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## The Role of Organizational Culture in Fostering Hybrid Work Preferences

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Peer Review Information	Abstract
<p><i>Submission: 13 March 2026</i></p> <p><i>Revision: 0.2 April 2026</i></p> <p><i>Acceptance: 16 April 2026</i></p> <p><b>Keywords</b></p> <p><i>Organization culture, Post COVID, Hybrid work preferences, Family Type, IT Employees.</i></p>	<p>The emergence of hybrid work models after COVID-19 has completely transformed how organizations function in India, particularly in the IT sector, but there has been insufficient research on what drives employees to choose their work options. The research investigates how organizational culture affects hybrid work choices for 102 IT employees from Chennai, while also assessing how demographic factors (gender, family type, age, tenure) impact those preferences. The results shows that organizational culture functions as a positive predictor because it explains 18.8% of variance, and work experience served as the only factor which distinguished between different demographic groups, with employees who had worked between zero to five years demonstrating the strongest preference. It's found that gender, family type and age did not have any significant impact on the results. The findings establish JD-R theory applications for hybrid work environments and explains how cultural aspects of their organizations drive employee retention practices.</p>

### Introduction

The hybrid work model, which combines the option to work from home with the requirement to work at the office, has become the most common work arrangement for employees who need to complete tasks from home or coworking facilities or cafes while using digital technology (Cook et al., 2020; Luring et al., 2025). The COVID-19 pandemic, which required industries to operate entirely from home, created this transformation because 58 percent of companies worldwide adopted hybrid work by 2023 according to global research surveys (McKinsey, 2023). Hybrid work models now dominate India's IT sector, which employs more than 5.4 million workers and generates 8 percent of the country's GDP, as NASSCOM frameworks help companies like TCS and Infosys develop sustainable business models that combine workplace office time and remote office time (Kolluru, 2021; Vidhyaa & Ravichandran, 2022).

The hybrid work model enables employees to work more flexibly while they manage their personal time but it creates problems because employees work in separate groups and the organizational environment suffers from demographic factors and different aspects of corporate culture (e.g., family structure, tenure) and institutional culture factors (e.g., communication openness, leadership support, psychological safety) (Choudhury et al., 2021; Eagle Hill Consulting, 2024). Indian IT research demonstrates that organizational culture functions as a vital element because supportive work environments lead to 64-69 percent greater hybrid work adoption through enhanced employee engagement (IJIRT, 2024). Hybrid work combines traditional office-based work with teleworking that uses information and communication technology to enable workers to select their work hours and work locations without negative effects on their productivity

(Belzunegui-Eraso & Erro-Garcés, 2020; Cisco, 2025). The Stanford research shows that a hybrid work schedule which includes two days of remote work delivers the same work results as full-time office work while reducing employee turnover by 33% because it benefits parents and commuters (Bloom et al., 2024). Hybrid work increases productivity and work independence in Chennai's IT centers according to ANOVA tests which show 120 employees chose hybrid work for better work-life balance although they faced connectivity issues (IJRPR, 2024; Granthaalayah, 2024). Organizations achieve greater advantages through their leadership and digital systems because flexible work arrangements help employees manage their work requirements according to JD-R theory (Bakker et al., 2018; ASPD, 2024).

Schein's 2010 theory explains organizational culture as the combination of values and assumptions and artifacts that direct organizational behavior and decision-making processes. Hybrid regimes determine people, along with their social preferences, through their clan cultures because these cultures create inclusive environments, while hierarchical structures produce social distance between members (Jaß et al., 2024). According to mixed-methods research on organizational structures and leadership, post-COVID resilient cultures enable employees to innovate while maintaining their jobs because these cultures create psychological safety (Kolluru, 2021).

The study investigates how organizational culture influences employee preferences for hybrid work arrangements.

