



HYBRID WORK CULTURE CHALLENGES IN WORKPLACE: A MYTH OR REALITY

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ABSTRACT:

Remote work is a concept from hybrid work culture whereby employees perform their job duties without the need to commute to the organization's physical workplace. Instead, this setup allows them to work from places other than the traditional office environment. The culture of remote work is not new; however, the COVID-19 pandemic has hastened the shift of many employees from traditional office settings to remote work models. This research explores the necessary components of corporate culture which impact employee well-being and explores the perception of these factors within the hybrid and remote work context. It examines different dimensions of the remote worker's identity and offers recommendations and strategies to foster a sense of belonging and enhance engagement of employees in remote working environments. This article employs bibliometric analysis to unveil trends, identify the most cited documents, prolific authors, and leading countries in terms of productivity.

KEY WORDS : Employee Performance, Job Satisfaction, Challenges in Implementation, Organizational, Justice, Hybrid Work, Remote Working, bibliometric analysis

INTRODUCTION:

Hybrid Challenges refers to employees' perceptions of fairness in the workplace, encompassing the distribution of resources, decision-making processes, and interpersonal treatment. This research focuses on understanding the impact of organizational justice on employee performance and job satisfaction & The effect of organization performance and overall growth. This topic is vital in the field of business because employees' perceptions of fairness directly influence their motivation, commitment, and overall productivity. In a competitive business environment, fostering a sense of fairness can be a key differentiator for attracting and retaining top talent, as well as enhancing organizational effectiveness.

Research has consistently demonstrated that fairness in organizational practices is directly linked to higher employee engagement, better performance outcomes, and increased job satisfaction. Conversely, perceptions of unfairness can lead to adverse consequences, such as reduced productivity, heightened conflict, and elevated turnover rates.

Research Focus into the challenges of Hybrid Work In IT Sector .Specifically, it seeks to Analyse how each dimension of justice influences individual and organizational outcomes, Identify key challenges organizations face in implementing justice-oriented practices, propose strategies to foster a culture of fairness that drives performance and enhances job satisfaction. Through a synthesis of theoretical frameworks, empirical studies, and practical insights, this research aims to contribute to a deeper understanding of how organizations can leverage justice as a tool for sustainable growth and employee well-being.

This research paper aims to explore the intricate relationship between organizational justice, employee performance, and job satisfaction. By examining theoretical frameworks, empirical findings, and real-world applications, this study will provide insights into how organizations can leverage fairness to enhance employee outcomes and drive sustainable success. Furthermore, the study will highlight challenges and propose strategies to foster a culture of equity, ultimately contributing to the broader discourse on workplace effectiveness and employee well-being.

Remote work, in general, has entirely transformed the traditional dynamics of workplaces, with a great amount of flexibility and issues regarding organizational culture cohesiveness and inclusiveness. Amidst these issues, belongingness turns out to be a prime element which happens to be the key driver of employee engagement, productivity, and well-being. In the present context where hybrid and full-time remote work models have begun to be standard practice, encouraging belonging has become more essential than ever.

This research paper aims to explore the intricate relationship between organizational justice, employee performance, and job satisfaction. By examining theoretical frameworks, empirical findings, and real-world applications, this study will provide insights into how organizations can leverage fairness to enhance employee outcomes and drive sustainable success. Furthermore, the study will highlight challenges and propose strategies to foster a culture of equity, ultimately contributing to the broader discourse on workplace effectiveness and employee well-being.

This study will critically assess the impact of hybrid and remote work models on corporate culture and employee well-being. It seeks to identify the key elements of corporate culture that most effectively enhance employee well-being across these different work arrangements. This paper provides a nuanced understanding of how each model influences the organizational environment and employee experiences through the comparison of the effects of hybrid and fully remote work.

It delves into the degree of impact that corporate culture can have on employee well-being. To this end, elements like leadership styles, communication practices, and organizational support systems were specifically investigated. Apart from this, the best practices were identified in relation to the improvement of well-being in hybrid and remote work environments. It will further complement the academic discussion on organizational behavior and management by providing empirical evidence regarding the connections among work models, corporate culture, and well-being in employees.

Real suggestions for organizations seeking to update the work arrangements in the light of better employee satisfaction, increased productivity and overall organizational performance are of vital necessity. Results are structured toward advising policymakers, organizational leaders and the human resources practitioners to find out how corporate culture makes this difference for employees in their general context of work.

BACKGROUND:

The need to study hybrid work challenges in organization arises from its significant impact on employee attitudes and behaviors, which are crucial for organizational success. In recent years, organizations have increasingly recognized the importance of creating a fair work environment as a way to enhance employee satisfaction and performance. However, there remains a gap in understanding the specific ways in which different types of justice affect various employee outcomes. Addressing this research problem is essential for developing targeted strategies to improve fair perceptions and, consequently, organizational effectiveness.

This originates from the broader framework of social justice and equity theory, which emphasizes fairness in relationships and exchanges. Developed in the mid-20th century, equity theory posited that individuals compare the inputs they bring to a situation (e.g., effort, skills, experience) with the outcomes they receive (e.g., rewards, recognition, opportunities). This comparison shapes their perceptions of fairness, which, in turn, influence their attitudes and behaviors. Over time, this theoretical foundation evolved into the more specialized concept of organizational justice, focusing specifically on workplace contexts.

