



A Study on Remote and Hybrid Work Culture of Human Resource Management IT Sector in Bengaluru

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ABSTRACT

The pandemic of COVID-19 caused remote and hybrid work, which forced organizations to re-strategize their HR practices. This revolution has disrupted several HR functions such as employee engagement, performance management, organisational culture, and mental health support. It is very challenging to keep a unified company culture in the virtual world. Physical distance can make people feel isolated and reduce employee buy in. As a countermeasure, HR leaders are leveraging technology to facilitate communication and collaboration, encouraging virtual teambuilding activities, and implementing clear guidelines on remote work participation. Remote performance management makes us move away from time-based historical metrics toward outcome-based measurement. Flexible work policies are being implemented by HR professionals, and virtual leadership capabilities are being developed to enable productivity as well as accountability.

KEY WORD: Remote work, Hybrid Work, Workplace Flexibility, Distributed teams, Telecommuting, Virtual Collaboration.

INTRODUCTION

The rise of remote and hybrid work arrangements has deeply reconfigured Human Resource Management (HRM) patterns in the recent past. Forced by the record-breaking global COVID-19 pandemic, companies globally were forced to transition from conventional in-office set-ups to adaptable work styles that encompass remote and hybrid formats. This transformation not only transformed the location in which employee's labour, but also transformed the way in which they labour, interact, and engage with their employers and colleagues. Human Resource functions have been leading the charge in coordinating this transformation, that the responsibility of redefining policy, sustaining organizational culture, promoting employees' welfare, and rolling out digital means to facilitate a decentralized workforce is assumed. Virtual and blended work cultures demand HR professionals to embrace new practices of recruitment, performance management, training, communication, and employee engagement. While providing more flexibility and work-life balance, these arrangements of work also present problems like lower face-to-face interaction, challenges in tracking productivity, and the requirement of robust digital infrastructure.

RESEARCH QUESTION

- What are the major effects of remote and hybrid work arrangements on Human Resource Management practices.
- How is the HR professional's role redefined in handling remote and hybrid workforces.
- What are the main challenges for the HR departments in implementing and maintaining a remote/hybrid work culture.
- How remote and hybrid work arrangements affect employee engagement and productivity.
- Which tools and online resources are needed for effective HR management in virtual and hybrid environments.
- What impacts do remote work have on organizational culture and communication norms.

REVIEW OF LITERATURE

- **Future of Work: Remote Work Trends and Impacts by Kate Lister (2020)** This article speaks about the abrupt revolution in the workplace due to the global remote work transition. It names such crucial changes as reduced use of offices, greater reliance on electronic equipment, and adaptability becoming a never-ending requirement from workers. HR departments need to develop remote policies that match employee

demands with productivity and engagement. It also speaks about the need to reimagine physical workplaces and remote-compatible leadership strategies.