### **Review Of Literature**

Subramanian (2024) demonstrates that hybrid work conditions provide various advantages which include better work-life balance and shorter commuting times and greater work flexibility but these advantages create difficulties which lead to reduced employee productivity. Workers experience diminished concentration and work performance because of three main elements which include their inability to communicate with others and their experience of social disconnection and their home environment interruptions. The abstract delivers a brief summary which presents research findings about how hybrid work environments affect employee productivity. The evolving work model presents complex challenges which require organizations to establish active management systems and dedicated employee support services that will help them achieve hybrid work advantages while reducing its associated risks. The study by Eng et al. (2024)

showed that workers consider hybrid work as the most effective solution because it combines the positive aspects of remote work with the advantages of onsite work. The research proved that organizations should use common strategies at their level together with workers who should implement personal strategies to achieve continuous work-life balance in hybrid work environments. Jaya Padma (2025) discovered that the hybrid work model needs organizations to develop new work structures which will enhance employee flexibility and work-life balance although the model development leads to communication problems between employees who work with Cutler and others with whom he collaborates. The study suggests that social work interventions which include team building activities together with better work processes and a client-centric assistance system. Nurjaman, (2024) analyzed the impact of corporate culture on employee wellbeing in both hybrid and remote work set up and found that although both remote and hybrid work models present particular advantages and difficulties the underlying organizational culture has a big impact on how effective each work model functions.

The evaluation offers companies strategic cultural development methods to enhance employee well-being that match their specific work schedules. Hybrid work models create better employee well-being because they offer employees equal work-from-home and office-based work benefits. Transformational leadership styles produce significant improvements in employee well-being for both remote and hybrid work environments. Organizations face greater challenges in preserving their corporate culture through remote work because the current situation demands them to develop organizational solutions.

According to Sundari et al., (2024) hybrid work arrangements reduce social contacts which creates difficulties for organizations to preserve their cultural identity because it leads to cultural disintegration. The hybrid work system offers companies better productivity which comes together with flexible work arrangements although it reduces face-to-face social contact between employees which harms their cultural identity and community feeling. The report indicates that corporate culture has developed into two distinct office and remote worker subcultures which create unequal access to information and participation opportunities. The reduction of face-to-face meetings results in decreased community bonding together with diminished emotional connections, which in turn

affects both long-term motivation and performance outcomes. Rhamzy Fadhil Fauzan, et al., (2023) discovered that The Ministry of Communication and Information Technology's workforce culture receives strong influence from the hybrid work model. The organization received an evaluation of "very good" for its implementation of the hybrid work model. The hybrid work style creates a major transformation in workplace culture through its effects on employee interactions together with work patterns and company policies. This work paradigm creates a significant transformation in workplace culture, which establishes an environment that enables both productivity and adaptability. The research conducted by Gazala et al., (2023) demonstrated that hybrid work cultures lead to organizational effectiveness improvements through two main factors, which are increased worker productivity and higher employee engagement. Remote workers outperform their on-site colleagues in terms of work efficiency. Employee engagement shows a positive relationship with both remote and hybrid work arrangements. The majority of respondents demonstrated high employee satisfaction together with perceived support from their managers, which resulted in increased productivity and positive effects on their work-life balance.

The research conducted by Ainurrofiq et al., (2022) at PT Bank DBS Indonesia, showed that the company adopted a hybrid working model which changed both its organizational values and work culture. The Hybrid Working Model at PT Bank DBS Indonesia provides employees with work-from-home options, which enable them to spend up to 40% of their work hours at home. The improved collaboration and communication capabilities enable these processes to proceed. Workers experience a decline in job satisfaction, which leads to a decrease in their work enjoyment, despite having flexible work arrangements. Nadeem, (2022) concludes that, although the hybrid work paradigm creates obstacles for firms to overcome, it also offers opportunity to increase worker engagement, productivity, and customer intimacy. The pandemic has accelerated organizations to adopt hybrid work modalities which combine remote work flexibility with on-site collaboration. For hybrid work to be successful, organizations should prioritize worker empowerment and care, empower management, and level the playing field for all employees. Organizations need to establish a new operational framework which combines flexible regulations with advanced technological solutions because hybrid work

improves work-life balance and employee wellbeing and organizational culture.

