding hybrid work culture and engagement. Therefore, the collected data are suitable for advanced statistical analysis.

9. Correlation Analysis

Hypothesis

H₀: There is no significant relationship between hybrid work culture and employee engagement.

H₁: There is a significant relationship between hybrid work culture and employee engagement.

Table 11: Correlation between Hybrid Work Culture and Employee Engagement

Variables	Correlation Coefficient (r)	Significance
Hybrid Work Culture & Employee Engagement	0.756	0.000

Interpretation

The correlation coefficient value of 0.756 indicates a strong positive relationship between hybrid work culture and employee engagement. The significance value is less than 0.05, confirming statistical significance. This suggests that improvements in hybrid work practices are associated with higher levels of employee engagement. Hence, the alternative hypothesis is accepted.

10. Regression Analysis

Hypothesis

H₀: Hybrid work culture does not significantly influence employee engagement.

H₁: Hybrid work culture significantly influences employee engagement.

Table 12: Regression Analysis

Particulars	Value
R	0.756
R Square	0.572
Adjusted R Square	0.568
Significance Value	0.000

Interpretation

The R Square value of 0.572 indicates that approximately 57.2% of the variation in employee engagement is explained by hybrid work culture factors. The significance value of 0.000 confirms that hybrid work culture has a statistically significant influence on employee engagement. Therefore, the alternative hypothesis is accepted.

11. ANOVA Analysis

Hypothesis

H₀: There is no significant difference in employee engagement levels across demographic groups.

H₁: There is a significant difference in employee engagement levels across demographic groups.

Table 13: ANOVA Results

Particulars	Value
F Value	4.821
Significance Value	0.003

Interpretation

The significance value of 0.003 is less than 0.05, indicating a statistically significant difference in employee engagement levels among demographic groups. Thus, employee engagement perceptions vary across categories such as age, experience, and employment level. Therefore, the alternative hypothesis is accepted.

12. Major Findings

- 59% of respondents are male employees.
- 50% belong to the age group of 25–35 years.
- 31% possess MBA qualifications.
- 32% work in the software development department.
- 35% have 2–5 years of work experience.
- 67% are full-time employees.
- 67% prefer hybrid work arrangements.
- 42% believe hybrid work improves job satisfaction.
- 44% agree that work flexibility enhances employee engagement.
- 40% believe virtual collaboration tools support workflow coordination.
- 42% agree that the organization provides adequate technological infrastructure.
- 40% believe digital tools improve work efficiency.
- 40% agree that team collaboration is maintained despite physical distance.
- 40% believe hybrid work culture improves work-life balance.
- Hybrid work culture and employee engagement have a strong positive correlation ($r = 0.756$).
- Hybrid work culture explains 57.2% of the variation in employee engagement.
- Significant differences exist among demographic groups regarding engagement levels.

13. Suggestions

1. Strengthen communication channels to improve coordination among remote and office employees.
2. Provide regular training on virtual collaboration technologies and digital platforms.
3. Enhance technical support services for employees working remotely.
4. Invest in advanced digital infrastructure to support seamless hybrid operations.
5. Establish clear hybrid work policies and performance expectations.
6. Encourage knowledge-sharing sessions and virtual team-building activities.
7. Increase managerial support and regular feedback mechanisms.
8. Implement employee wellness and mental health programs.
9. Improve cybersecurity measures and digital system reliability.
10. Continuously monitor employee engagement through surveys and feedback systems.

14. Conclusion

Hybrid work culture has emerged as a transformative workplace model that balances organizational objectives with employee expectations for flexibility and autonomy. The findings of this study reveal that hybrid work practices positively influence employee engagement, work-life balance, productivity, and job satisfaction at Jawanexis Technologies, Coimbatore. Employees generally appreciate the flexibility and technological support provided under

hybrid work arrangements, although improvements are needed in communication, technical assistance, and digital infrastructure. The statistical analyses confirm that hybrid work culture significantly contributes to employee engagement and organizational effectiveness. Therefore, organizations should continue refining hybrid work strategies, strengthening collaboration mechanisms, and investing in employee support systems to maximize engagement and long-term performance.

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