OBJECTIVES:

Develop methods to measure remote work culture through surveys, team engagement metrics, and employee feedback.

Assess how technology (e.g., video conferencing, collaborative tools, AI platforms) supports or undermines a sense of connection.

Develop actionable recommendations for organizations to strengthen belongingness, tailored for remote work dynamics.

Identify effective strategies companies use to enhance hybrid work culture

REVIEW OF LITERATURE :

Employee belonging is often described as the perception of being valued, included, and essential to an organization. The Belongingness Hypothesis by Baumeister and Leary (1995) highlights the intrinsic human need to create and maintain significant interpersonal relationships. In remote work environments, where physical distance from colleagues is common, this need is met through conscious efforts toward inclusion and connection building (Gajendran & Harrison, 2007). While quick progress has been made, notable gaps remain in the existing body of research.

A Study on Challenges and Benefits of Remote and Hybrid Work Model from Employees Perspective Dr. V. Kanimozhi, Ms. Athulyae Assistant Professor Department of Management Sciences, Hindustan College of Engineering and technology, Coimbatore, Tamilnadu, India Final year MBA student Department of Management Sciences, Hindustan College of Engineering and Technology Coimbatore, Tamilnadu, India. The study was conducted at the Kannura corporate IT company to understand the impact, challenges, benefits, and employee preferences for hybrid work models vs. work-from-home. The study surveyed 120 employees using a questionnaire and analyzed the data using statistical tools like frequency analysis, t-tests, ANOVA, and chi-square tests. Employees strongly prefer the hybrid work model over full remote or full in-office work. The hybrid model ranked highest in the weighted average analysis. The main benefits of hybrid work cited were improved work-life balance, efficiency, autonomy, and productivity. Key challenges included difficulty with collaboration, feeling disconnected from company culture, and resolving technical issues. There were no significant differences in perceptions of benefits and challenges based on demographics like gender, education, or job level.

Study on Perception of IT Employees Towards Hybrid Work Mode Thayumanavar Balasubramaniam, Arun Ambikapathy College. The study found that the hybrid work model, where employees work from home 2-3 days per week, can be a "win-win-win" for employee productivity, performance, and retention. Hybrid work had no negative impact on productivity or career advancement, and reduced employee turnover by 33% compared to full-time office work. Factors that contributed to mental health issues for WFH employees included technical issues, lack of flexible work arrangements, distractions at home, poor communication, and inadequate social support. Employees used behavioral and cognitive coping strategies to tackle these mental health challenges of working from home. The study used a qualitative, phenomenological approach, interviewing 41 WFH employees in Pakistan. It explored the salient factors affecting the mental health of WFH employees and the strategies they used to overcome WFH challenges.

The findings suggest organizations need to provide adequate support, both work-related and non-work-related, to preserve the mental well-being of WFH employees. Developing feasible mechanisms to facilitate smooth WFH execution while ensuring employee mental health is crucial. The study provides useful insights for managers, policymakers and practitioners to more effectively manage WFH employees.

A Study on Challenges and Benefits of Coimbatore, Tamilnadu, India Employees

Perspective Dr. V. Kanimozhi, Ms. Athulya Assistant Professor Department of Management Sciences, Hindustan College of Engineering and Technology, Final year MBA student Department of Management Sciences, Hindustan College of Engineering and Remote and Hybrid Work Model from Technology Coimbatore, Tamilnadu, India The study examines the hybrid working model, which allows employees to divide their time between working in the office and from home. This flexible arrangement is designed to enhance productivity and address the evolving needs of the workforce. The hybrid work model is recommended as a modern approach tailored to employee comfort, particularly benefiting younger and female employees who show a preference for this flexible arrangement. Overall, the findings highlight the increasing acceptance of hybrid work as a viable solution for enhancing employee satisfaction and operational efficiency.

A Study on Hybrid Work Model 1 Dr. M. Ravichandran, 2 B. Vidhya 1, 2 Department of Management Studies, University College of Engineering – BIT Campus, Trichy. The literature on hybrid work models highlights a significant shift in workplace dynamics, particularly in the IT sector, influenced by the COVID-19 pandemic. This study investigates employee preferences regarding working conditions, specifically focusing on the Hybrid Working Model, which combines Work from Office (WFO) and Work from Home (WFH). Key areas of exploration include team building, personnel management, mental health and well-being, productivity, and time management within this model.

A sample of 150 middle-level employees participated in a survey designed to assess their views on the Hybrid Work Model. The research employed various methodologies, including percentage analysis, descriptive statistics, One Way ANOVA, Chi-Square tests, and factor analysis. Findings reveal a significant preference for the Hybrid Work Model among employees, primarily due to the comfort it provides and the continuity of workflow it enables. The study underscores the importance of flexibility in the workplace and suggests that the future of work is likely to hinge on the adoption of hybrid models.

