

A STUDY ON THE IMPACT OF HYBRID WORK CULTURE ON EMPLOYEE ENGAGEMENT AND ORGANIZATIONAL CITIZENSHIP BEHAVIOUR AMONG GEN Z EMPLOYEES

Submitted by

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Abstract

The changes witnessed in the modern workplace have been driven by technology, globalization, and the effects of the COVID-19 pandemic, resulting in hybrid work culture becoming prevalent. The term hybrid work culture is referred to as a mixture of remote and onsite working arrangements. This type of working arrangement has gained popularity with the young generation of employees, specifically Generation Z, as these employees can easily adapt to digital technologies and embrace flexibility at the workplace. Therefore, the main aim of this research is to explore the effect of hybrid work culture on employee engagement and Organizational Citizenship Behaviour among Gen Z workers. This study will consider the relationship between several elements including flexibility at the workplace, digital communication tools, and management support in the hybrid work environment and their effect on employee engagement and OCB. In this case, employee engagement is regarded as an important concept since it involves the commitment, enthusiasm, and participation of the employees in their jobs. On the other hand, OCB is voluntary behaviour performed by the employees beyond job requirements. As per the findings, the hybrid work culture had a positive and significant effect on employee engagement and Organizational Citizenship Behaviour. From the results, it can be seen that most respondents are happy with the flexibility of the hybrid work culture and find it helpful in achieving a balanced life and work schedule. Furthermore, digital tools such as Teams, Zoom, and Google Meet have improved communication among employees. On the other hand, some limitations associated with the hybrid work culture are identified from the current study, such as communication gap, lack of personal interaction, isolation among employees. From the discussion above, it

is evident that the implementation of hybrid work culture can greatly increase engagement and encourage good organizational behaviour among Gen Z employees. It is important for companies to establish structured policies on hybrid work practices, strengthen digital communication channels, and offer consistent managerial guidance to ensure maximum benefit from hybrid work environments. The findings of the current study contribute greatly to the body of knowledge in understanding how organizations can leverage the benefits of hybrid work environments.

CHAPTER I

INTRODUCTION

1.1 INTRODUCTION OF THE STUDY

The nature of work has been significantly changed in recent years due to technological changes, globalization, and changing employee aspirations. One of the most important changes in the nature of work is the emergence of a hybrid work culture. A hybrid work culture includes a combination of working styles, both remote and office-based. This type of work culture has gained much popularity in recent times, especially after the emergence of the COVID-19 pandemic. This work culture is now widely used in all organizations.

Hybrid work culture is more popular among Generation Z (Gen Z) employees. This generation of employees is very comfortable using technology and digital communication tools. This generation of employees prefers a work culture where they are provided with flexibility, meaningful work, and growth opportunities. Hence, it is very important to understand how a hybrid work culture impacts the attitude and behavior of Gen Z employees.

Employee engagement is an important aspect that contributes significantly to organizational effectiveness. Employee engagement in a hybrid work culture may be a challenging task due to a lack of face-to-face interaction and communication. In addition, Organizational Citizenship Behaviour (OCB) plays a very important role in making an organization more effective. The present study is intended to examine the effects of the hybrid work culture on employee engagement and Organizational Citizenship Behaviour among Gen Z employees. In addition, the study is intended to identify the management support aspect for the enhancement of employee engagement and OCB.

1.2 STATEMENT OF THE PROBLEM

Hybrid work culture has become an integral part of the work culture of contemporary organizations. It is a combination of remote work culture and office work culture. Although it offers many advantages in terms of flexibility and convenience, there are many disadvantages in terms of communication, low participation, and difficulties in establishing strong work relationships.

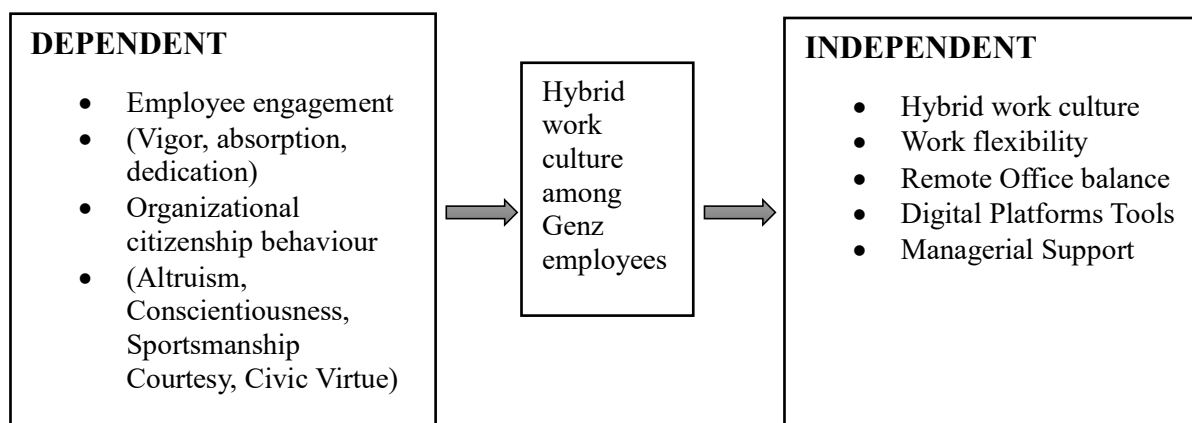
Employee engagement is an important aspect for the improvement of productivity in an organization. However, it is not an easy task to keep the employees engaged in a hybrid work culture environment because of physical distance, low interaction, and the feeling of isolation among the employees, especially Gen Z.

In hybrid work culture, the concept of Organizational Citizenship Behaviour (OCB), which refers to the extra efforts of the employees beyond their scope of work, may also be affected since there is less direct supervision and less connection with the organization. Thus, there is a need to study the effect of hybrid work culture on employee engagement and OCB among Gen Z employees, along with its relation with management support.

1.3 NEED OF THE STUDY

1. Helps to understand the changing work environment where both remote work and office work are combined. It provides an understanding of how employees adapt to this new environment.
2. Helps identify factors that affect employee engagement in a flexible work environment. It provides an understanding of factors such as communication gaps and lack of employee interactions.
3. Helps examine how employees contribute to the organization beyond their work roles in a new work environment. It provides an understanding of the importance of cooperative work.
4. Focuses on the expectations and behavior of young employees in the work environment. It provides an understanding of the expectations of young employees for flexibility.
5. Helps highlight the importance of leadership/management support in improving employee performance. It provides an understanding of the role of guidance in work performance.
6. Helps provide useful insights for improving the work environment. It provides an understanding of how to make the work environment better.

1.4 RESEARCH FRAMEWORK



1.5 OBJECTIVES OF THE STUDY

1. To examine the impact of hybrid work culture on employee engagement and organizational citizenship behaviour among Genz employees.
2. To measure the level of employee engagement among and organizational citizenship behaviour among Gen Z employees working in a hybrid environment.
3. To assess the factors of influencing employee engagement on digital platforms.

4. To analyze the impact of managerial support on organizational citizenship behaviour among Gen Z employees.
5. To evaluate the effect of work flexibility on altruism and sportsmanship among Gen Z employees.

1.6 SCOPE OF THE STUDY

1. Examines the extent to which a flexible work system affects involvement and commitment levels of employees.
2. Investigates the effect of contemporary work systems on employees' readiness to contribute to their work role.
3. Focuses on aspects such as flexibility, communication, and technology in the workplace.
4. Analysis the role of management support on employee performance.
5. Identifies the relationship between work environment, employee engagement, and positive work behaviour.
6. Limited to a particular group or time period, with implications for practice

CHAPTER II

REVIEW OF LITERATURE

1. Polwasit Lhakard (2024)

The study conducted a comprehensive review on Organizational Citizenship Behaviour among Gen Z employees, highlighting its role in enhancing employee engagement, commitment, and organizational effectiveness. The study found that Gen Z employees respond positively to inclusive organizational culture, transformational leadership, continuous feedback, and technology-driven practices such as gamification. The review emphasizes that fostering OCB through supportive leadership and digital interventions is crucial for preparing Gen Z for the modern workplace.

2. Rabindra Kumar Pradhan, Lalatendu Kesari Jena, Itishree Gita Kumari (2016)

The study examined the effect of work–life balance on Organizational Citizenship Behaviour (OCB) among employees and found a significant positive relationship between the two. The findings revealed that employees who experienced better work–life balance demonstrated higher levels of extra-role behaviours such as helping colleagues, commitment, and voluntary participation in organizational activities. Demographic factors like age, gender, and work experience also influenced perceptions of work–life balance, highlighting the importance of supportive HR policies to enhance OCB.

3. Daniel Sherrick Apambila, Lance R. Lippert (2025)

Internal social media platforms such as Microsoft Teams and Slack play a vital role in enhancing leadership communication and employee engagement within organizations. Using Leader–Member Exchange (LMX) theory, this qualitative study employed semi-structured interviews and thematic analysis to examine how leaders use motivational and multimedia communication strategies to strengthen engagement. The findings reveal that internal social media facilitate effective information flow, professional development, and social connectivity among employees. The study concludes that strategic use of visual and interactive content can improve work–life balance, reduce stress, and foster stronger peer relationships, contributing to overall organizational effectiveness.

4. Shilpa Shinde (2025)

The study examines hybrid work culture as a strategic tool for talent retention, using Infosys Limited as a case study. It analyses how flexibility influences employee satisfaction, loyalty, and productivity through contemporary theories and literature. Findings show hybrid models reduce attrition—especially among younger and female employees—while improving agility and well-being. The paper also addresses key challenges and offers actionable HR recommendations for inclusive, data-driven hybrid policies.

5. Shafi Mohamad, Nurmunirah Azami, Aina Syafiqah Abdul Razak, Ng Chin Peng, Norhasmawati Zainal, Suseela Pavada Naickan (2024)

The COVID-19 pandemic accelerated the adoption of hybrid work, making it a long-term model for many organizations. This study examines factors influencing employee productivity in remote work, focusing on work-life balance, work stress, and job satisfaction. Conducted in a financial institution in Klang Valley, it addresses challenges and gaps in existing research. The findings aim to provide practical insights to enhance productivity and organizational resilience in hybrid work environments.

6. Anjali Khanna, Nitin Kr Saxena (2025)

In the modern corporate environment, sustainability has become a key strategic factor influencing business success, employee engagement, and motivation. This paper examines how integrating sustainable and ESG-driven practices aligns organizational goals with employees' values, fostering purpose-driven work. Using research, motivational theories, and case studies, it highlights strategies and trends that help organizations build a resilient, engaged, and motivated workforce.

7. Nkosinathi G. Masuku, Elriza Esterhuyzen, Mpolokeng G. Ramajo (2025)

Employee engagement and job satisfaction are critical to organizational effectiveness, particularly in municipalities where efficient service delivery is vital. Administrative employees play a key role but face challenges such as political interference, limited resources, heavy workloads, and restricted career growth, especially in South African local municipalities like emailable. While prior studies highlight the importance of supportive leadership, recognition, and work-life balance, limited research has applied the Job Demands-Resources (JD-R) model to understand how specific demands and resources affect administrative staff in this context.

8. Humaira Putri Yasmina & Rini Rahmawati (2025)

This study investigates the impact of authentic leadership on work-life balance and employee performance in an Indonesian public sector organization, with employee engagement as a mediating factor. Using a quantitative SEM-PLS approach on data from 64 employees at Disko info Banjar Baru, the findings show that authentic leadership positively influences both work-life balance and performance. Employee engagement plays a strong partial mediating role, indicating that strengthening authentic leadership and engagement-focused policies can significantly enhance employee well-being and organizational performance in government institutions.

9. Andyan Pradipta Utama, Tri Ratna Murti, Netty Merdiaty (2021)

This study examines the influence of work-life balance, servant leadership, and rewards on employee engagement, with job satisfaction as a mediating variable. Using a quantitative explanatory approach and SEM analysis on 205 bank employees in Bandung, the model showed a good fit (RMSEA = 0.049). Results indicate that work-life balance, servant leadership, and rewards explain 80% of job satisfaction, while job satisfaction explains 42% of employee engagement, confirming the model's validity and predictive strength.