The hybrid work model is considered to be an employee friendly approach. Most organizations are currently planning to change their work culture from remote work to In-office work. The number of researches on employee's preference for Hybrid work model is minimum. The purpose of this study is to understand the impact of Demographic profile like such as marital status, Parenting status, family type, work experience, etc. and elements of Organization culture like communication, leadership and work environment on employee's preference for hybrid work model.

The literature review supports the study's hypothesis which states that

H1: Male and female employees demonstrate different preferences for hybrid work models.  
H2: Employee preference for hybrid work models shows significant variation according to Family Type.

H3: Age and Employee Preference for hybrid work model show a relationship.

H4: The relationship between Work Experience and Employee Preference exists.

H5: The relationship between Organization Culture and Employee Preference shows statistical significance.

### **Research Methodology**

The research study uses descriptive cross-sectional research methods to analyze how organizational culture affects the hybrid work preferences of Chennai's IT workers. The researchers used a structured questionnaire which they distributed through Google Forms to 102 participants who worked hybrid models across various locations in Chennai including OMR and Guindy IT hubs. The study used a 5-point Likert scale which ranged from 1 to 5 to measure different constructs in the research study according to reliable parametric analysis standards (Likert, 1932; Joshi et al., 2015). The researchers used the Organizational Culture Scale (OCS) developed by Van den Berg and Wilderom (2004) to assess organizational culture while they measured employee hybrid work preferences through a scale adapted from Choudhury et al. (2021) which consisted of 8 items rated on a 5-point Likert scale with an  $\alpha$  value of .87.

The gender breakdown of the 102 IT professionals who took part in the Chennai survey showed 43 males who formed 42 percent of the total and 59 females who made up 58 percent of the group. 62 respondents identified themselves as nuclear family members while 40 respondents identified themselves as joint family

members. The study used age groups which included 8 respondents who belonged to the 18-25 age range and 45 respondents who belonged to the 26-40 age range and 47 respondents who belonged to the 41-55 age range and 2 respondents who belonged to the age group of 55 and above. The study found that 19 respondents had 0-5 years of work experience while 8 respondents had 6-10 years and 71 respondents had 11-20 years and 4 respondents had more than 20 years.

**Data Analysis and Interpretation**

The section shows hypothesis testing results which were conducted through parametric statistical methods that included independent samples t-tests and one-way ANOVA tests with Tukey HSD post-hoc tests and multiple linear regression analysis at a significance threshold of  $\alpha = 0.05$ . The researchers performed all analyses using SPSS software version 28 after they

established normality through Shapiro-Wilk testing which returned p values above 0.05 and confirmed homogeneity of variances through Levene's test which showed p values above 0.05 and established linearity. The researchers used effect sizes which included Cohen's d and  $\eta^2$  and  $f^2$  to show how the results of their study reached practical significance.

**T-test**

The independent samples t-test showed no significant difference in hybrid work preference between male (M = 28.29, SD = 4.71) and female (M = 29.21, SD = 3.26) employees according to table 1 results. With a small effect size (Cohen's d = 0.19), H1 is not supported. The data showed that females preferred the option 0.92 more than males because they needed to balance work with their personal lives, but this finding needs further research with bigger participant groups to be verified.

**Table 1:** t-test based on Gender

Gender	n	M	SD	t	df	p	Cohen's d
Male	43	28.29	4.71	0.96	100	0.338	0.19 (small)
Female	59	29.21	3.26				

The t-test results for family type found no significant difference between nuclear family employees who had a mean score of 28.97 and standard deviation of 4.16 and joint family employees who had a mean score of 27.31 and standard deviation of 4.75. The nuclear family

respondents preferred hybrid arrangements with a mean difference of 1.67 which the small effect size of 0.32 shows but H2 is rejected. This finding supports previous research in Indian IT which found that family dynamics have minimal direct impact on workplace outcomes.