The reliance on technology for communication and collaboration can lead to "tool fatigue." A study by Mark et al. (2022) found that excessive use of digital tools can hinder productivity and increase employee frustration. Research indicates that hybrid work complicates communication, leading to increased instances of miscommunication and delays (Cummings et al., 2020). A study by Maznevski and Chudoba (2000) emphasizes that dispersed teams face unique challenges in sharing information effectively.

Impact of HR Policies and Practices on Organizational Justice, Job Satisfaction and Organizational Citizenship Behavior during the COVID-19 Pandemic by G.G. Udaya Priyasantha Rathnayake, University of Wollongong Organizational justice, job satisfaction, and organizational citizenship behavior are emerging topics in the business world. The Author Highlights Human Resource Leaders must play a vital role in any organization while managing employees. Employees are an essential asset for organizations. COVID-19 has interrupted the business results of organizations and created many challenges within the business world. There is a situation in many organizations where they need to adjust HR policies and practices or implement new policies and procedures to manage employees and control costs. The study aimed to investigate the ways of modifying HR practices to face the COVID-19 business challenges and identify the possibility of enhancing organizational citizenship behavior (OCB) through organizational justice and job satisfaction when modifying or implementing HR policies and practices.

A Research Study Concerning the Regulatory Role of Organizational Justice in the Impact of Job Satisfaction on Organizational Commitment by Ayşe Meriç Yazıcı, Salih Güney, Erginbay Uğurlu This study aims to reveal the regulatory role of organizational justice in the effect of job satisfaction on organizational commitment. The Author Highlights the focuses on companies from the packaging sector in Halkalı and Silivri districts of Istanbul. Data was collected from 437 participants using a five-point Likert scale and analyzed through SPSS 22 and AMOS 24. Findings indicate that all independent variables significantly affect organizational commitment. The model established for the regulatory role of organizational justice in the relationship between job satisfaction and organizational commitment was found to be significant. The results suggest that understanding the dynamics of organizational justice can help managers improve workplace satisfaction and commitment among employees.

The Role of Organizational Justice Dimensions: Enhancing Work Engagement and Employee Performance by Marisi Pakpahan, Anis Eliyana, Hamidah, Agung Dharmawan Buchdadi, and Titis Ratih Bayuwati the Author Highlights This study focuses on the effect of Organizational Justice on Employee Performance and Work Engagement. Respondents were 50 (87.72%) employees of PT. Telekomunikasi Indonesia, Tbk Witel Sidoarjo Jatim. The data obtained were then analyzed using SEM-PLS. Based on the analysis, the three organizational justices: Distributive Justice (X1), Procedural Justice (X2), and Interactional Justice (X3) have significant effects on Work Engagement (Z). However, only Distributive Justice (X1) and Interactional Justice (X3) have significant effects on Employee Performance (Y), while Procedural Justice (X2) has no significant effect on Employee Performance (Y). Moreover, Work Engagement (Z) has a significant effect on Employee Performance (Y). The study suggests that implementing organizational justice may serve as an approach to boost employee engagement and performance. For the managerial team, this study may become a consideration to implement policy that aims to increase organizational performance.

The Effect of Organizational Justice on Employee Performance by Job Satisfaction as an Intervening Variable by Jufrizen, Ega Sandra Kanditha Universitas Muhammadiyah Sumatera Utara, Medan, Sumatera Utara. The Author Highlights the Organizational justice, job satisfaction, and employee performance are important factors to consider in managing employees. Good organizational justice must be prioritized as it can affect job satisfaction and performance, motivating employees to give their best effort and work together to achieve organizational goals. This study aims to examine the mediating role of job satisfaction in the influence of organizational justice on employee performance in the field of expenditure budget and the secretariat at the regional financial and asset management agency of North Sumatra province.

The sample includes all permanent employees of the regional office of the Directorate General of Treasury of North Sumatra province, totaling 84 individuals. The findings indicate that organizational justice positively and significantly influences the performance of employees at the regional financial and asset management agency. Job satisfaction positively but insignificantly affects employee performance. Furthermore, organizational justice positively

and significantly influences job satisfaction among employees, while job satisfaction does not mediate the effect of organizational justice on employee performance.

The Impact of HRM Practices on Employee Performance at the Ministry of Agriculture and Fisheries in Oman: The Moderating Role of Organizational Justice by Ali Mahad Hubais, Muhammad Khairul Islam, Tariq Atiya. **The Author Highlights** This article is to examine the impact of HRM practices on employee performance in the Ministry of Agriculture and Fisheries in Oman, as well as the moderating role of organizational justice in this relationship. This study integrates theoretical perspectives on HRM practices, organizational justice, and employee performance, positing that HRM practices have a direct positive impact on employee performance, while organizational justice moderates this relationship. A survey questionnaire was employed to collect data from 387 employees in the Ministry. The findings reveal that HRM practices significantly enhance employee performance, with organizational justice playing a crucial moderating role, underscoring the importance of fairness in the workplace. The study provides insights for improving HRM strategies to boost employee performance and foster a positive work environment that promotes fairness and equity.

Significance Of Organisational Justice and Employee Engagement in Life Insurance Sectors Authors by Binu B Pillai Dr. Balu **Employee Engagement** is a critical variable for hierarchical achievement.