10. AGUSTINUS TOKO SUSETIO EKO ADITYA, YOHANA F. CAHYA PALUPI MEILANI (2025)

This systematic literature review examines key factors influencing work engagement among Generation Z employees using 42 studies published between 2021 and 2025. Guided by the JD-R Model, Social Exchange Theory, and Self-Determination Theory, the findings show that job resources—especially ethical leadership, well-being, and flexible work arrangements—strongly enhance engagement. The review highlights engagement as a vital link to outcomes such as retention and innovation, offering practical strategies to improve Gen Z loyalty and reduce turnover.

11. Frances Kyle Lopez; Kyla Nicole Osorio; Angelina Villanueva & Sonia Janice Pilao (2025)

This study explores the relationship between Organizational Citizenship behaviour (OCB), work values, and work engagement among Generation Z employees in Makati City's private sector. Using a quantitative correlational design with 50 respondents, the findings show weak to moderate but significant relationships between OCB and engagement, with gender-based differences observed. The results underscore the importance of OCB in enhancing motivation and engagement, while suggesting future research on industry-specific and long-term career impacts.

12. Raden Mohammad Ikmal Fakhri, Achmad Sudiro, Nanang Suryadi (2024)

This quantitative study examines the effects of work stress and Organizational Citizenship behaviour (OCB) on employee turnover intention among millennial employees, with employee engagement as a mediating variable. Using PLS-SEM on data from 85 respondents, the findings show that work stress and OCB significantly influence turnover intention, while employee engagement does not. The results indicate that engagement does not mediate these relationships, offering practical implications for managing and retaining millennial employees.

13. Pelluru Sai Sukesh Reddy (2024)

The COVID-19 pandemic accelerated the shift toward flexible and hybrid work models, reshaping post-pandemic workplaces and raising new challenges related to communication, work-life balance, and interpersonal relationships. This study examines the impact of hybrid work on employee engagement and productivity, focusing on organizational challenges such as managing large hybrid teams, coordination issues, and engagement activities. It also explores concerns around moonlighting and its relationship with hybrid work culture, highlighting implications for employee productivity and organizational effectiveness.

14. Ella Brennan (2025)

This study examines the impact of hybrid working on employee engagement from a Human Resources perspective. Using literature review and semi-structured interviews, it explores how hybrid work affects communication, teamwork, work-life balance, organizational culture, and career opportunities. The findings highlight both the benefits of flexibility and the challenges of maintaining connection and equity, emphasizing HR's key role in fostering an inclusive, engaged, and productive hybrid workforce.

15. Baddigam Narendra Reddy, Nethi Sai Likhitha, Botla Sai Kumar Reddy, Dr. Dasari Rajesh Babu (2024)

This paper examines the impact of hybrid work models on employee engagement and performance in the Information Technology industry. It explores how hybrid work influences motivation, job satisfaction, productivity, teamwork, and factors such as work–life balance, communication flexibility, and technology acceptance. Through case studies, the research highlights both opportunities and challenges of hybrid work, offering insights to help IT organizations effectively manage engagement and productivity in the evolving future of work.

16. Cassandra J. Brewer 2024

This study examines the impact of hybrid and remote work on employee engagement, focusing on the role of the built environment and employee personality in a post-COVID-19 context. Using a quantitative correlational design with data from 371 technology-sector employees in the United States, the research analyses how hybrid work characteristics relate to engagement and whether personality moderates this relationship. Findings indicate that demographic factors do not significantly influence personality, hybrid work characteristics, or employee engagement.

17. Belouadah Ahmed Seif Eddine, Didit Darmawan (2022)

The hybrid work model, accelerated by the COVID-19 pandemic, offers greater flexibility but presents challenges in communication, team management, and employee engagement. This study examines how effective implementation depends on supportive technology, employee training, and a strong organizational culture. Findings show that open communication, well-being–focused policies, and inclusive, data-driven performance management are essential for sustaining productivity and employee wellbeing in hybrid work environments.

18. Asty Almaida, Muhammad Nurhadi N., Daniella C. Sampepajung (2020)

This study examines the role of Organizational Citizenship behaviour (OCB) in shaping job engagement and organizational commitment among 200 Generation Z employees. Using purposive sampling and path analysis, the findings show that OCB has a positive and significant effect on job engagement. However, OCB and job engagement demonstrate only a partial and non-significant influence on organizational commitment, indicating that extra-role behaviour alone may not strongly predict long-term commitment.

19. Ipsita Ghatak, Dr. Soma Bose Biswas, Dr. Arunava Narayan Mukherje (2025)

This study examines how work values and Organizational Citizenship behaviour (OCB) shape employee engagement, particularly among Generation Z in the IT industry. Using a quantitative approach supported by in-depth interviews, it highlights the role of leadership in aligning individual and organizational values amid rapid technological change and workplace uncertainty. The findings emphasize that trust-based, equitable leadership and a strong organizational culture foster OCB, enhance work values, and promote sustained employee engagement and organizational sustainability.

20. Intan Nia Selvia, Astri Wahyu Ningsih, Bachrudin Syahroni, Moh Yudi Mahadianto (2025)

This research examines how work-life balance and burnout influence the performance of workers from Generation Z. A quantitative research methodology was employed, particularly through a survey technique. Data was gathered using questionnaires sent to Generation Z employees across different sectors. The findings reveal that a positive work-life balance enhances employee performance, whereas burnout significantly detracts from it. Consequently, companies should establish policies that promote work-life balance and develop strategies to alleviate burnout, thus enhancing employee productivity and overall well-being.

CHAPTER III
RESEARCH METHODOLOGY

3.1 RESEARCH DESIGN

This study is based on a descriptive research design, as it aims to clearly understand and explain how hybrid work culture affects employee engagement and organizational citizenship behaviour among Gen Z employees. The descriptive approach helps in analyzing the current work environment and the experiences of Gen Z employees in a structured and meaningful way.

3.2 TYPE OF STUDY

The study mainly follows a quantitative approach, where data is collected in numerical form and analysed statistically. This helps in identifying patterns, relationships, and the overall impact of hybrid work culture on employee engagement and organizational citizenship behaviour among Gen Z employees.

3.3 QUESTIONNAIRE DESIGN

The data for this study was collected using a structured questionnaire. The questionnaire was designed based on the objectives of the study and focuses on hybrid work culture, employee engagement, and organizational citizenship behaviour among Gen Z employees. It includes close-ended questions, and a Likert scale was used to measure the responses, making it easier to understand the opinions and perceptions of the respondents.

3.3.1 PILOT STUDY

Pilot survey was conducted with 30 respondents. Their liability of the questionnaire, was analyzed using Cronbach`s alpha test. The results Show value of 0.928 means has acceptable.

Reliability Statistics

Cronbach`s alpha	No of Particulars
0.928	30

3.4 SAMPLING DESIGN

3.4.1 Sample Size

The Sampling Size taken for the study is 107.

3.4.2 Sampling Technique

The sampling technique used for this study was Simple random Sampling.

3.5 DATA COLLECTION METHODS

The data was collected from both primary and secondary sources.

Primary data:

Structured questionnaires to measure hybrid work culture, employee engagement, and organizational citizenship behaviour among Gen Z employees.

Secondary Data

Secondary data is collected from research articles, journals, books, and online databases. It helps in building the theoretical background and supporting the study findings.

3.6 STATISTICAL TOOLS USED

The data analysis and interpretations were done using various tools such as percentage analysis, descriptive statistics, Pearson correlation analysis, multiple regression analysis, and factor analysis.

Percentage Analysis

Percentage analysis is used to understand how the responses are distributed among different categories. It helps in identifying patterns and trends in a simple and clear manner.

$$\text{Percentage} = \frac{\text{Number of respondents} \times 100}{\text{Total sample size}}$$

Descriptive Statistics

Descriptive statistics are used to summarize and describe the basic features of the data. It includes measures like mean, standard deviation, minimum, and maximum values, which help in understanding the overall nature of the data.

- **Mean (Average):**

$$Mean = \frac{\sum X}{N}$$

- **Standard Deviation:**

$$SD = \sqrt{\frac{\sum (X - \bar{X})^2}{N}}$$

Pearson Correlation Analysis

Pearson correlation is used to measure the strength and direction of the relationship between variables such as hybrid work culture, employee engagement, and organizational citizenship behaviour. It shows whether the variables are positively or negatively related.

$$r = \frac{\sum (X - \bar{X})(Y - \bar{Y})}{\sqrt{\sum (X - \bar{X})^2 \sum (Y - \bar{Y})^2}}$$

Simple Linear Regression Analysis

Multiple regression analysis is used to examine the impact of more than one independent variable on a dependent variable. In this study, it helps to understand how hybrid work culture influences employee engagement and organizational citizenship behaviour among Gen Z employees.

$$Y = a + b_1X_1 + b_2X_2 + \dots + b_nX_n$$

Where:

Y=Dependent variable

a=Constant

b₁,b₂=Regression coefficients

X₁, X₂ = Independent variables

Factor Analysis

Factor analysis is used to identify underlying factors that explain the relationships among multiple variables. It helps in reducing large data into smaller meaningful groups (factors).

CHAPTER -4
DATA ANALYSIS AND INTERPRETATION
4.1 PERCENTAGE ANALYSIS

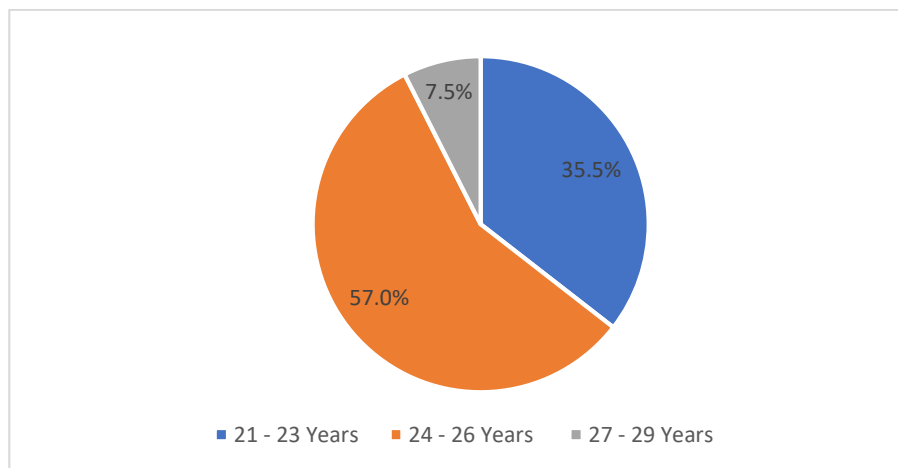
Table No:4.1.1

Table Name: Age wise classification.

Particulars	No. of. Respondents	Percentage
21 - 23 Years	38	35.51%
24 - 26 Years	61	57.01%
27 - 29 Years	8	7.48%
Total	107	100.00%

Chart No: 4.1.1

Chart Name: Age wise classification.



INTERPRETATION

The above table shows that 35.51% respondents are from the age group 21-23 years, 57.01% respondents are from 24-26 years and 7.48% respondents are from 27-29 years.

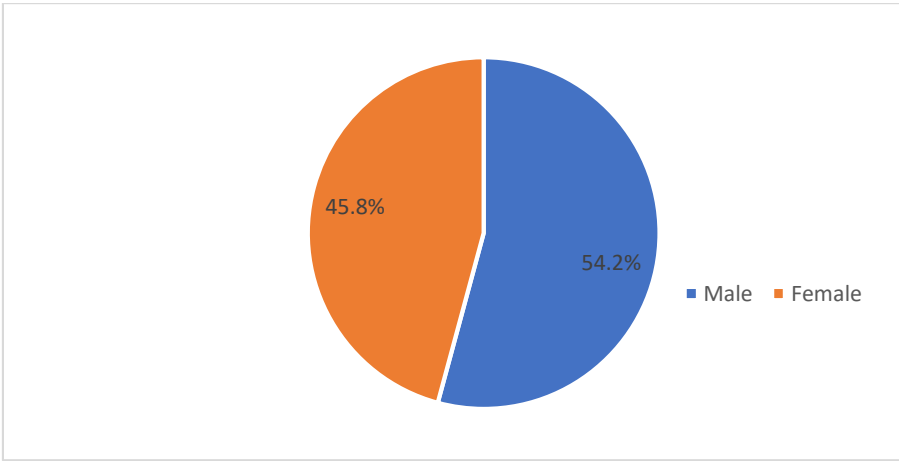
INFERENCE

Majority 57.01% of the respondents are from age group 24 – 26 years

Table No:4.1.2
Table Name: Gender wise classification.