- **Effective Management of Remote Teams by Gallup Research Team (2021)** This piece of writing provides a realistic handbook for team leaders and HR managers dealing with dispersed teams. It focuses on the avoidance of micromanaging but setting up constant communication, trusting without micromanaging, and reframing success metrics in terms of results rather than hours spent. The piece of writing also offers tips on building a sense of belonging among remote employees and the means by which managers can turn themselves into emotional support systems.
- **Hybrid Work: An HR Leader's Guide by Gartner HR Research (2021)** The article gives an overview of the hybrid work model and its definition for HR. It explains how HR leaders can develop hybrid work models of equity for remote and office employees. It recommends updating leave policies, creating open communication guidelines, and providing hybrid-focused training. It also suggests restructuring performance reviews and organizational culture.
- **Remote Work Culture: HR's New Frontier by Brian Krupp (2022)** This piece goes into the ways HR is at the forefront of creating a good work culture beyond the physical office walls. It outlines the ways to maintain employee engagement when there is no shared physical space to connect. It also delves into the challenges faced in advocating diversity, equity, and inclusion (DEI) in remote teams and proposes virtual engagement tools and frequent check-ins to ensure morale.
- **Redesigning HR for the Hybrid Era by McKinsey & Company (2022)** the authors describe the way HR must transition from traditional operational functions to strategic enablers of hybrid work. The paper presents a framework for HR to navigate new challenges, such as the management of digital fatigue, cross-functional collaboration enablement, and the redetermination of workplace benefits. It also mentions using data analytics and predictive tools to support talent decisions remotely
- **Remote Work and Its Impact on Employee Wellbeing by Harvard Business Review (2021)** Focusing on mental well-being, this article talks about the emotional toll of remote work on employees like loneliness, burnout, and imbalance between work and life. It provides practical recommendations to HR to implement wellness initiatives, provide access to online therapy, and develop flexible work routines. It also highlights the need for empathetic leadership and regular team check-ins.
- **Flexibility vs. Structure: HR's Hybrid Challenge by Josh Bersin (2022)** The article explores the dilemma HR faces in granting employees flexibility while upholding consistency and accountability among teams. It encourages setting clear boundaries, offering asynchronous work options, and developing trust-based leadership. The article emphasizes that HR must offer hybrid plans customized to individual and departmental needs.
- **HR Technology for Remote Workforce Management by Deloitte Insights (2023)** Deloitte explains how emerging HR technologies are at the heart of successful management of remote employees. Technologies such as AI-based productivity trackers, HR chatbots, and communication within a single system allow HR to provide transparency and employee satisfaction. The article also suggests investing in platforms that streamline onboarding, learning, and remote engagement.
- **Reinventing Performance Appraisal in a Hybrid World by SHRM Research Team (2021)** This research paper criticizes traditional performance appraisal systems and their failures in hybrid environments. It proposes new trends like 360-degree feedback, continuous monitoring of performance, and peer-to-peer recognition. It recommends HR move away from the conventional annual review to real-time feedback models more appropriate for distributed teams.
- **The Role of Leadership in Remote Work Culture by Forbes HR Council (2022)** The paper talks about how leadership needs to change with remote work. It suggests that managers are required to be more empathetic, coaching-oriented leaders and become digitally savvy to manage teams effectively. HR needs to offer leadership development initiatives and virtual communication training to build these capabilities.
- **Attracting Talent in the Age of Remote Work by LinkedIn Talent Solutions (2021)** With emphasis on talent recruitment, this article explains how working remotely has opened up the talent pools globally. HR professionals are encouraged to build healthy online employer brands, responsive job postings, and diverse hiring practices. Digital-first remote hire onboarding experiences stand out as essential.
- **Diversity and Inclusion in Hybrid Workplaces by MIT Sloan Management Review (2022)** The article discusses the new DEI concerns in hybrid work environments, such as proximity bias and unbalanced access to resources. It offers solutions like shift rotating in-office hours, transparent promotion processes, and online training with DEI emphasis. HR must track inclusivity metrics and develop equitable workplace rules.
- **Hybrid Work Models: The Legal and HR Risks by HR Dive Editorial Team (2022)** This document outlines legal matters and compliance risks related to distant work and hybrid work. Its discussions include wage rules, data privacy, staff monitoring, and taxation per location. It suggests that HR units interact with legal units and revise handbooks, policies, and agreements for these reasons.
- **Training and Development in Virtual Workspaces by Brandon Hall Group (2021)** This article talks about how remote locations need new learning strategies. It presents methods like virtual classrooms, mobile learning apps, and peer-to-peer sessions. Micro learning and personalization are identified as strong weapons and the article calls upon HR to invest in ongoing upskilling.