The Author Highlights The point of this review was to investigate elements of employee engagement in the life insurance sector of Kerala. This study used all elements of organizational justice as independent variables and employee engagement as the dependent variable. The random sampling method was utilized to select 384 respondents from life insurance sectors in Kerala. A structured questionnaire survey was designed to gather the data. SPSS was used for statistical analyses including ANOVA and Regression analysis. This review provided beneficial insights regarding employee engagement in the life insurance sector of Kerala. Similar studies in different sectors can assist professionals in understanding the overall linkage between organizational justice and employee engagement in the corporate sector of the country.

The Effect of Organizational Justice on Job Satisfaction: A Comparative Study of Public and Private Universities of Khyber Pakhtunkhwa by Adnan Ahmad Afridi, Iqra National University Qadar Bakhsh Baloch, AbdulWali Khan University, Mardan.

The Author Highlights the desires to interrogate the relationship/association between organizational justice (distributive justice and procedural justice) and job satisfaction among the teaching and non-teaching staff of public and private universities in Khyber Pakhtunkhwa. The study was conducted on 550 employees in public and private universities and has hypothesized that employees' perceptions of organizational justice are positively associated with job satisfaction, which is consistent with previous research. Pearson Correlation and Regression analysis were used to ascertain the relationship/association between various dimensions of organizational justice and employee job satisfaction, and a T-test was conducted to compare private and public-sector universities' responses. A convenience sampling approach was used for this study, and a self-administered survey questionnaire was utilized to obtain employees' perceptions. Study results show that the components of organizational justice are positively and significantly associated with employees' job satisfaction..

The Impact of Organizational Justice on Employee's Job Satisfaction: The Malaysian Companies Perspectives by Choong Kwai Fatt, Edward Wong Sek Khin, and Tioh Ngee Heng.

The Author Highlights This research study analyzed the impact of organizational justice, encompassing distributive justice and procedural justice, on employee's job satisfaction, organizational commitment, and turnover intention. It revealed a positive and significant relationship, indicating that the foundation of employee job satisfaction and organizational commitment lies within the application of both distributive and procedural justice, with a significant negative relationship to turnover intention. A self-administered questionnaire was distributed to 300 Malaysian employees in small and medium-sized companies, including managerial and non-managerial staff. The results supported the hypothesis that both distributive and procedural justice significantly relate to employee job satisfaction, organizational commitment, and turnover intention. The findings imply that higher perceptions of fairness in both outcomes and processes enhance job satisfaction and commitment while reducing turnover intention. Therefore, organizations should proactively understand and improve employee perceptions of justice

A Study of Relationship of Job Satisfaction by Hasan Ali Al-Zu'bi **The Author Highlights** The study examined the relationship between organizational justice, encompassing three components (distributive justice, procedural justice, and interactional justice), and job satisfaction, as well as employees' perceptions of workplace justice within the Jordanian context. Data was collected through questionnaires distributed among 229 employees from various electrical industrial companies selected via stratified random sampling. The findings revealed a positive association between organizational justice and job satisfaction, indicating that employees' job satisfaction is influenced by their perceptions of fairness in management practices. The study also identified a significant relationship between respondents' age and their perceptions of organizational justice, while no significant relationships were found with gender or educational level. The insights gained from this research may inform the development of new models of organizational justice and effective implementation techniques applicable in diverse contexts.

The Effect of Ethical Leadership on Organizational by Muhammet Emre Kılıç, Mehmet Yaşar Kılıç, Muhammet Emin Uzunaylalı.

The Author's aim of the study is to explain the effect of ethical leadership on organizational justice, organizational citizenship, and job satisfaction. The study group includes 488 teachers, selected using a simple random sampling method. Data were collected with the ethical leadership scale, organizational justice scale, and organizational citizenship scale. Analysis concluded that the scales were reliable. The research hypotheses were tested using structural equation modeling. Results indicate that ethical leadership affects organizational justice, organizational citizenship, and job satisfaction; organizational justice with ethical leadership affects job satisfaction; and organizational citizenship with ethical leadership impacts job satisfaction. All hypotheses are supported, highlighting the importance of ethical leadership in influencing organizational outputs.

An Analysis of Correlation of Job Satisfaction by Esmaeil Yaghoubi, Sina Ahmadzadeh Mashinchi, Ebrahimi Ahmad, Abdollahi Hadi, Ebrahimi Hamid. The Author Highlights This study explores the relationship between organizational justice, encompassing distributive, procedural, and interactional justice, and job satisfaction among employees in a Furniture Manufacturing Company in Iran. Data was collected from 229 employees using a stratified random sampling method. Findings indicate a positive association between organizational justice and job satisfaction, with job satisfaction being influenced by perceptions of fairness from management. The study also found a significant relationship between respondents' age and their perceptions of organizational justice, while no significant correlations were found for gender or educational level. The results suggest that enhancing organizational justice could improve job satisfaction and could be applicable in broader contexts beyond Iran.