Particulars	No. of. Respondents	Percentage
Male	58	54.21%
Female	49	45.79%
Total	107	100.00%

Chart No: 4.1.2
Chart Name: Gender wise classification.



INTERPRETATION

The above table shows that 54.21% of the respondents are male and 45.79% of the respondents are female.

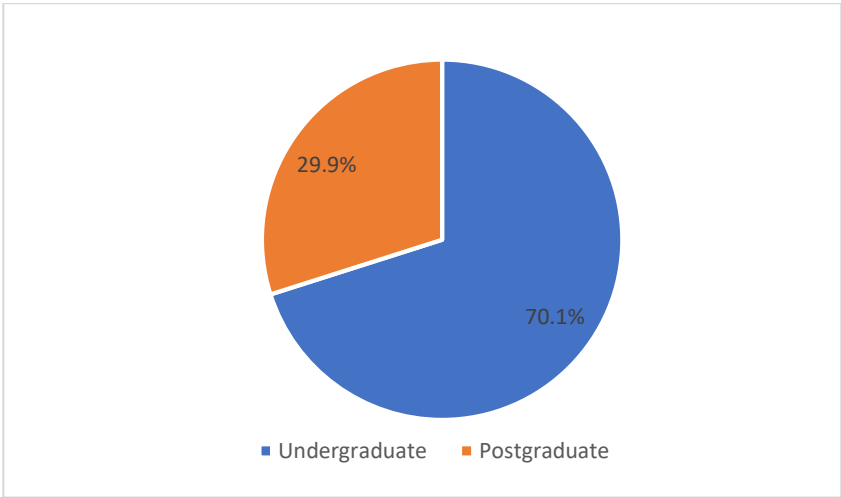
INFERENCE

Majority 54.21% of the respondents are female.

Table No:4.1.3
Table Name: Educational Qualification.

Particulars	No. of. Respondents	Percentage
Undergraduate	75	70.09%
Postgraduate	32	29.91%
Total	107	100.00%

Chart No: 4.1.3
Chart Name: Educational Qualification.



INTERPRETATION

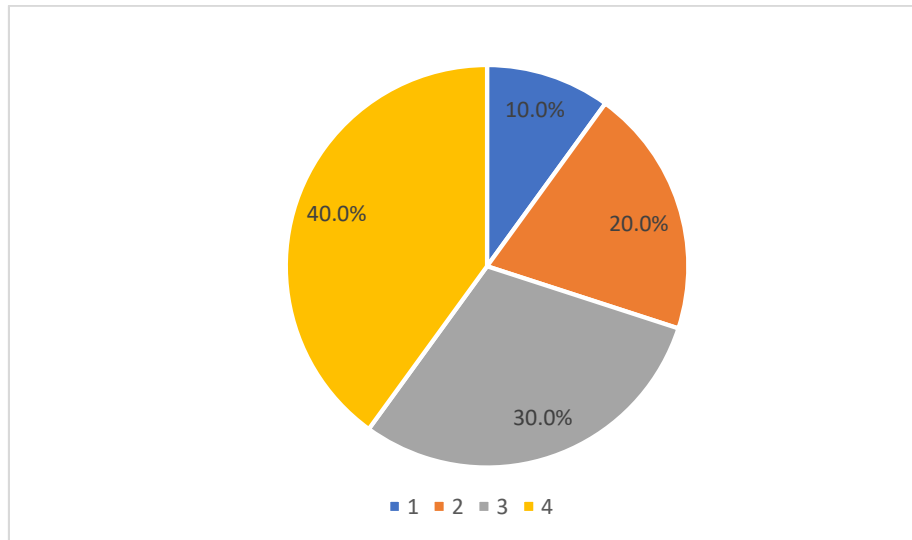
The above table shows that 70.09% of the respondents are Undergraduates and 29.91% of the respondents are Postgraduates.

INFERENCE

Majority 70.09% of the respondents are Undergraduates.

Table No:4.1.4**Table Name: Number of Days Working from Office per Week.**

Particulars	No.of.Respondents	Percentage
1	6	5.61%
2	14	13.08%
3	41	38.32%
4	46	42.99%
Total	107	100.00%

Chart No: 4.1.4**Chart Name: Number of Days Working from Office per Week.****INTERPRETATION**

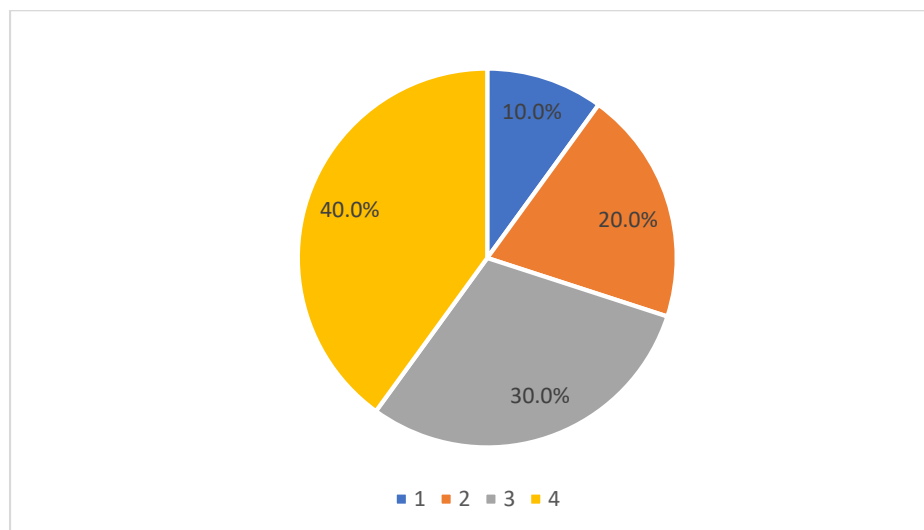
The above table shows that 5.61% of the respondents are 1 day Work From Office per work , 13.08% of the respondents are 2 days Work From Office per work , 38.32% of the respondents are 3days Work From Office per week and 42.99% of the respondents are 4 days from Work From Office per work.

INFERENCE

Majority 42.99% of the respondents are 4 days from Number of days working from office per week.

Table No:4.1.5**Table Name: Number of Days Working from home per Week.**

Particulars	No. of. Respondents	Percentage
1	43	40.19%
2	41	38.32%
3	16	14.95%
4	7	6.54%
Total	107	100.00%

Chart No: 4.1.5**Chart Name: Number of Days Working from home per Week.****INTERPRETATION**

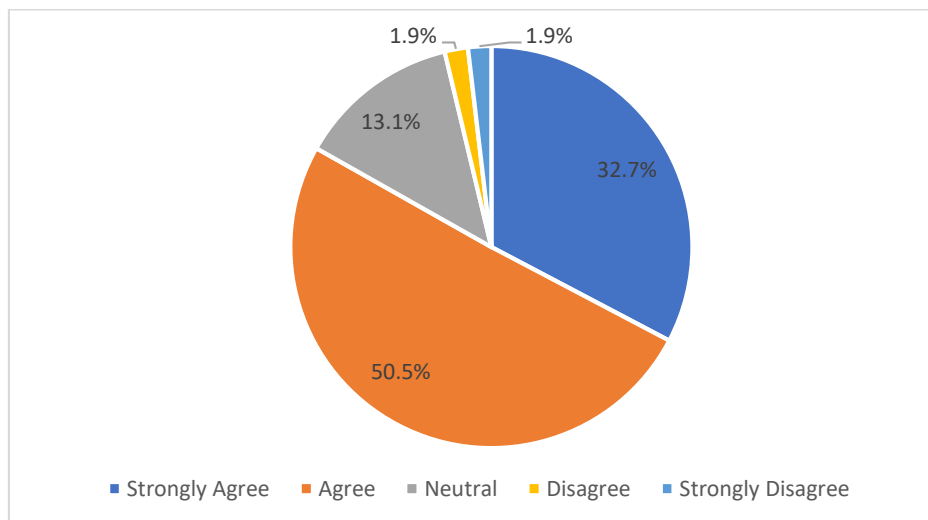
The above table shows that 40.19% of the respondents are 1 day Work From Home , 38.32% of the respondents are 2 days Work From Home, 14.95% of the respondents are 3days Work From Home and 6.54% of the respondents are 4 days from Work From Home.

INFERENCE

Majority 40.19% of the respondents are 1day from Number of days working from home per week.

Table No:4.1.6**Table Name: My organization has a clear hybrid work policy.**

Particulars	No. of. Respondents	Percentages
Strongly Agree	35	32.71%
Agree	54	50.47%
Neutral	14	13.08%
Disagree	2	1.87%
Strongly Disagree	2	1.87%
Total	107	100.00%

Chart No: 4.1.6**Chart Name: My organization has a clear hybrid work policy.****INTERPRETATION**

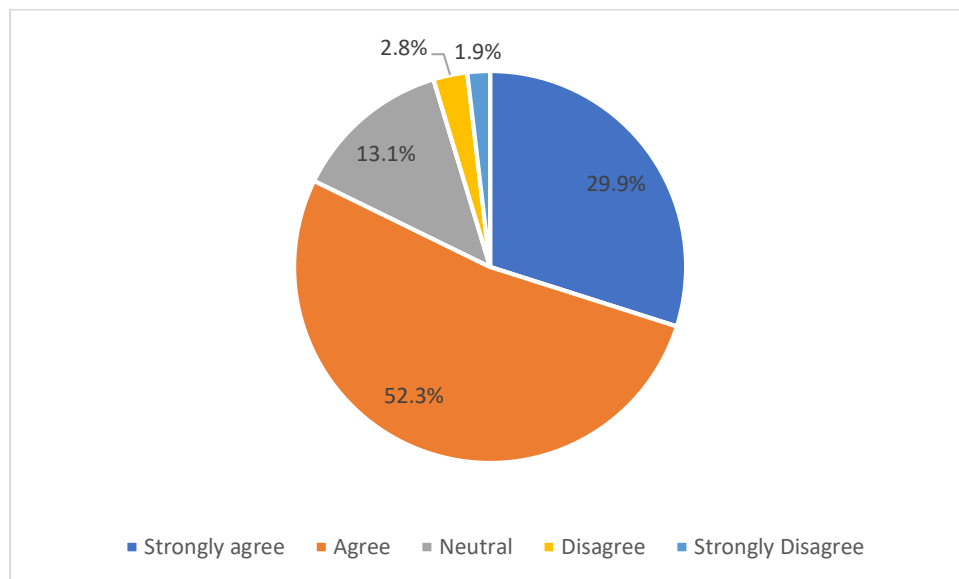
The above table shows that 32.71 % of the respondents Strongly Agree, 50.57 % of the respondents Agree, 13.08% of the respondents are Neutral, 1.87% of the respondents Disagree and 1.87 % of the respondents Strongly Disagree with the statement

INFERENCE

Majority 50.57% of the respondents Agree with the statement.