- **Accenture Research (2022)** - Transforming Employee Experience through Remote Work The article narrates how, when well done, remote work can substantially improve employee satisfaction and retention. It calls upon HR to engage employees in designing work experience through gathering feedback, granting flexibility, and establishing trust. HR also needs to build a digital-first culture in order to make employees feel connected and engaged.
- **Workplace Surveillance and Remote Work Ethics by Wired Magazine Emily Dreyfuss(2020)** This article discusses the controversial topic of monitoring remote workers through spyware. It questions the ethical boundaries of such tools and invites HR to place utmost importance on transparency, consent, and equitability. It warns against over-spying because it reduces morale and increases employee turnover.
- **Remote Work and Organizational Commitment by Journal of Business Research N. Wang (2021)** This study examines the impact of work-from-home on organizational commitment. As seen from the study, if the employee is given autonomy, trust, and appreciation, he/she becomes more committed. HR needs to enable these through regular virtual communication and effective leadership.
- **Redefining Work-Life Balance in Hybrid Models by PwC Future of Work Report (2022)** The article highlights the manner in which hybrid work has created a level of undifferentiating between work and life. HR must introduce policies that help setting boundaries, such as "no-meeting" days and flexible working hours. It also suggests the provision of wellness days and family care programs to help maintain balance.
- **From Crisis to Strategy: Remote Work Post-COVID by World Economic Forum (2021)** This piece reflects on how COVID-19 forced companies to adopt remote work and how it's now a long-term strategy. HR is being called upon to embrace the lessons learned and formalize flexible work practices, design resilience training, and get ready for inevitable disruptions.
- **Equity and Fairness in Remote Work Opportunities by Brookings Institution – Andre Perry (2023)** The article advises that remote work opportunities may unwittingly broaden inequality gaps if not closely tracked. HR must ensure underrepresented groups are allowed access to equal chance in projects, sponsorship, and visibility. The article suggests inclusive policies and open-ended promotion systems.

RESEARCH GAP

Table.No.1

No	Citation & Year	Author(s) / Organization	Research Design	Objective	Key Findings
1	<i>Future of Work: Remote Work Trends and Impacts</i> (2020)	Kate Lister	Analytical article	To assess the evolution of work practices post-pandemic	Flexibility is key; need for new leadership & workspace policies
2	<i>Managing Remote Teams Effectively</i> (2021)	Gallup Research Team	Survey-based, practical insights	Guide HR leaders on managing remote teams	Trust, emotional support, communication are central
3	<i>Hybrid Work: A Guide for HR Leaders</i> (2021)	Gartner HR Research	Strategic framework	Help HR build balanced hybrid models	Fairness, policy updates, communication are essential
4	<i>Remote Work Culture: HR's New Frontier</i> (2022)	Brian Krupp	Expert opinion	Understand HR's role in virtual culture building	Engagement, DEI, morale require new digital tools
5	<i>Redesigning HR for the Hybrid Era</i> (2022)	McKinsey & Company	Case-based research	Equip HR to shift from admin to strategic roles	Digital fatigue, cross-collaboration, predictive HR analytics

6	<i>Remote Work and Its Impact on Employee Wellbeing</i> (2021)	Harvard Business Review	Case analysis	Examine mental health issues in remote setups	Isolation, burnout addressed via wellness & flexibility
7	<i>Flexibility vs. Structure: HR's Hybrid Dilemma</i> (2022)	Josh Bersin	Expert commentary	Balance flexibility and accountability	Need for trust-based leadership and custom hybrid plans
8	<i>HR Technology for Remote Workforce Management</i> (2023)	Deloitte Insights	Expert commentary	Balance flexibility and accountability	Need for trust-based leadership and custom hybrid plans