The Effect of Leader-Member Exchange on Employee Performance Through Organizational Commitment at PT Bolon Jaya Karya by Ina Namora Putri Siregar, Noni

Rozaini, Muzalifah, Lina Wati, Noni Jernidar Fittoria Waruwu, Cindy Tionar Marisa Simanjuntak

The research was conducted on employees at PT. Bolon Jaya Karya (BJK) The Author determines how organizational justice, leader-member exchange, and organizational commitment affect employee performance. The study utilized quantitative data and associative data analysis techniques using Smart PLS. Results indicated that organizational justice, leader-member exchange, and organizational commitment significantly affect employee performance. Additionally, organizational justice and leader-member exchange positively influenced organizational commitment, which mediated the effects of both organizational justice and leader-member exchange on employee performance at PT Bolon Jaya Karya.

The Influence of Emotional Intelligence, Work Motivation, and Organizational Justice on Employee Performance with Organizational Citizenship Behaviour as a Mediating Variable by Lusiana¹, Yuli Indah Fajar Dini². Employee performance is one of the crucial factors for the sustainability of a company. This research examines the influence of emotional intelligence, work motivation, and organizational justice on employee performance in electronic distribution companies in Batam City, with organizational citizenship behaviour as a mediator. Using quantitative methods, data were collected through questionnaires distributed to 350 employees in Batam City, analysed using SPSS and Smart PLS. Out of ten proposed hypotheses, six showed significant influence: work motivation and emotional intelligence significantly impact employee performance, organizational justice influences organizational citizenship behaviour, and organizational citizenship behaviour positively affects employee performance. The study suggests that companies engage stakeholders in discussing findings to enhance performance and recommends diversifying samples for future research.

The Effect of Incentives and Organizational Justice on Employee Performance in Manufacturing Context by Rahma Ami Febrianti¹, Lohan Juariyah². The Author Highlights The purpose of this study was to determine the effect of incentives and organizational justice on the performance of employees in a manufacturing context. The population in this study was 218 production employees, with a sample of 84 employees from the production section selected by proportionate random sampling. Data were analysed using multiple regression analysis. The results showed that incentives had a significant positive effect on employee performance, and organizational justice also had a significant positive effect on employee performance. However, incentives appeared to have a higher effect on performance in a manufacturing context. Consequently, management should prioritize incentives in manufacturing over organizational justice.

Organizational Justice, Job Characteristics, and Organizational Climate as Predictors of Employee Engagement in the Private Sector by Emilija Popović^{1*}, Marija Savić², Jelena Davidović Rakić¹

Affiliation: ¹University of Priština in Kosovska Mitrovica, Faculty of Philosophy, Department of Psychology, Serbia² Preschool facility "Dobrica," Kragujevac, Serbia. The Author Highlights The main goal of this research was to examine the contribution of organizational justice, job characteristics, and organizational climate in predicting work engagement among employees in the private sector. The study involved 203 participants employed in the private sector of the Republic of Serbia. Hierarchical regression analysis indicated that satisfaction with material rewards, interpersonal justice, informational justice, cognitive job demands, and organizational climate significantly predicted work engagement. The findings reveal that higher satisfaction with material compensation and positive perceptions of justice and organizational climate are associated with increased employee engagement. These results highlight the importance of a supportive work environment and fair treatment in enhancing employee engagement.

The literature highlights the essential role of belonging in promoting employee well-being and productivity in remote work cultures. As organizations increasingly adopt flexible work arrangements, prioritizing initiatives that foster inclusion and connection will be critical. Future research should address gaps by exploring diverse contexts, innovative practices, and the evolving dynamics of belongingness in a digitally connected workplace. The absence of informal workplace interactions, such as casual conversations or shared meals, can lead to feelings of isolation (Golden et al., 2008). Miscommunication or infrequent feedback in virtual settings can hinder employees' sense of connection with their teams (Kirkman et al., 2004). Remote workers may feel left out of decision-making processes or social activities, particularly when working alongside hybrid teams (Allen et al., 2015). Employees who feel connected to their organization are more motivated and dedicated (Deci & Ryan, 2000). Belongingness fosters trust and teamwork among virtual teams, enhancing productivity and innovation (Järvenpää & Leidner, 1999). Establishing regular check-ins, transparent communication, and feedback mechanisms is essential (Larson et al., 2020). Leaders play a crucial role in fostering inclusion by actively engaging remote workers in decision-making and team activities (Cascio & Shurygailo, 2003).

METHODOLOGY:

Bibliometric analysis is employed for several purposes, including the identification of emerging trends in the performance of articles and journals, collaboration patterns, and research elements. It is also used to investigate the intellectual framework of a certain area of study within existing literature [38]. In other words, it refers to a scientific computer-assisted review process that can identify core research or authors, as well as their relationships, by

examining all publications on a specific topic or field [39]. Bibliometric methodology has become increasingly popular in recent years due to the widespread availability and utility of bibliometric software and databases powered by AI (Artificial Intelligence). These tools facilitate the collection and evaluation of large amounts of scientific data in business research [40]. Donthu et al., in their study have mentioned the procedure and best practices (questions) guidelines for bibliometric analysis, i.e., defining the aim, choosing the technique, data analysis and reporting the findings.