Table No:4.1.7**Table Name: I am satisfied with the number of days I work from home and office.**

Particulars	No. of. Respondents	Percentage
Strongly agree	32	29.91%
Agree	56	52.34%
Neutral	14	13.08%
Disagree	3	2.80%
Strongly Disagree	2	1.87%
Total	107	100.00%

Chart No: 4.1.7**Chart Name: I am satisfied with the number of days I work from home and office.****INTERPRETATION**

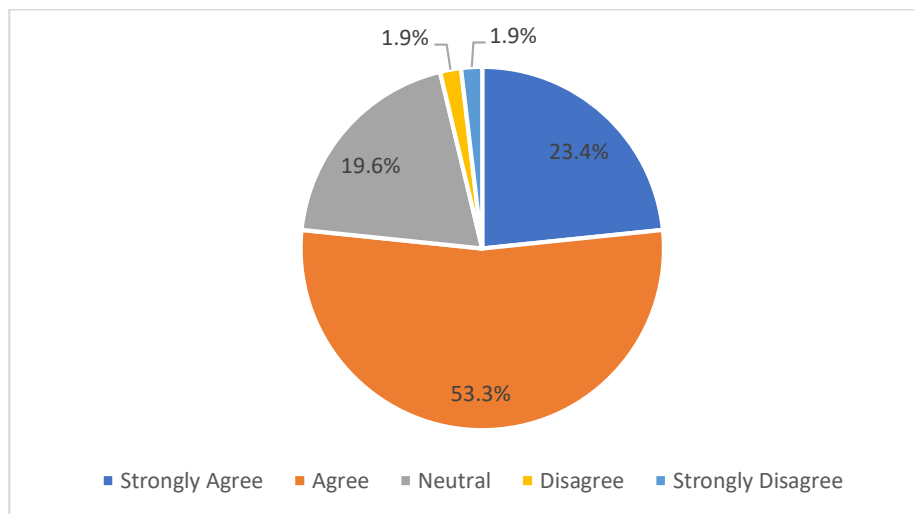
The above table shows that 29.91 % of the respondents Strongly Agree, 52.34 % of the respondents Agree, 13.08% of the respondents are Neutral, 2.80% of the respondents Disagree and 1.87 % of the respondents Strongly Disagree with the statement

INFERENCE

Majority 52.34% of the respondents Agree with the statement

Table No:4.1.8**Table Name: Hybrid work allows me to manage my personal and professional life effectively.**

Particular	No. of. Respondents	Percentage
Strongly Agree	25	23.36%
Agree	57	53.27%
Neutral	21	19.63%
Disagree	2	1.87%
Strongly Disagree	2	1.87%
Total	107	100.00%

Chart No: 4.1.8**Chart Name: Hybrid work allows me to manage my personal and professional life effectively.****INTERPRETATION**

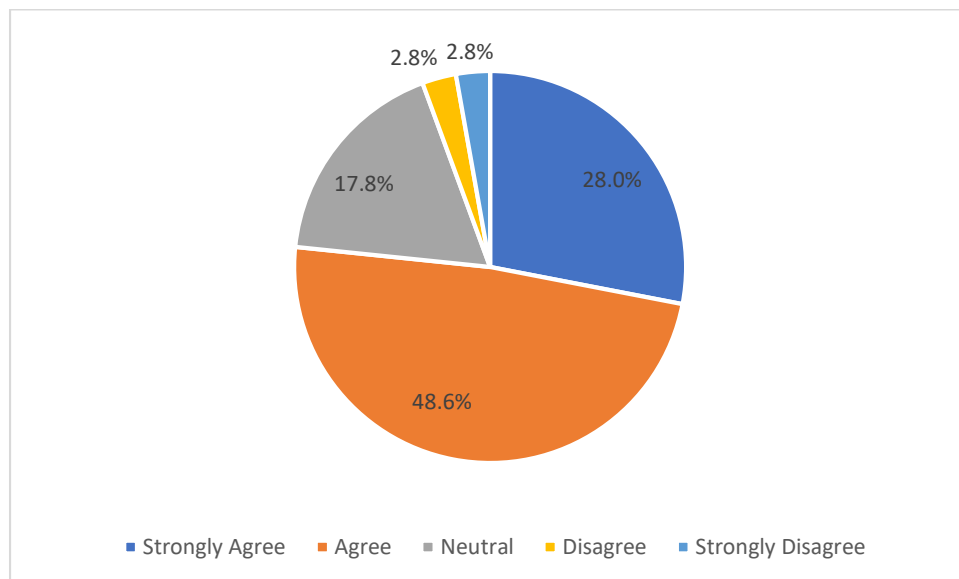
The above table shows that 23.36 % of the respondents Strongly Agree, 53.27% of the respondents Agree, 19.63% of the respondents are Neutral, 1.87% of the respondents Disagree and 1.87 % of the respondents Strongly Disagree with the statement

INFERENCE

Majority 53.27% of the respondents Agree with the statement.

Table No:4.1.9**Table Name: I feel hybrid work improves my overall productivity.**

Particulars	No. of. Respondents	Percentage
Strongly Agree	30	28.04%
Agree	52	48.60%
Neutral	19	17.76%
Disagree	3	2.80%
Strongly Disagree	3	2.80%
Total	107	100.00%

Chart No: 4.1.9**Chart Name: I feel hybrid work improves my overall productivity.****INTERPRETATION**

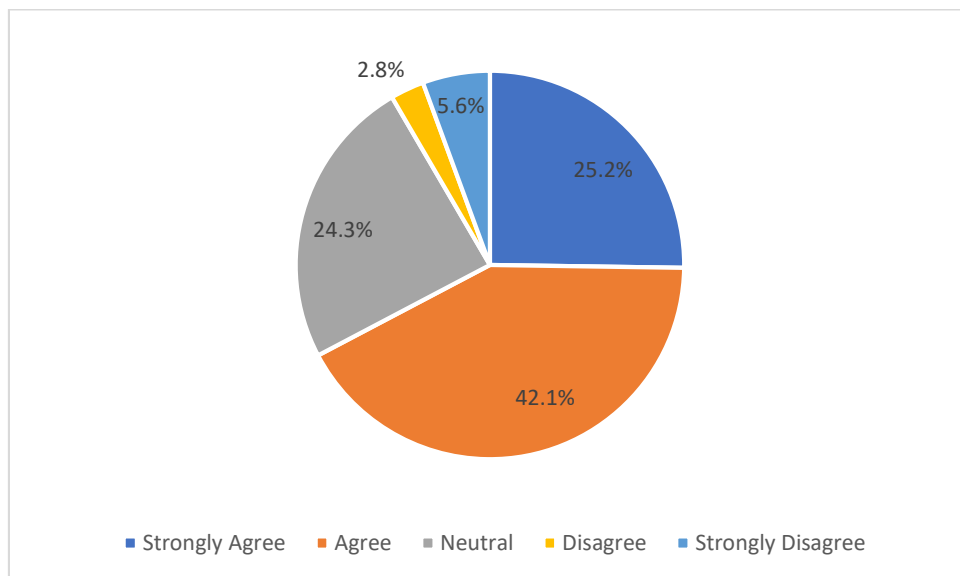
The above table shows that 28.04 % of the respondents strongly agree, 48.60 % of the respondents agree, 17.76% of the respondents are neutral, 2.80% of the respondents disagree and 2.80 % of the respondents strongly disagree with the statement

INFERENCE

Majority 48.60% of the respondents agree with the statement.

Table No:4.1.10**Table Name: I have the freedom to decide my working schedule in hybrid work.**

Particulars	No. of. Respondents	Percentage
Strongly Agree	27	25.23%
Agree	45	42.06%
Neutral	26	24.30%
Disagree	3	2.80%
Strongly Disagree	6	5.61%
Total	107	100.00%

Chart No: 4.1.10**Chart Name: I have the freedom to decide my working schedule in hybrid work.****INTERPRETATION**

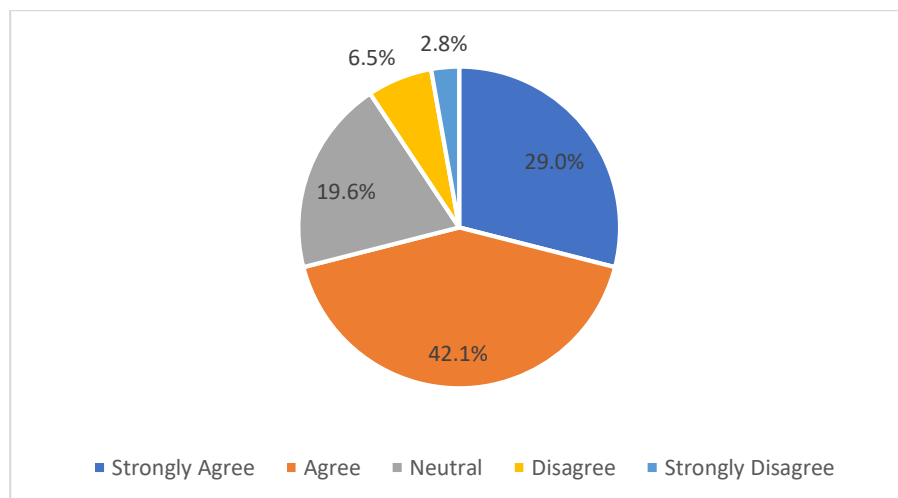
The above table shows that 25.23% of the respondents Strongly Agree, 42.06% of the respondents Agree, 24.30% of the respondents are Neutral, 2.80% of the respondents Disagree and 5.61 % of the respondents Strongly Disagree with the statement

INFERENCE

Majority 42.06% of the respondents Agree with the statement

Table No:4.1.11**Table Name: My organization provides equal opportunities for remote and office employees.**

Particulars	No. of. Respondents	Percentage
Strongly Agree	31	28.97%
Agree	45	42.06%
Neutral	21	19.63%
Disagree	7	6.54%
Strongly Disagree	3	2.80%
Total	107	100.00%

Chart No: 4.1.11**Chart Name: My organization provides equal opportunities for remote and office employees.****INTERPRETATION**

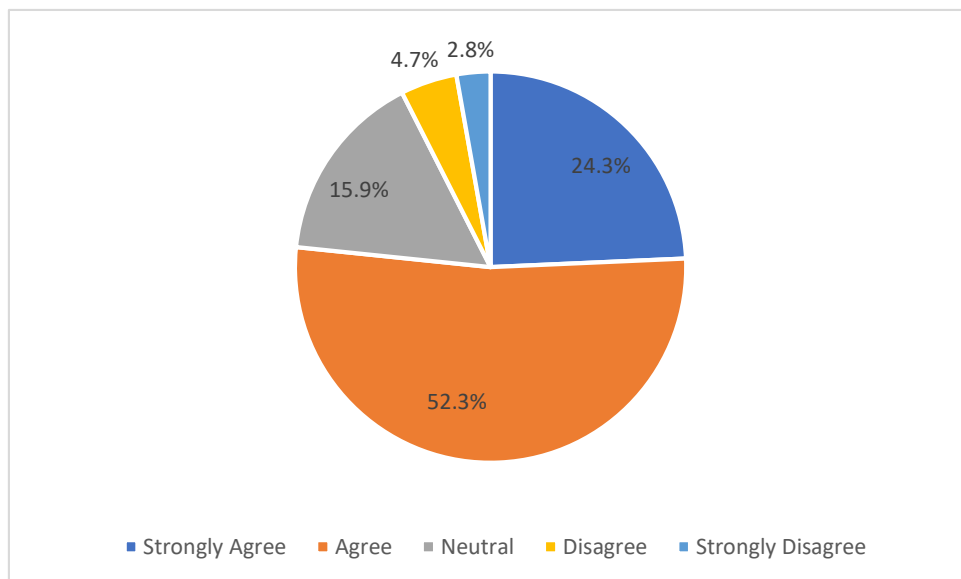
The above table shows that 28.97% of the respondents Strongly Agree, 42.06% of the respondents Agree, 19.63% of the respondents are Neutral, 6.54% of the respondents Disagree and 2.80 % of the respondents Strongly Disagree with the statement

INFERENCE

Majority 42.06% of the respondents Agree with the statement.