Conceptual Model

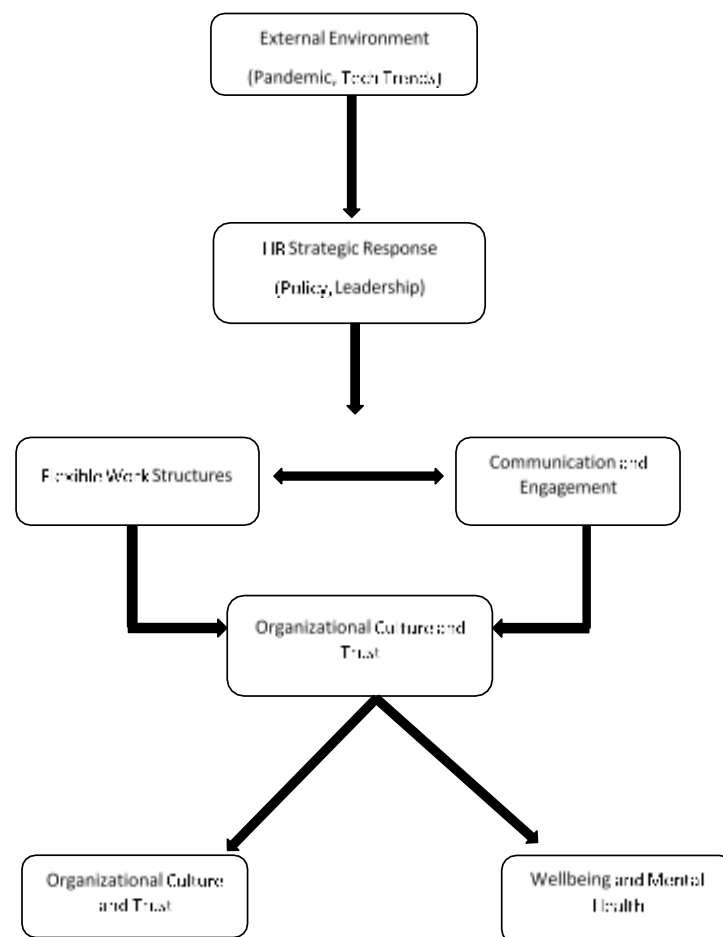


Fig.No.1

PROBLEM STATEMENT

Even with widespread remote and hybrid work implementation, HRM is still struggling with bad culture and operational problems

- **Communication & Collaboration Breakdowns** Remote and hybrid setups isolate communication channels, resulting in miscommunication, latency, diminished teamwork, and loss of tacit knowledge so essential to innovation
- **Bias Equity & Proximity** The office-based staff get more visibility, career advancement, and attention compared to remote workers, resulting in fairness problems and disengagement.
- **Psychological Safety & Cultural Cohesion** Serendipitous moments are lost and corporate culture gets diluted in hybrid arrangements, losing the sense of shared purpose, psychological safety, on boarding success, and belonging.
- **Burnout & Work Life Imbalance** Long hours and stress in remote locations are the order of the day, leading to degradation of well beingindiatimes.com
- **Performance Management & Engagement** Legacy metrics do not translate to remote environments; it is hard to quantify productivity and keep engagement unbiased or avoid micromanaging super beings.
- **Security, Infrastructure & Compliance** Hybrid workforces cross jurisdictional boundaries, which makes labour laws, data protection, policy standardization, and technological infrastructure more complex.

RESEARCH METHODOLOGY

A. Method:

The method used in this study is of 50 responses collected from various employees through survey method and through questionnaire.

B. variable Description:

Variable Type	Variable	Description
Independent	Remote/Hybrid Work Extent	Degree of remote/hybrid Engagement frequency, duration, and work location flexibility (e.g., home, office, co working)
Independent	Autonomy	Control over scheduling, location, and decision making in hybrid work; measured via specialized scales (e.g., AHWS: location, time, schedule, decision autonomy)
Dependent	Performance/Productivity	Output measured through self- report, supervisor ratings, or objective KPIs, influenced by work mode and autonomy
Dependent	Job Satisfaction & Well-Being	General job contentment, mental health, and retention intentions linked to autonomy and support
Dependent	Innovation / Idea Generation	Employee initiatives in developing and applying new ideas; associated with autonomy and engagement
Moderating	Adaptability	Employee's capacity to switch effectively between remote and in-person modes; a key personal resource
Mediating	Work Life Balance	Degree of conflict or enrichment between work and personal life in hybrid/remote settings
Mediating	Psychological Safety	Shared belief in a safe environment for voicing ideas or concerns, particularly impacted by remote dynamics

C. Sampling Technique:

The method used in this study is of 50 responses collected from various employees through survey method and through questionnaire

D. Sample Size:

The data for this study was collected through a structured questionnaire intended to collect information regarding remote and hybrid work culture. 50 such responses were obtained from the employees employed in the IT sector in Bengaluru. The participants were selected through stratified random sampling for the purpose of ensuring equal representation by department and work arrangement. The questionnaire had both open and close-ended

questions designed to measure employee experience with communication, engagement, work-life balance, and productivity while working remotely or in a hybrid setting. The 50-person sample provided a focused yet diverse set of views that could be meaningfully quantified and understood in light of remote work trends.