A mixed-method approach methodology can provide researchers with the tools to comprehend the multi-faceted nature of employee belongingness in remote work settings. This methodology breaks down into three overarching phases:

1. BIBIOMETRIC ANALYSIS

Emphasizing the quantitative aspect of research, the purpose of a bibliometric analysis is to chart a course through the past literature, identify seminal works, and highlight patterns in the field.

DATA COLLECTION :

Theoretical Framework and Hypothesis The relevant literature will be searched using academic databases like Scopus, Web of Science, Google Scholar. The methodology used in this research involves a comprehensive literature review aimed at summarizing the available research concerning the effects of corporate culture on the well-being of employees under hybrid and remote work models. The review is conducted following a few steps considered crucial.

We first set up our search with the relevant keywords and phrases - "corporate culture", "employee well-being," "hybrid work model," "remote work model," "organizational behavior", and "work-life balance" - and then selected specific academic databases such as Google Scholar, JSTOR, PubMed, and Scopus to carry out our vast searches and to ensure an extensive range of scholarly articles and reports.

Inclusion criteria focused on peer-reviewed journal articles, industry reports, and case studies published within the last decade that explored corporate culture and employee well-being in the context of hybrid and remote work. Articles not available in English, those that only addressed traditional work models, and opinion pieces lacking empirical data were excluded from the review.

Data collection involved systematically searching the identified databases using the relevant keywords. These articles were reviewed based on their abstracts to see whether they fit into the study or not. The selected articles for the purpose of data analysis were further analyzed thoroughly in search of recurring themes, patterns, and findings on corporate culture and employee well-being within hybrid and remote work environments.

Metadata	Description	Missing Counts	Missing %	Status
AU	Author	0	0.00	Excellent
DT	Document Type	0	0.00	Excellent
SO	Journal	0	0.00	Excellent
LA	Language	0	0.00	Excellent
PY	Publication Year	0	0.00	Excellent
TI	Title	0	0.00	Excellent
TC	Total Citation	0	0.00	Excellent
AB	Abstract	31	1.84	Good
C1	Affiliation	68	4.03	Good
DI	DOI	140	8.29	Good
DE	Keywords	328	19.43	Acceptable
RP	Corresponding Author	483	28.61	Poor
ID	Keywords Plus	859	50.89	Critical
CR	Cited References	1688	100.00	Completely missing
WC	Science Categories	1688	100.00	Completely missing

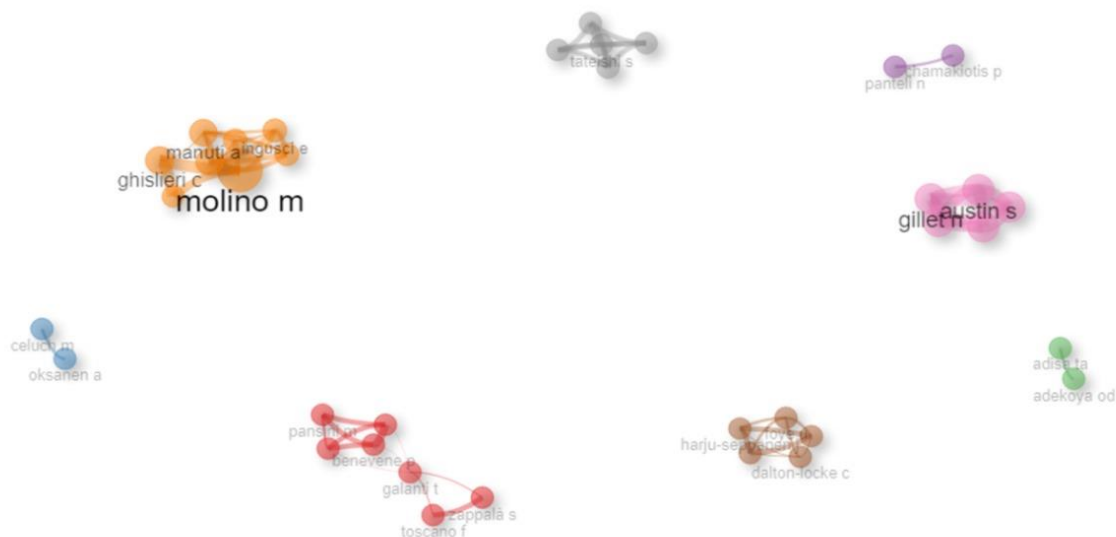
The table summarizes the completeness of various metadata fields in a dataset, with each field having a description, missing counts, and a status indicating the level of completeness.

Fields marked as "Excellent" (AU, DT, SO, LA, PY, TI, TC) show 0.00% missing values, indicating high data quality. The "Good" fields (AB and DE) have some missing values but remain below a threshold that significantly impacts quality. The AB (Abstract) field has 1.84% missing data (totalling sixty-one entries), while the DE (Description) field has 19.43% missing (totalling 328 entries), suggesting it may need attention.

The RP (Responding Author) field has 483 missing entries, around 10-20%, indicating that while it is not critical, it should be addressed to improve completeness. The ID (Keywords Plus) field has 128 missing values, which is significant and may hinder keyword searches or indexing.