Table No:4.1.12**Table Name: I feel connected with my organization even while working remotely.**

Particulars	No. of. Respondents	Percentage
Strongly Agree	26	24.30%
Agree	56	52.34%
Neutral	17	15.89%
Disagree	5	4.67%
Strongly Disagree	3	2.80%
Total	107	100.00%

Chart No: 4.1.12**Chart Name: I feel connected with my organization even while working remotely.****INTERPRETATION**

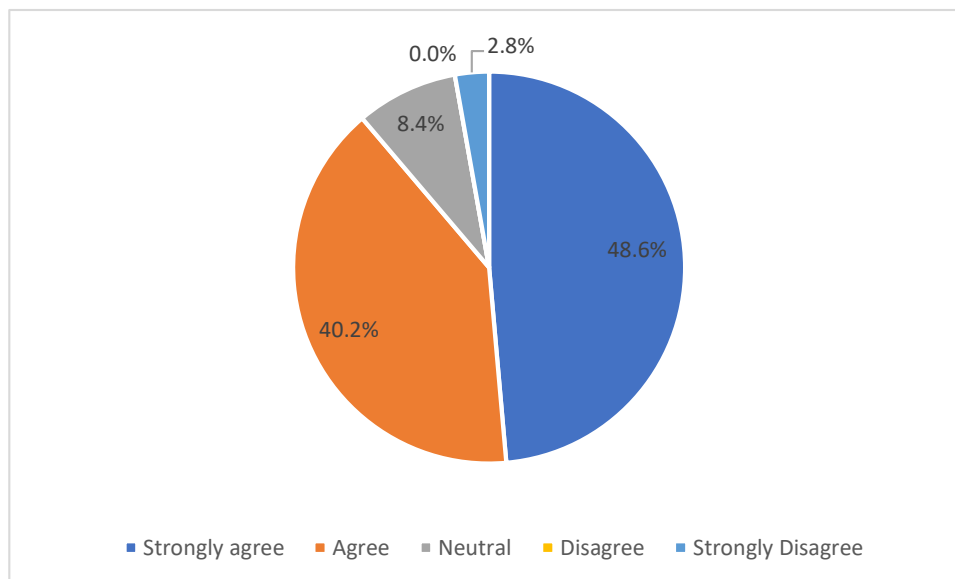
The above table shows that 24.30% of the respondents Strongly Agree, 52.34% of the respondents Agree, 15.89% of the respondents are Neutral, 4.67% of the respondents Disagree and 2.80% of the respondents Strongly Disagree with the statement

INFERENCE

Majority 52.34% of the respondents Agree with the statement

Table No:4.1.13**Table Name: Digital platform tools (Teams/Zoom/Google Meet) are we use often.**

Particulars	No. of. Respondents	Percentage
Strongly Agree	52	48.60%
Agree	43	40.19%
Neutral	9	8.41%
Strongly Disagree	3	2.80%
Total	107	100.00%

Chart No: 4.1.13**Chart Name: Digital platform tools (Teams/Zoom/Google Meet) are we use often.****INTERPRETATION**

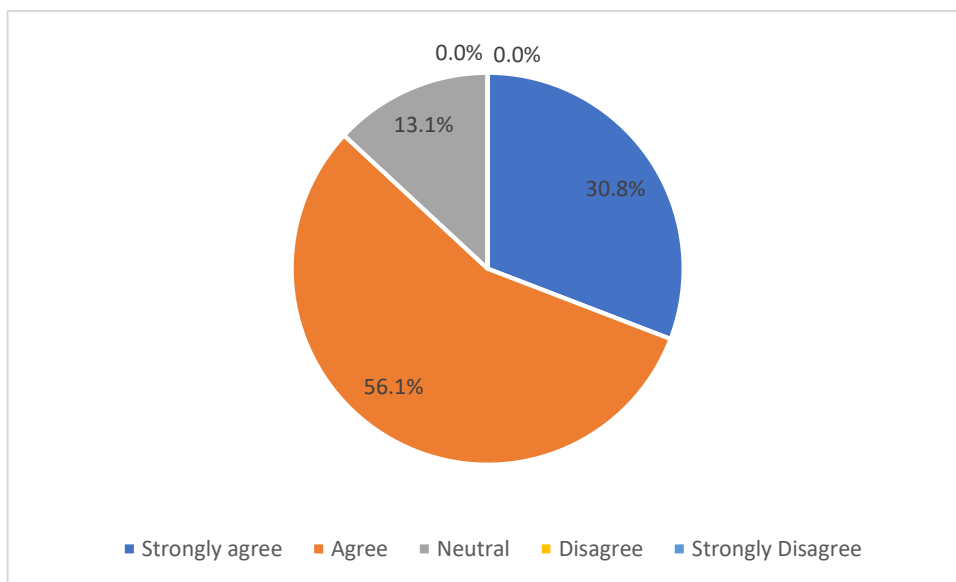
The above table shows that 48.60% of the respondents Strongly Agree, 40.19% of the respondents Agree, 8.41% of the respondents are Neutral, 0% of the respondents Disagree and 2.80% of the respondents Strongly Disagree with the statement

INFERENCE

Majority 48.60% of the respondents Strongly Agree with the statement.

Table No:4.1.14**Table Name: I am comfortable using digital tools for completing my work tasks.**

Particulars	No. of. Respondents	Percentage
Strongly Agree	33	30.84%
Agree	60	56.07%
Neutral	14	13.08%
Total	107	100.00%

Chart No: 4.1.14**Chart Name :I am comfortable using digital tools for completing my work tasks.****INTERPERTATION**

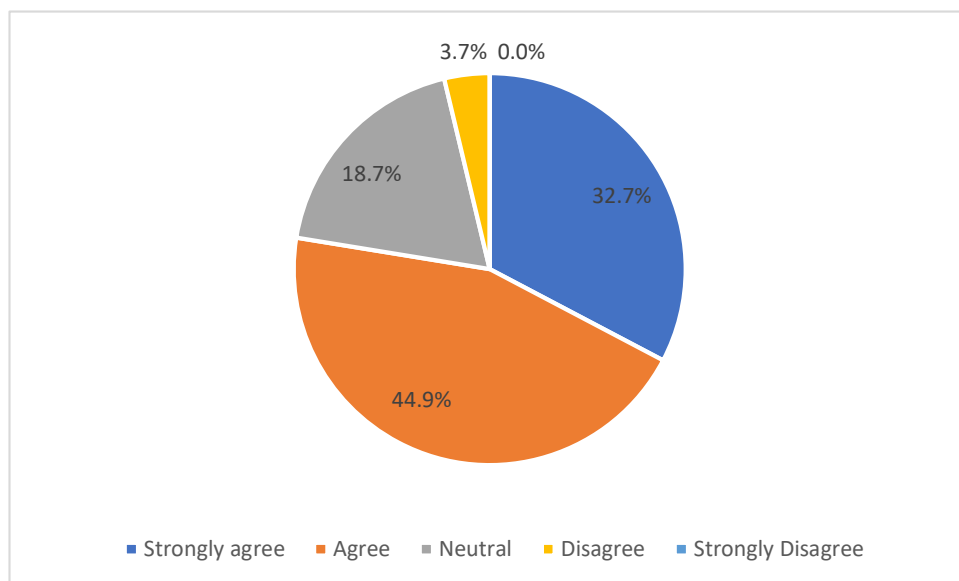
The above table shows that 30.84% of the respondents Strongly Agree, 56.07% of the respondents Agree, 13.08% of the respondents are Neutral, 0% of the respondents Disagree and 0% of the respondents Strongly Disagree with the statement

INFERENCE

Majority 56.07% of the respondents Agree with the statement.

Table No:4.1.15**Table Name: Digital platforms help me coordinate effectively with my team members**

Particulars	No. of. Respondents	Percentage
Strongly Agree	35	32.71%
Agree	48	44.86%
Neutral	20	18.69%
Disagree	4	3.74%
Total	107	100.00%

Chart No: 4.1.15**Chart Name : Digital platforms help me coordinate effectively with my team members.****INTERPRETATION**

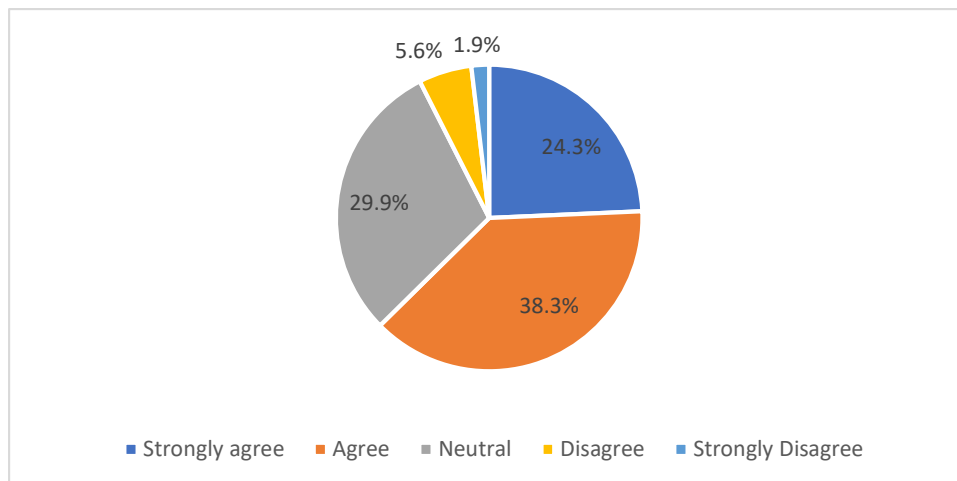
The above table shows that 32.71% of the respondents Strongly Agree, 44.86% of the respondents Agree, 18.69% of the respondents are Neutral, 3.74% of the respondents Disagree and 0% of the respondents Strongly Disagree with the statement

INFERENCE

Majority 44.86% of the respondents Agree with the statement.

Table No:4.1.16**Table Name: Communication between employees is clear in hybrid work mode.**

Particulars	No. of. Respondents	Percentage
Strongly Agree	26	24.30%
Agree	41	38.32%
Neutral	32	29.91%
Disagree	6	5.61%
Strongly Disagree	2	1.87%
Total	107	100.00%

Chart No: 4.1.16**Chart Name : Communication between employees is clear in hybrid work mode.****INTERPRETATION**

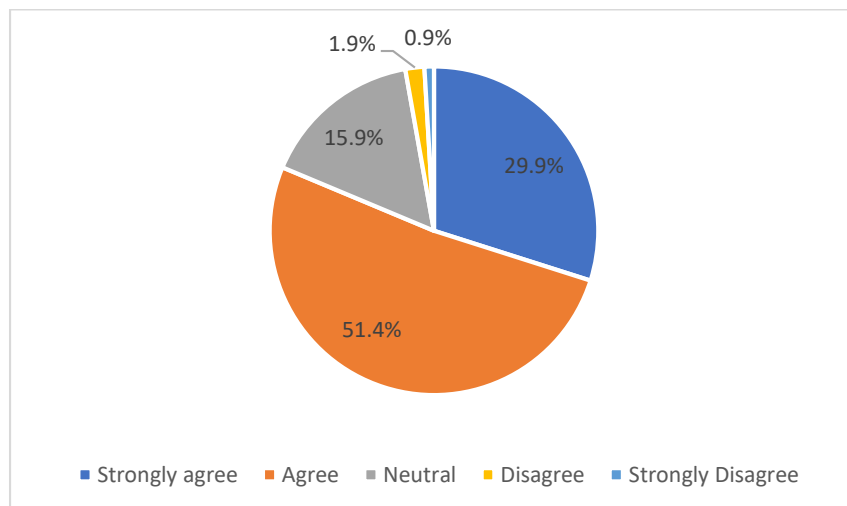
The above table shows that 24.30% of the respondents Strongly Agree, 38.32% of the respondents Agree, 29.91% of the respondents are Neutral, 5.61% of the respondents Disagree and 1.87% of the respondents Strongly Disagree with the statement

INFERENCE

Majority 38.32% of the respondents Agree with the statement.