ANALYSIS AND DISCUSSION

The information for this study was gathered using a structured questionnaire that was distributed among 50 IT professionals in Bengaluru. The feedback was received by applying stratified random sampling for achieving diversity across different departments and work arrangements remote, hybrid, and on site. There were 50 respondents. Which means the young and digitally literate major workforce was flexible enough to work in digitally enabled setups. The survey concentrated on key areas of communication, interaction, work-life balance, and productivity within remote hybrid environments. The results showed that younger workers were more open to remote or hybrid modes of work, appreciating flexibility and autonomy. The small sample base and dominance of a young population, however, mean that the findings may not hold true for the actual experience among older or mid career workers. However, the 50 answers gave important feedback regarding recent HRM issues and potential for remote and hybrid teams work. Age Wise Description of Respondents

1. Age wise Description of Respondents Description

Age Group	Number of Responses	Percentage
20-30	40	80%
30-40	5	10%
40-50	5	10%
50-60	0	0%
Total	50	100%

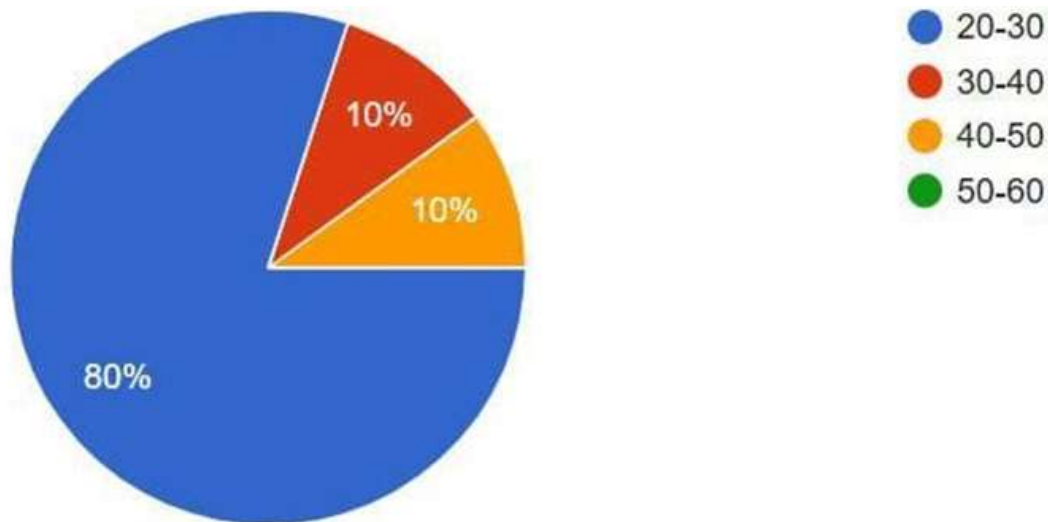


Fig.No 2

Interpretation

The pie chart displays the distribution of age by population. The largest portion of people, at 80%, is aged between 20–30 years, as reflected by the blue part of the pie chart. This reflects a population that is young. The 30–40 and 40–50 years contribute to a total of 10% of the population, as they are illustrated in red and orange respectively. In particular, no account is given for the 50–60 category from the absence of the green segment. Overall, the figures reflect that most of the population lean towards younger individuals and that virtually no one over the age of 30 exists. What is a Key driver of the Remote work trend?