Fields marked as "Completely missing" (CR and WC) have 100% missing data, indicating critical gaps. The CR (Cited References) field has fifty-five missing entries, while the WC (Science Categories) field has 1688 missing entries. Immediate action is required to fill these gaps to enhance the dataset's usability and value.

Improve the dataset, prioritize filling the completely missing fields first. Additionally, develop strategies to enhance the completeness of the ID and RP fields, through data cleaning or outreach to contributors. Monitoring the AB and DE fields will help prevent further decline in data quality. Overall, while many fields are well-maintained, addressing the areas with missing data is essential for improving the dataset's overall quality and utility.



This image depicts a network visualization or cluster diagram that highlights relationships between various entities, possibly individuals or research groups. The clusters are differentiated by distinct colours such as orange, pink, blue, green, red, and brown. Each cluster consists of nodes connected by lines, indicating relationships or collaborations between the entities represented.

Notably, certain names like "Molino M" in the orange cluster and "Gilleen S" in the pink cluster are more prominent, suggesting a central or influential role within their respective groups. Other clusters, such as the red, green, and blue ones, consist of smaller, interconnected groups, likely representing independent teams or subgroups.

The diagram shows minimal connections between different clusters, indicating that these groups may work independently or focus on distinct research areas or projects. This could represent a co-authorship network, collaboration between researchers, or citation patterns within different academic or professional communities. The lack of interconnection between clusters suggests isolated domains or specialties within the broader network.

params	values
normalize	association
Title	Author Collaboration network
type	auto
label	TRUE
labelsize	2
label.cex	TRUE
label.color	FALSE
label.n	50
halo	FALSE
cluster	walktrap
community.repulsion	0.05
size	5
size.cex	TRUE
curve.d	FALSE
no.bops	TRUE
remove.multiple	FALSE
remove.isolates	TRUE
edge.size	15
edges.min	1
alpha	0.7
verbose	FALSE

Node	Cluster	Betweenness	Closeness	PageRank
be.nevene.p	1	1.09090909	0.125	0.03430966
buonomo.i	1	1.09090909	0.125	0.03430966
galanti.t	1	8	0.14285714	0.02330566
ferrara.b	1	0.81818182	0.125	0.02996661
pansini.m	1	0	0.09090909	0.02719926
toscana.f	1	0	0.09090909	0.0226768
zappala.s	1	0	0.09090909	0.0226768
oksanen.a	2	0	1	0.02777778
celuch.m	2	0	1	0.02777778
adekoya.od	3	0	1	0.02777778
adisa.ta	3	0	1	0.02777778
panteli.n	4	0	1	0.02777778
chamakiotis.p	4	0	1	0.02777778
molino.m	5	4.22504771	0.14285714	0.04418917
ghislieri.c	5	0.54975369	0.11111111	0.02413312
dolce.v	5	0	0.09090909	0.01893426
manuti.a	5	0.32432432	0.125	0.02730262
cortese.cg	5	0.73871211	0.14285714	0.0298025
giancaspro.ml	5	0.16216216	0.125	0.02599593
ingusci.e	5	0	0.11111111	0.02593231
signore.f	5	0	0.11111111	0.02593231
dalton-locke.c	6	0	0.25	0.02175941
foye.u	6	0	0.25	0.02784527
harju-seppänen.j	6	0	0.25	0.0297614
johnson.s	6	0	0.25	0.0297614

This table provides metadata and network metrics related to an author collaboration network. The parameters section outlines the visualization setup, where labels are enabled, the network type is auto detected, and clustering is performed using the walk trap algorithm. The network is configured to display a maximum of 50 labels, and isolates have been removed, suggesting a focus on meaningful connections.

The node section lists authors along with their assigned clusters and centrality measures: Betweenness, Closeness, and PageRank. Betweenness indicates the extent to which a node acts as a bridge between other nodes, with "Molino M" showing a high value of 4.22, highlighting vital importance in Cluster 5. Closeness reflects how quickly information can travel from one node to others, with "Galanti T" and "Molino M" being notable. PageRank, which measures the influence of nodes, assigns higher values to authors such as "Molino M" and "Galanti T."

Cluster 1 appears densely interconnected, as seen from the high betweenness of "Benevene P" and "Buonomo I," indicating these nodes are key bridges within their network. Cluster 5, dominated by "Molino M," showcases another highly central figure. Other clusters such as 0, 3, and 6 show lower centrality metrics, suggesting fewer central roles or peripheral positions in the network. This highlights the collaborative hierarchies and the varying influence levels among authors in this research network.