Table No:4.1.17**Table Name: I receive timely information and updates through digital communication tools.**

Particulars	No. of. Respondents	Percentage
Strongly Agree	32	29.91%
Agree	55	51.40%
Neutral	17	15.89%
Disagree	2	1.87%
Strongly Disagree	1	0.93%
Total	107	100.00%

Chart No: 4.1.17**Chart Name : I receive timely information and updates through digital communication tools.****INTERPRETATION**

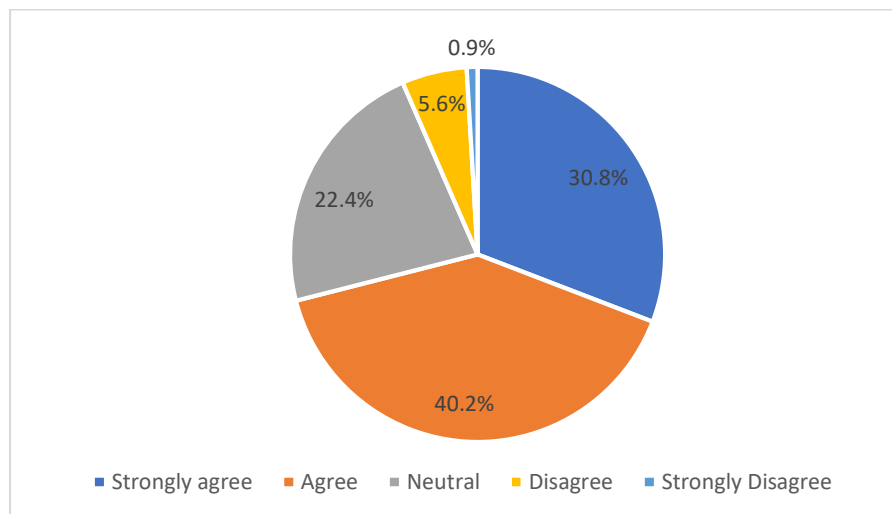
The above table shows that 29.91% of the respondents Strongly Agree, 51.40% of the respondents Agree, 15.89% of the respondents are Neutral, 1.87% of the respondents Disagree and 0.93% of the respondents Strongly Disagree with the statement

INFERENCE

Majority 51.40% of the respondents Agree with the statement

Table No:4.1.18**Table Name : Hybrid work tools help reduce delays in work completion.**

Particulars	No. of. Respondents	Percentage
Strongly Agree	33	30.84%
Agree	43	40.19%
Neutral	24	22.43%
Disagree	6	5.61%
Strongly Disagree	1	0.93%
Total	107	100.00%

Chart No: 4.1.18**Chart Name: Hybrid work tools help reduce delays in work completion.****INTERPRETATION**

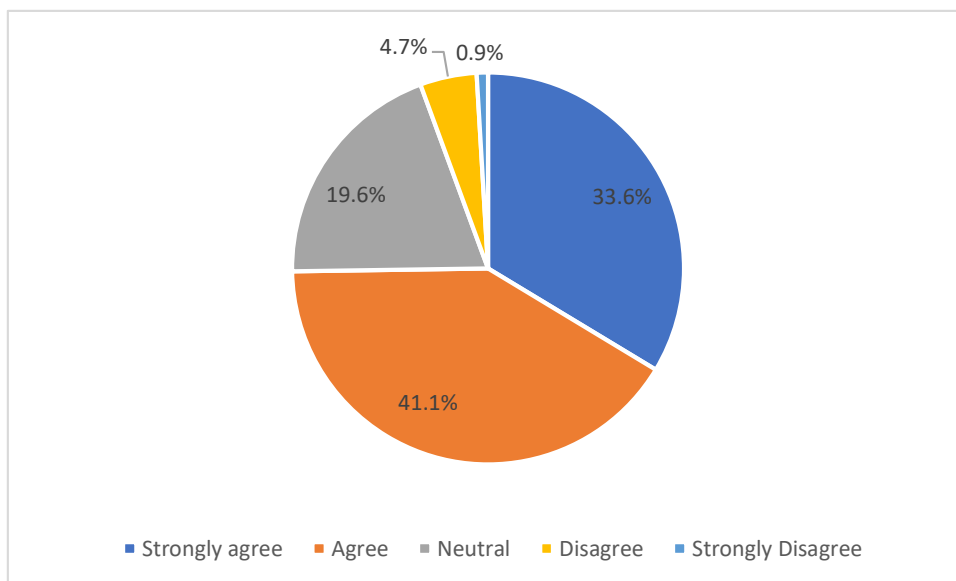
The above table shows that 30.84% of the respondents Strongly Agree, 40.19% of the respondents Agree, 22.43% of the respondents are Neutral, 5.61% of the respondents Disagree and 0.93% of the respondents Strongly Disagree with the statement

INFERENCE

Majority 40.19% of the respondents Agree with the statement.

Table No:4.1.19**Table Name : Virtual meetings are effective for decision-making and teamwork.**

Particulars	No. of. Respondents	Percentage
Strongly Agree	36	33.64%
Agree	44	41.12%
Neutral	21	19.63%
Disagree	5	4.67%
Strongly Disagree	1	0.93%
Total	107	100.00%

Chart No: 4.1.19**Chart Name: Virtual meetings are effective for decision-making and teamwork.****INTERPRETATION**

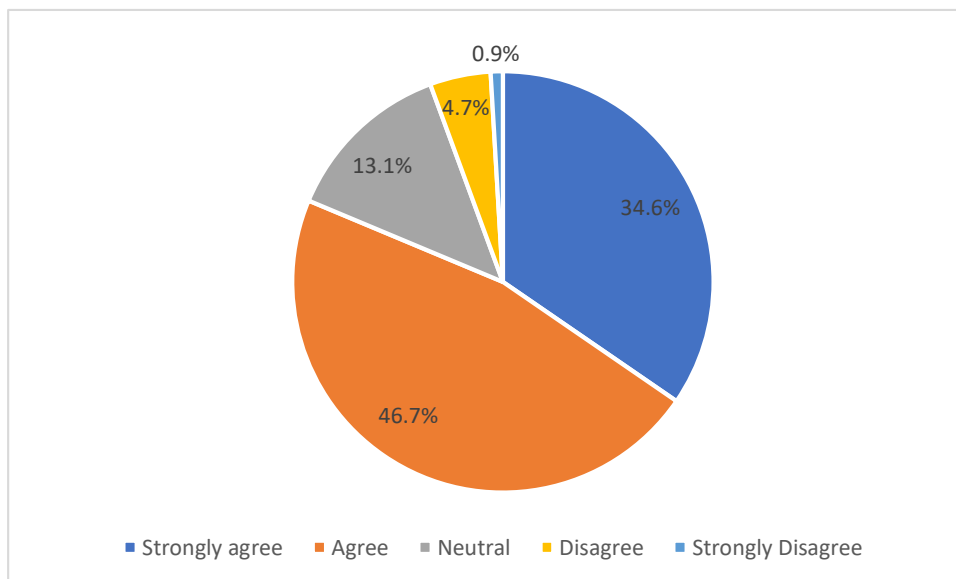
The above table shows that 33.64% of the respondents Strongly Agree, 41.12% of the respondents Agree, 19.63% of the respondents are Neutral, 4.67% of the respondents Disagree and 0.93% of the respondents Strongly Disagree with the statement

INFERENCE

Majority 41.12% of the respondents Agree with the statement.

Table No:4.1.20**Table Name: My manager provides proper guidance when I face difficulties in work.**

Particulars	No. of. Respondents	Percentage
Strongly Agree	37	34.58%
Agree	50	46.73%
Neutral	14	13.08%
Disagree	5	4.67%
Strongly Disagree	1	0.93%
Total	107	100.00%

Chart No: 4.1.20**Chart Name: My manager provides proper guidance when I face difficulties in work.****INTERPRETATION**

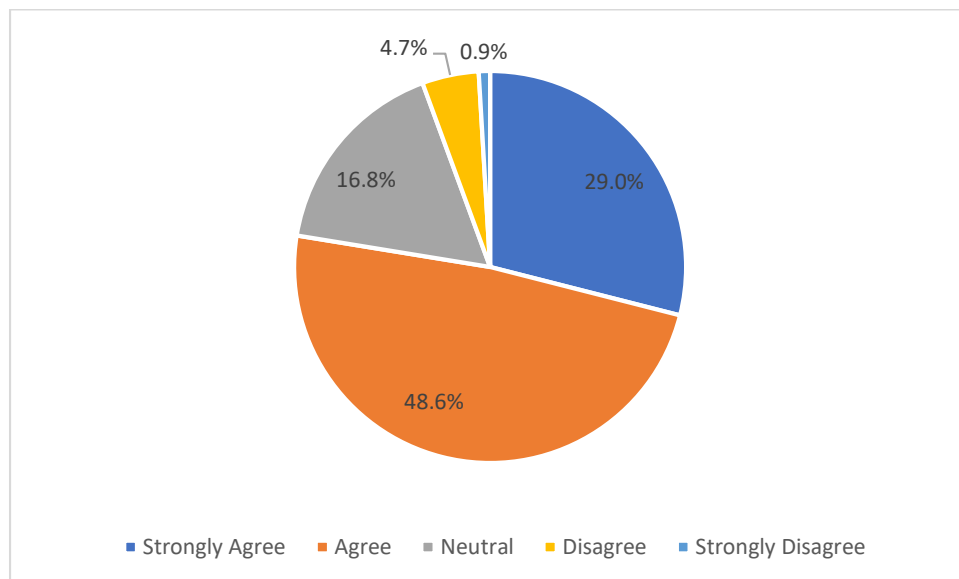
The above table shows that 34.58% of the respondents Strongly Agree, 46.73% of the respondents Agree, 13.08% of the respondents are Neutral, 4.67% of the respondents Disagree and 0.93% of the respondents Strongly Disagree with the statement

INFERENCE

Majority 46.73% of the respondents Agree with the statement.

Table No:4.1.21**Table Name: My manager encourages me to share my ideas and opinions.**

Particulars	No. of. Respondents	Percentage
Strongly Agree	31	28.97%
Agree	52	48.60%
Neutral	18	16.82%
Disagree	5	4.67%
Strongly Disagree	1	0.93%
Total	107	100.00%

Chart No: 4.1.21**Chart Name: My manager encourages me to share my ideas and opinions.****INTERPRETATION**

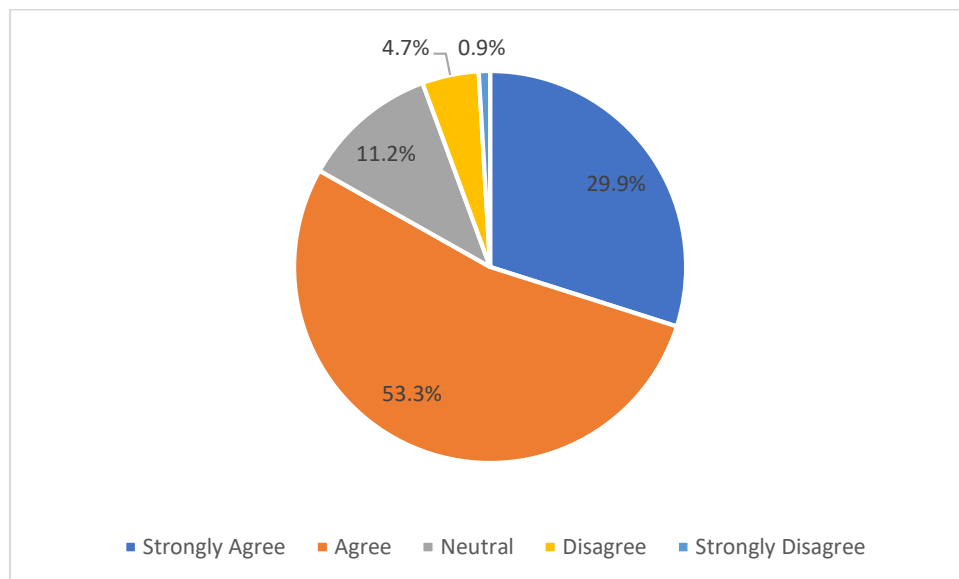
The above table shows that 28.97% of the respondents Strongly Agree, 48.60% of the respondents Agree, 16.82% of the respondents are Neutral, 4.67% of the respondents Disagree and 0.93% of the respondents Strongly Disagree with the statement

INFERENCE

Majority 48.60% of the respondents Agree with the statement.