2. What is a key driver of the Remote work trend

Description

Key Driver	No of Respondents	Percentage
Decreased technology	5	10%
Technological advancements	27	54%
Reduced employee demand for flexibility	16	32%
Increased need for physical office space	2	4%
Total	50	100%

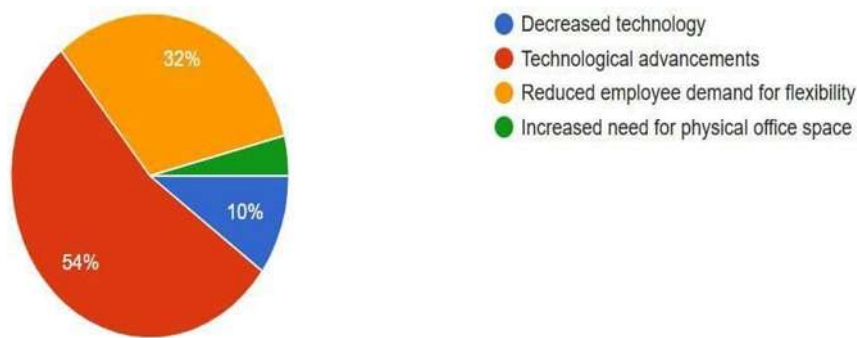


Fig.No 3

Interpretation

The pie chart illustrates the drivers of workplace environment transformations. Technological changes are the leading factor contributing 54% to the total responses. This indicates that innovations in technology are the leading driver that is transforming the modern workplace. The second largest impact is reduced employee demand for flexibility at 32%, which means that fewer workers are insisting on flexible working, possibly due to shifts in company culture or economic pressures. Deteriorated technology impacts 10% of the workplace, indicating that some industries might be experiencing the midpoint of technological stagnation or decline. Growth in demand for physical workplace space is the lowest percentage at 4%, indicating that classic need for physical workplaces is no longer as pertinent relative to other factors. Overall,

the chart illustrates the overwhelming impact of technology and shifting employee needs in transforming workplace dynamics.

3. What is a challenge of remote work

Description

Challenge of Remote Work	No of Respondents	Percentage
Increased employee autonomy	8	16%
Maintaining team communication	20	40%
Improved work life balance	19	38%
Reduced employee stress	3	6%
Total	50	100%

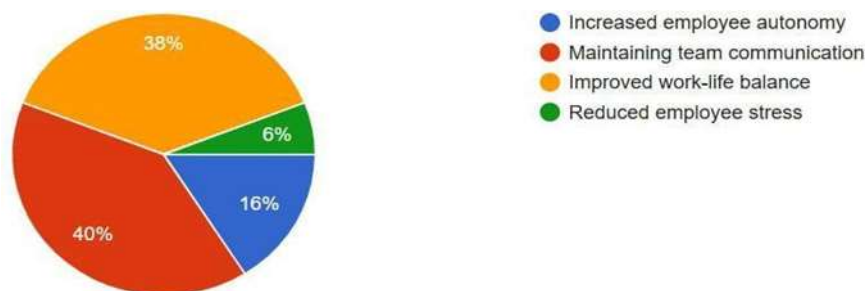


Fig.No 4

Interpretation

After the pie chart entitled "What is a challenge of remote work?" and receiving 50 responses, the largest challenge raised is maintaining team communication, chosen by 40% of the participants. This means that many individuals find it difficult to collaborate and maintain contact with co-workers in a remote setting. Second to this, 38% of the respondents indicated that improved work-life balance is also a challenge most likely due to the merging of life and work during home working. Only 16% regarded increased employee autonomy as a challenge, and most employees might welcome working on their own. Finally, only 6% saw reduced

employee stress as a challenge, so that stress maybe would not be reduced quite as much in remote environments for them. Overall, the responses indicate that communication and work- life balance remain the significant issues in remote working arrangements.

4. What is the benefit of flexible work arrangements

Description

Benefit of Flexible Work Arrangement	No of Respondents	Percentage
Reduced employee autonomy	10	20%
Improved work life balance	30	60%
Increased employee stress	8	16%
Reduced productivity	2	4%
Total	50	100%