Node	Cluster	Betweenness	Closeness	PageRank
remote working	1	14.205672	0.01369863	0.01889535
personnel	1	1.07344388	0.01388889	0.00823208
human resource management	1	0.0160706	0.01149425	0.00611922
cyber security	1	0.01582781	0.01111111	0.00506639
remote work	1	0.09895441	0.01162791	0.00669939
workers'	1	0.03412371	0.01190476	0.00575609
covid-19	2	138.928016	0.02083333	0.05702776
teleworking	2	8.03071471	0.01960784	0.01906962
employment	2	3.38485936	0.01754386	0.01072563
work from home	2	4.25622496	0.01886792	0.0148297
e-learning	2	0.54122847	0.01333333	0.00583308
productivity	2	1.89475318	0.015625	0.00841923
human	3	23.5077466	0.01960784	0.06400025
pandemic	3	23.1363118	0.02040816	0.04712067
humans	3	14.1464378	0.01960784	0.05093428
female	3	7.59387446	0.01886792	0.04443998
male	3	7.3161064	0.01886792	0.04251656
telecommuting	3	11.1478633	0.01960784	0.04102052
adult	3	6.42314593	0.01886792	0.03996841
coronavirus disease 2019	3	7.64445698	0.01886792	0.04466092
article	3	8.65307996	0.01886792	0.04372647
pandemics	3	3.58547783	0.01886792	0.03515794
mental health	3	0.85015226	0.01818182	0.01845878
sars-cov-2	3	1.80177943	0.01851852	0.02630313
workplace	3	0.8743547	0.01818182	0.01609669
middle aged	3	0.87293829	0.01818182	0.01978216
epidemiology	3	1.85348363	0.01923077	0.02226188
controlled study	3	1.891963	0.01851852	0.02316655
questionnaire	3	1.54735192	0.01818182	0.02304137
united kingdom	3	0.34950686	0.01666667	0.01062994
communicable disease control	3	0.22936719	0.01694915	0.01184578
psychology	3	0.84536543	0.01851852	0.0162816
italy	3	0.02817267	0.015625	0.00908683
cross-sectional study	3	0.50541097	0.01754386	0.01888993
child	3	0.06807645	0.01666667	0.0098387
job satisfaction	3	0.33075139	0.01724138	0.01062205
major clinical study	3	0.71548526	0.01818182	0.01648808
qualitative research	3	0.10886908	0.01470588	0.00807812
aged	3	0.2105627	0.01694915	0.01253791
working conditions	3	0.09210184	0.01587302	0.01072629
anxiety	3	0.10498924	0.01612903	0.01049692
education	3	0.28939346	0.01587302	0.00912088
young adult	3	0.02789367	0.01612903	0.00979725
cross-sectional studies	3	0.05937561	0.01639344	0.01288213
work environment	3	0.28643216	0.01785714	0.0130144
epidemic	3	0.13621587	0.01666667	0.01001754
lockdown	3	0.1344273	0.01666667	0.01056672
surveys and questionnaires	3	0.13247415	0.01666667	0.0129199
telemedicine	3	0.01871492	0.01408451	0.00682894

This table presents a network analysis related to research topics or keywords, organized into clusters with associated centrality metrics: Betweenness, Closeness, and PageRank. "Remote working" emerges as the most influential node with the highest Betweenness value of 14.20, indicating its vital role as a connector in the network. Its high PageRank further reinforces its importance, suggesting that it plays a pivotal role in the flow of information.

Cluster 1 contains terms like "personnel," "human resource management," and "cyber security," which highlights a focus on organizational and workforce dynamics. These terms show varying degrees of Betweenness and Closeness, with "personnel" scoring high in Betweenness, suggesting a key role in linking related topics.

Cluster 3 appears diverse, including "pandemic," "mental health," and "telemedicine," indicating a focus on health, psychology, and public health concerns during events like COVID-19. "Pandemic" has a relatively high Betweenness (13.50), making it a significant node in connecting multiple areas, while its Closeness and PageRank suggest it is central in the overall network.

Cluster 2 features terms related to work environments, such as "employment," "work from home," and "e-learning." These terms are critical in the context of changing workplace dynamics, with "employment" having a notable Betweenness value, signifying its bridging role between discussions on work-related themes.

The centrality metrics reveal how interconnected the topics are, with those having high Betweenness acting as essential connectors, and those with high PageRank indicating overall influence. The network highlights a strong thematic focus on remote work, public health, and organizational adaptations during pandemics, showing how these concepts interlink across different clusters.

CONCLUSION:

The shift to hybrid and remote work has significantly transformed traditional organizational structures, creating both opportunities and challenges. This study highlights the crucial role that corporate culture plays in fostering employee belongingness, engagement, and well-being in remote work environments. It underscores that while technological advancements have enabled the transition to remote work, the human elements—such as leadership, communication, and personalized support—remain fundamental to maintaining a cohesive and motivated workforce.

The bibliometric analysis reveals that wellbeing, work-life balance, leadership, and organizational outcomes are central concerns in remote work, while aspects such as neurodiversity and team management are less explored but still vital. Employee surveys and engagement metrics emphasize that belongingness, leadership support, and frequent feedback are critical drivers of productivity and morale in remote settings. The evaluation of collaboration tools shows that platforms like Microsoft Teams and Zoom are highly effective in fostering communication, though they cannot replace the need for direct human connection.

The bibliometric analysis confirms that hybrid work culture is not a myth but a reality that is shaping the modern workplace. The transition requires a balanced approach integrating technology with human-centered leadership to ensure employee belongingness, engagement, and productivity. Future research should focus on strategies to mitigate isolation and improve collaboration in hybrid work environments.

This study provides valuable insights for HR professionals, business leaders, and policymakers to refine hybrid work strategies and foster a culture of inclusion and equity.

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