Table No:4.1.22**Table Name: I receive regular feedback from my manager in hybrid work culture.**

Particulars	No. of. Respondents	Percentage
Strongly Agree	32	29.91%
Agree	57	53.27%
Neutral	12	11.21%
Disagree	5	4.67%
Strongly Disagree	1	0.93%
Total	107	100.00%

Chart No: 4.1.22**Chart Name: I receive regular feedback from my manager in hybrid work culture.****INTERPRETATION**

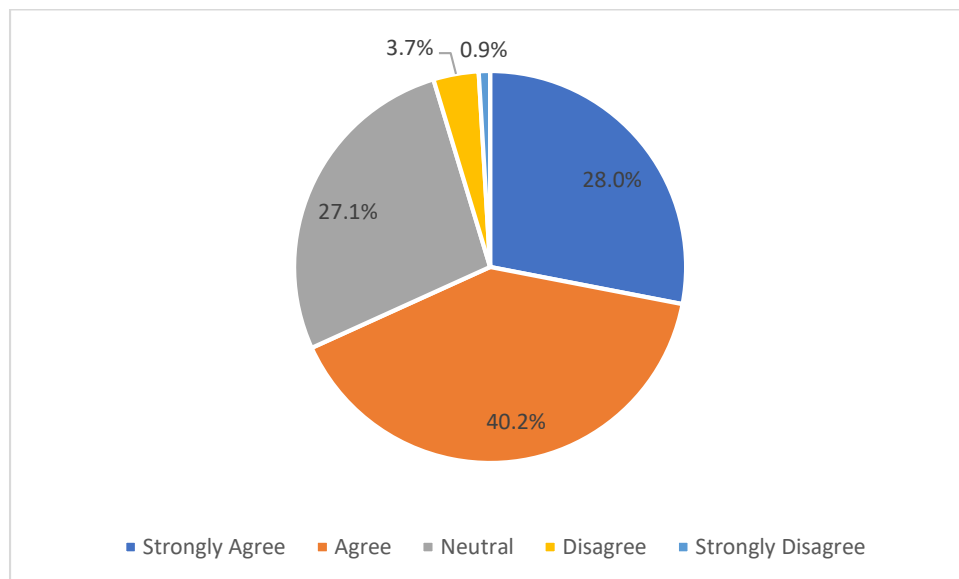
The above table shows that 29.91% of the respondents Strongly Agree, 53.27% of the respondents Agree, 11.21% of the respondents are Neutral, 4.67% of the respondents Disagree and 0.93% of the respondents Strongly Disagree with the statement

INFERENCE

Majority 53.27% of the respondents Agree with the statement.

Table No:4.1.23**Table Name: My manager supports me equally whether I work remotely or in office.**

Particulars	No. of. Respondents	Percentage
Strongly Agree	30	28.04%
Agree	43	40.19%
Neutral	29	27.10%
Disagree	4	3.74%
Strongly Disagree	1	0.93%
Total	107	100.00%

Chart No: 4.1.23**Chart Name: My manager supports me equally whether I work remotely or in office.****INTERPRETATION**

The above table shows that 28.04% of the respondents Strongly Agree, 40.19% of the respondents Agree, 27.10% of the respondents are Neutral, 3.74% of the respondents Disagree and 0.93% of the respondents Strongly Disagree with the statement

INFERENCE

Majority 40.19% of the respondents Agree with the statement.

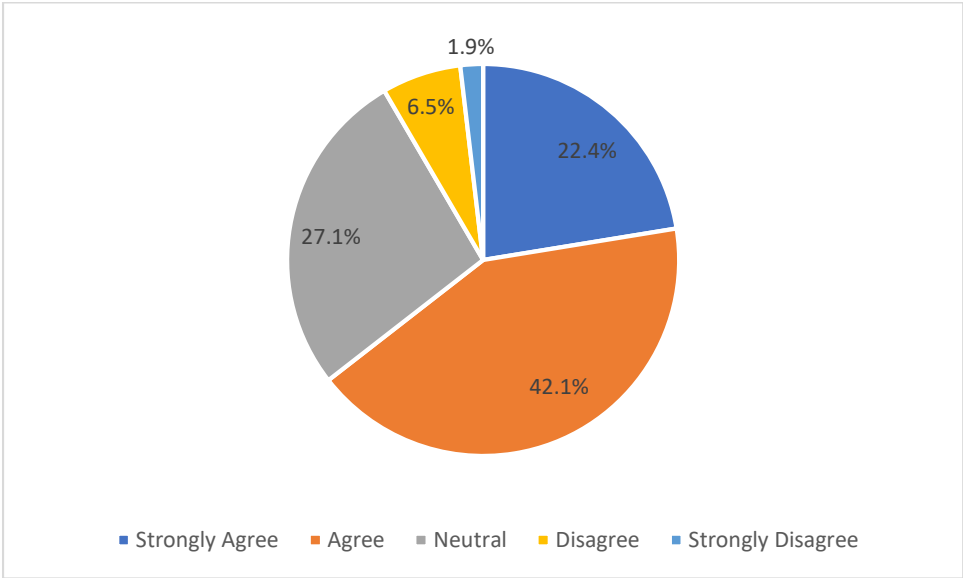
Table No:4.1.24

Table Name: I feel valued and recognized by my organization.

Particulars	No. of. Respondents	Percentage
Strongly Agree	24	22.43%
Agree	45	42.06%
Neutral	29	27.10%
Disagree	7	6.54%
Strongly Disagree	2	1.87%
Total	107	100.00%

Chart No: 4.1.24

Chart Name: I feel valued and recognized by my organization.



INTERPRETATION

The above table shows that 22.43% of the respondents Strongly Agree, 42.06% of the respondents Agree, 27.10% of the respondents are Neutral, 6.54% of the respondents Disagree and 1.87% of the respondents Strongly Disagree with the statement

INFERENCE

Majority 42.06% of the respondents Agree with the statement.

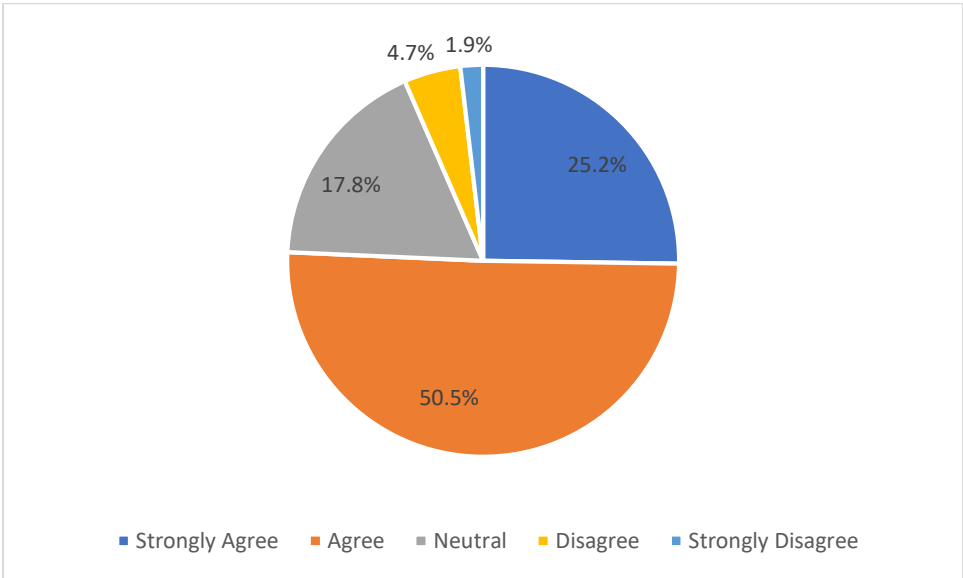
Table No:4.1.25

Table Name: I would like to continue working in this organization for a long time.

Particulars	No. of. Respondents	Percentage
Strongly Agree	27	25.23%
Agree	54	50.47%
Neutral	19	17.76%
Disagree	5	4.67%
Strongly Disagree	2	1.87%
Total	107	100.00%

Chart No: 4.1.25

Chart Name: I would like to continue working in this organization for a long time.



INTERPRETATION

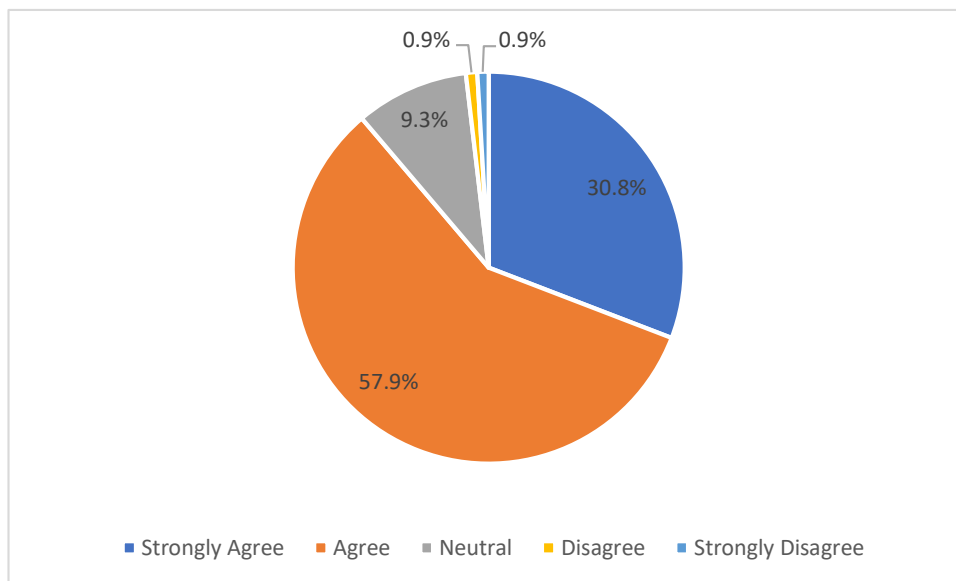
The above table shows that 25.23% of the respondents Strongly Agree, 50.47% of the respondents Agree, 17.76% of the respondents are Neutral, 4.67% of the respondents Disagree and 1.87% of the respondents Strongly Disagree with the statement

INFERENCE

Majority 50.47% of the respondents Agree with the statement.

Table No:4.1.26**Table Name: I feel energetic while doing my job.**

Particulars	No. of. Respondents	Percentage
Strongly Agree	33	30.84%
Agree	62	57.94%
Neutral	10	9.35%
Disagree	1	0.93%
Strongly Disagree	1	0.93%
Total	107	100.00%

Chart No: 4.1.26**Chart Name: I feel energetic while doing my job.****INTERPRETATION**

The above table shows that 30.84% of the respondents Strongly Agree, 57.94% of the respondents Agree, 9.35% of the respondents are Neutral, 0.93% of the respondents Disagree and 0.93% of the respondents Strongly Disagree with the statement

INFERENCE

Majority 57.94% of the respondents Agree with the statement

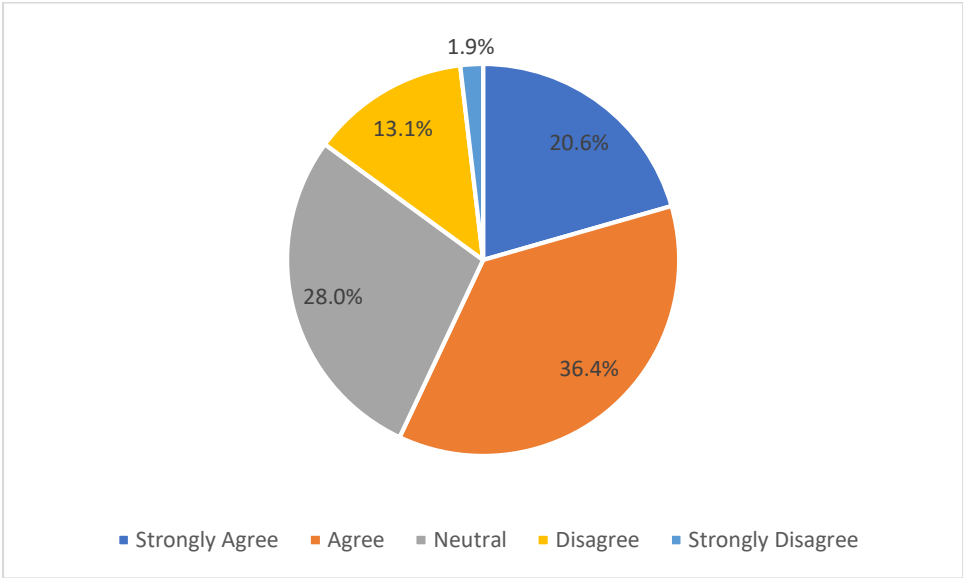
Table No:4.1.27

Table Name: I can work for long hours without feeling tired.

Particulars	No. of. Respondents	Percentage
Strongly Agree	22	20.56%
Agree	39	36.45%
Neutral	30	28.04%
Disagree	14	13.08%
Strongly Disagree	2	1.87%
Total	107	100.00%

Chart No: 4.1.27

Chart Name: I can work for long hours without feeling tired.