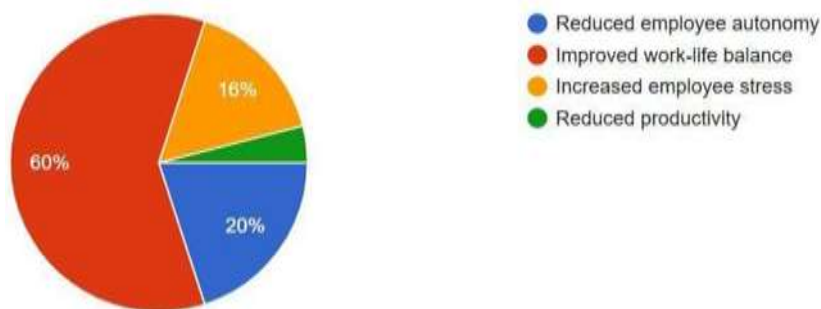


Fig. No 5

Interpretation

Based on the responses to the question "What is the benefit of flexible work arrangements?" provided by 50 participants, the most frequently perceived benefit was increased employee stress reduction, cited by 60% of the respondents. This suggests that the majority of them believe that flexible work arrangements contribute to reducing the amount of stress, likely since they have greater control over time and environment. Improved work-life balance was the second most commonly cited benefit at 20%, suggesting a smaller but substantial subgroup sees flexibility as a chance to balance more easily personal and business obligations. More employee control was chosen by 16%, suggesting some value independence and initiative

flexibility provides. Only 4% of the respondents viewed reduced productivity as a benefit, which may be interpreted as misunderstanding of the option, as reduced productivity is not typically regarded as a benefit. Overall, the figures emphasize that mental equilibrium and well- being are key perceived advantages of flexible working spaces.

CONCLUSION, LIMITATIONS, IMPLICATIONS AND FUTURE RECOMMENDATIONS

CONCLUSION

Remote and hybrid work cultures confer great strategic benefits: they attract, retain, engage, and increase talent productivity, especially when well-designed. RCT and national survey findings consistently show no decline in productivity and sometimes a rise whenever remote or hybrid setups are implemented with prudence. These advantages hold, however, provided careful HRM practices create psychological safety, free communication, and separation of work life and life outside work. Without them, organizations risk cultural erosion, social isolation, mentoring breakdowns, and unfairness in visibility and career advancement.

LIMITATIONS

Research on remote and hybrid work has several significant limitations. They mostly use self-reporting, often over sampling engaged workers and leaving out the marginalized and disengaged. The majority of findings are short term post-pandemic, with evidence gaps for long term issues like innovation, on boarding, and career equity. Its impact varies by geography, industry, and culture, but most models ignore these differences. Lastly, it is hard to isolate the real impacts of hybrid work since few studies are long term, and most organizational developments happen simultaneously.

FUTURE RECOMMENDATION

Companies need to focus on disciplined but adaptable hybrid work patterns where they outline what should be done when and where to be remote and when and where to report to the office. Facilitative virtual interaction, feedback mechanisms, and inclusivity engagement techniques must be at the top of HR teams' lists to combat this isolation and maintain team spirit. Digital leadership has to be taught to managers with a focus on empathy, equitable performance appraisal, and telework on boarding procedures. Investment in secure digital

technology and collaboration tooling, data defense, and productivity monitoring also will be crucial. Corporations have to monitor carefully the health of employees, mental well-being, and job satisfaction levels through surveys and feedback loops in order to attain long term success. Hybrid work policy has to also aim at mitigating biases and offer level playing field opportunities for telecommuting staff in visibility, career growth, and involvement. Finally, organizations have to incorporate well-being activities and ergonomics assistance in order to enable employees to achieve healthy work life balance when telecommuting.

IMPLECATION

The HRM implications of remote and hybrid work cultures are far-reaching and deep. HR strategy must first pivot to make flexibility a major driver of talent attraction and retention. Remote and hybrid approaches are found to decrease turnover and enhance diversity by allowing participation from diverse groups like caregivers, workers in rural areas, and workers with disabilities. But autonomy needs to be balanced by structured interaction committed office days for training, culture building, and mentoring must be in place to ensure organizational solidarity. Maintaining culture is a conscious activity in virtual spaces, with continuous activities like virtual on boarding, pulse surveys, and reward systems to reinforce foundational values. Psychological safety and comfortable team contact also must be structured carefully. On the management front, managers need to be digital coaches capable of providing results-oriented management, promoting inclusion, and promoting employee well-being in distributed models. Finally, these implications call for a repositioning of HR's role not merely as an administrative but as a strategic facilitator of faraway workforces.

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