**Table 2:** Independent Samples t-test: Family Type Differences

Family Type	n	M	SD	t	df	p	Cohen's d
Nuclear	62	28.97	4.16	1.59	100	0.119	0.32 (small)
Joint	40	27.31	4.75				

**One-way ANOVA for Age**

The one-way ANOVA showed no significant relationship between age groups and their hybrid work preference because the test results showed  $F(3,98) = 1.49$  and  $p = 0.223$  which exceeds 0.05 threshold and  $\eta^2 = 0.04$  which indicates a small effect size. Age group means were: 18-25 years (n=8, M=28.75), 26-40 years (n=45, M=29.13), 41-55 years (n=47, M=28.19), and above 55 years

(n=2, M=23.00). The Post-hoc Tukey HSD tests showed no significant pairwise differences because every test showed  $p > 0.05$  which included the comparison between 26-40 and >55 age groups at  $p=0.209$ . The results showed H3 to be false because the Chennai IT sample showed no age-related work preferences between mid-career employees.

**Table 3:** One-Way ANOVA: Age Group Differences

Source	SS	df	MS	F	p	$\eta^2$
Between Groups	83.28	3	27.76	1.49	0.223	0.04 (small)
Within Groups	1829.98	98	18.67			
Total	1913.26	101				

**One way ANOVA for work experience**

A significant association was found between work experience groups and hybrid work preference  $F(3,98)=7.75$   $p<0.001$   $\eta^2=0.19$  which showed a large effect. Experience group means were 0-5 years  $n=19$   $M=31.32$  6-10 years  $n=8$   $M=23.75$  11-20 years  $n=71$   $M=28.52$  and above 20 years  $n=4$   $M=25.50$ . Post-hoc Tukey HSD tests revealed significant pairwise differences  $p<0.05$  between 0-5 and 6-10 years  $\Delta M=7.57$   $p<0.001$  0-5 and 11-20 years  $\Delta M=2.79$   $p=0.038$  0-5 and >20 years  $\Delta M=5.82^*$   $p=0.044$  and 6-10 and 11-20 years  $\Delta M=4.77^*$   $p=0.009$ . Newer employees 0-5 years showed the highest work preferences which set them apart from every other group while mid-tenure employees 11-20 years scored moderately. H4 is supported which shows that tenure reduction results in fewer hybrid work options for employees because veterans build fixed workplace routines through their acquired experience.

**Table 4:** One-Way ANOVA: Work Experience Differences

Source	SS	df	MS	F	p	$\eta^2$
Between Groups	366.93	3	122.31	7.75	<0.001	0.19 (large)
Within Groups	1546.32	98	15.78			
Total	1913.26	101				

**Impact of culture on hybrid work preference of employees**

**H5: Organizational Culture’s Predictive Relationship with Hybrid Work Preference**

H5: There is a significant relationship between organizational culture and employee preference for hybrid work model.

Researchers used simple linear regression analysis to study how organizational culture (independent variable, measured through the 20-item Organizational Culture Scale; Van den Berg & Wilderom, 2004) predicted hybrid work preference (dependent variable, measured with the 8-item Hybrid Work Preference Index). Researchers found multicollinearity to be nonexistent (VIF = 1.0), and residuals demonstrated normal distribution (Shapiro-Wilk  $p > 0.05$ ), equal variance (Breusch-Pagan  $p > 0.05$ ), and no significant outliers (Cook’s D < 1; standardized residuals within  $\pm 3$  SD: Min = -3.22, Max = 1.65). The predicted values ranged from

26.26 to 30.44 ( $M = 28.55$ ,  $SD = 1.29$ ), which closely matched the actual observed values.

**Table 5:** Model Summary

Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std. Error of Estimate	F	p
1	0.296	0.188	0.178	4.178	9.592	0.003

**Table 6:** Regression Coefficients

Predictor	B	SE	$\beta$	t	p	f <sup>2</sup>
(Constant)	20.673	2.576	-	8.024	0.000	-
Organizational Culture	0.279	0.090	0.296	3.097	0.003	0.10

The unstandardized coefficient ( $B = 0.279$ ,  $SE = 0.090$ ) shows that every one-unit increase in organizational culture score results in 0.279 unit rise of hybrid work preference while all other variables remain unchanged. The standardized coefficient ( $\beta = 0.296$ ) shows a moderate effect size which Cohen’s  $f^2 = 0.10$  proves to have practical significance because it represents a small-to-moderate effect. The t-statistic ( $t = 3.097$ ,  $p = 0.003$ ) verifies the importance of the predictor variable. The study found that organizational culture functions as a critical positive predictor which supports hybrid work preference in accordance with H5. The relationship explains only 18.8% of variance yet shows how cultural strength affects employee behavior because Chennai IT workers with pride and value consistency organizational cultures display more acceptance of hybrid work models. The finding supports Competing Values Framework research which shows that supportive organizational climates enable employees to use hybrid work arrangements more effectively. The study has limitations because it uses unidimensional elements; future research should use multi-dimensional methods to enable better generalization of results. The three hypotheses H1 H2 and H3 which showed non-significant results were rejected while the two hypotheses H4 and H5 received validation. The study found that work experience and organizational culture function as primary factors which determine hybrid work preferences of IT employees who work in Chennai. The regression analysis results showed that organizational culture functions as a vital element which positively influences hybrid work preference according to Choudhury et al. 2021

who proved that culture enables organizations to implement hybrid work models through better autonomy perception.

### **Business Implications**

Chennai IT firms should prioritize organizational culture enhancement through targeted interventions like leadership training that emphasizes value consistency and employee pride, which will lead to higher acceptance of hybrid work. The strongest hybrid work preference exists among new employees who possess limited experience while veterans show less desire for this work method thus organizations need to develop special onboarding programs that include flexible work hours to help retain their new employees who face continuous turnover in the industry. The absence of gender and family type and age differences means that organizations can implement standard hybrid work policies which will reduce administrative work while benefiting from the diverse needs employees have for their job and personal life. The company can enhance its hybrid work system through ongoing cultural assessments and flexible work options which will support continuous productivity improvements according to industry standards.

### **Academic Implications**

The research establishes a new scientific achievement for organizational behavior research by demonstrating that unidimensional culture scales function effectively in Chennai's IT hybrid work environment. The research shows that cultural factors directly determine work preferences while the study extends existing theoretical models which show how strong cultural ties help employees handle remote work difficulties. The significant tenure effect shows that experienced employees lose interest in hybrid work which contradicts previous beliefs about demographic factors having no impact on employee preferences and requires researchers to conduct longitudinal studies that track how cultural factors affect employee preferences. The hybrid work models show specific boundary conditions which result from non-significant demographic research because they demonstrate that specific context factors have greater impact than common demographic characteristics. Future research should examine mediation pathways while conducting cross-sector comparisons with structural equation modeling to advance hybrid work research in emerging economies and develop methodological standards for gathering primary data in urban IT environments.

### **Conclusion**

The research shows that organizational culture positively affects hybrid work model preferences of Chennai IT employees which new employees (0-5 years experience) show the strongest preference. The study found that tenure serves as the main factor which separates employees because other demographic characteristics such as gender and family type and age showed no impact. The research proves that hybrid work models function as effective post-pandemic solutions through strong organizational cultural support which provides guidance for Indian IT companies to improve their employee retention rate and adaptability skills.

### **Limitations**

The cross-sectional design precludes causal inferences because it depends on self-reported data which comes from a small sample of 102 participants who work in Chennai's urban IT sector thus making it difficult to apply findings to rural areas and non-IT settings. Unidimensional scales for culture and preferences, while parsimonious, overlook multifaceted cultural dimensions (e.g., clan vs. hierarchy). The study still faces common method bias because the implemented controls do not completely eliminate this issue while the study includes only two participants who are older than 55 years thus making age-related analysis results incorrect.

### **Future Research Scope**

Longitudinal studies should track culture-preference dynamics over time, incorporating mediation models (e.g., via employee engagement) using structural equation modeling. The use of multi-dimensional culture assessments (e.g., OCAI) and cross-sector comparisons beyond IT would increase the study's validity. The implementation of experimental designs to evaluate culture interventions (e.g., team-building in hybrid settings) across Indian regions will provide quantitative evidence while the research will gather qualitative data on how tenure impacts the study.

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