INTERPRETATION

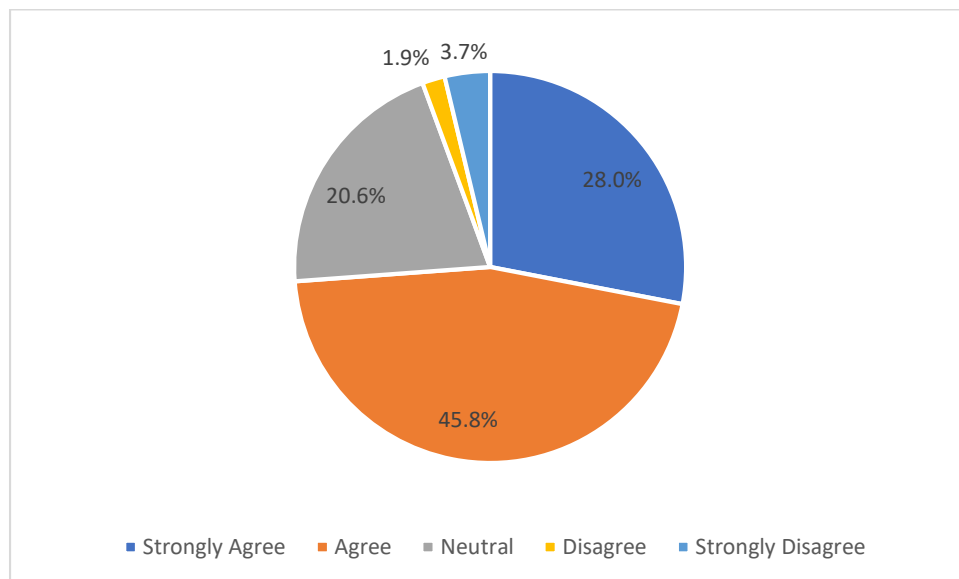
The above table shows that 20.56% of the respondents Strongly Agree, 36.45% of the respondents Agree, 28.04% of the respondents are Neutral, 13.08% of the respondents Disagree and 1.87% of the respondents Strongly Disagree with the statement

INFERENCE

Majority 36.45% of the respondents Agree with the statement

Table No:4.1.28**Table Name: My job inspires me to give my best performance.**

Particulars	No. of. Respondents	Percentage
Strongly Agree	30	28.04%
Agree	49	45.79%
Neutral	22	20.56%
Disagree	2	1.87%
Strongly Disagree	4	3.74%
Total	107	100.00%

Chart No: 4.1.28**Chart Name: My job inspires me to give my best performance****INTERPRETATION**

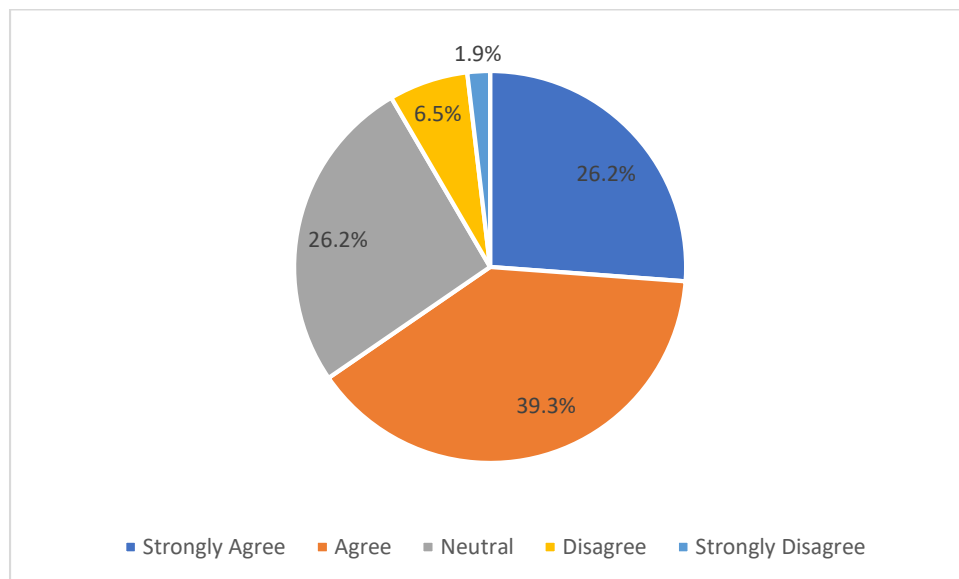
The above table shows that 28.04% of the respondents Strongly Agree, 45.79% of the respondents Agree, 20.56% of the respondents are Neutral, 1.87% of the respondents Disagree and 3.74% of the respondents Strongly Disagree with the statement

INFERENCE

Majority 45.79% of the respondents Agree with the statement

Table No:4.1.29**Table Name: I get fully involved in my work and forget everything else.**

Particulars	No. of. Respondents	Percentage
Strongly Agree	28	26.17%
Agree	42	39.25%
Neutral	28	26.17%
Disagree	7	6.54%
Strongly Disagree	2	1.87%
Total	107	100.00%

Chart No: 4.1.29**Chart Name: I get fully involved in my work and forget everything else.****INTERPRETATION**

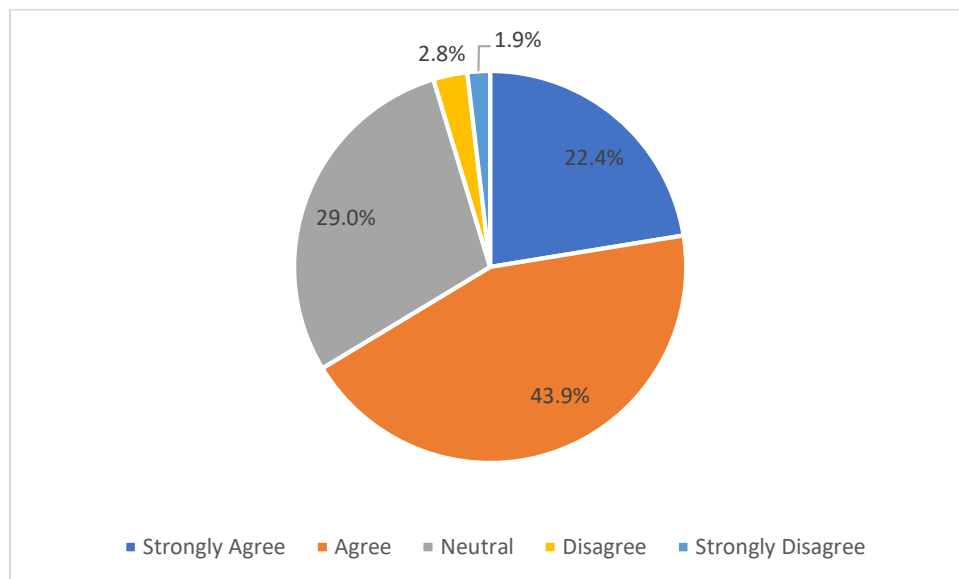
The above table shows that 26.17% of the respondents Strongly Agree, 39.25% of the respondents Agree, 26.17% of the respondents are Neutral, 6.54% of the respondents Disagree and 1.87% of the respondents Strongly Disagree with the statement

INFERENCE

Majority 39.25% of the respondents Agree with the statement

Table No:4.1.30**Table Name: Time passes quickly when I am working.**

Particulars	No. of. Respondents	Percentage
Strongly Agree	24	22.43%
Agree	47	43.93%
Neutral	31	28.97%
Disagree	3	2.80%
Strongly Disagree	2	1.87%
Total	107	100.00%

Chart No: 4.1.30**Chart Name: Time passes quickly when I am working.****INTERPRETATION**

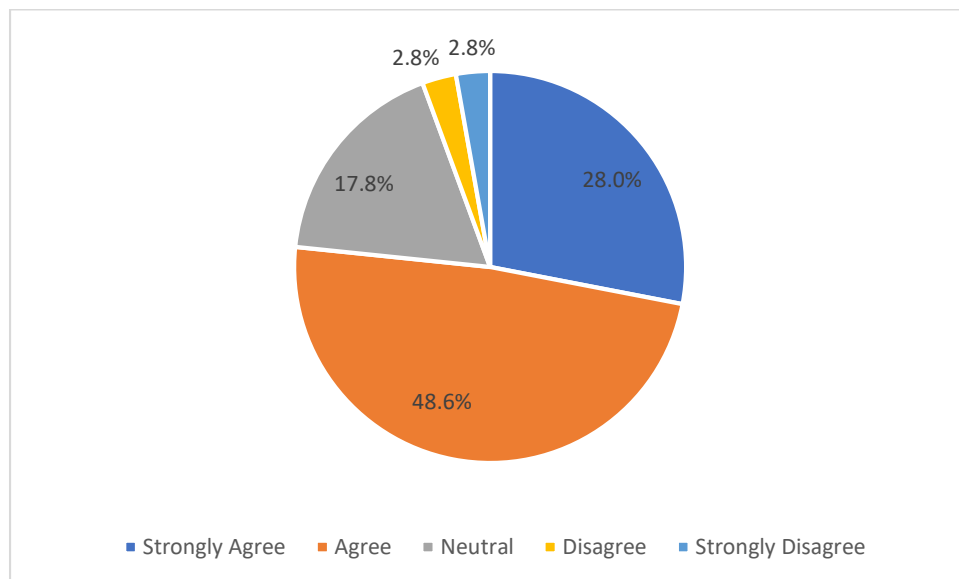
The above table shows that 22.43% of the respondents Strongly Agree, 43.93% of the respondents Agree, 28.97% of the respondents are Neutral, 2.80% of the respondents Disagree and 1.87% of the respondents Strongly Disagree with the statement

INFERENCE

Majority 43.93% of the respondents Agree with the statement

Table No:4.1.31**Table Name: Overall, I feel motivated and engaged in my work.**

Particulars	No. of. Respondents	Percentage
Strongly Agree	30	28.04%
Agree	52	48.60%
Neutral	19	17.76%
Disagree	3	2.80%
Strongly Disagree	3	2.80%
Total	107	100.00%

Chart No: 4.1.31**Chart Name: Overall, I feel motivated and engaged in my work.****INTERPRETATION**

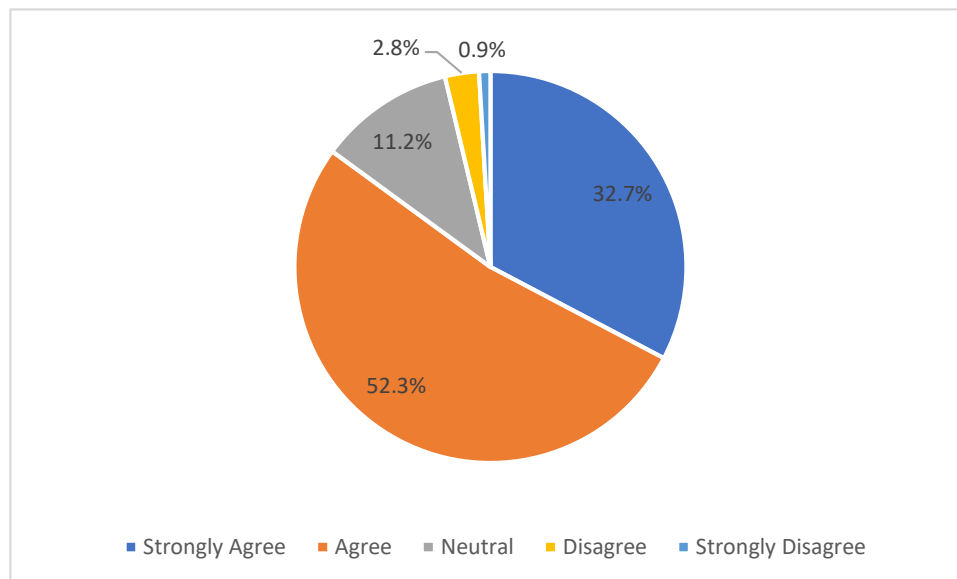
The above table shows that 28.04% of the respondents Strongly Agree, 48.60% of the respondents Agree, 17.76% of the respondents are Neutral, 2.80% of the respondents Disagree and 2.80% of the respondents Strongly Disagree with the statement

INFERENCE

Majority 48.60% of the respondents Agree with the statement

Table No:4.1.32**Table Name: I voluntarily help my co workers when they face work problems.**

Particulars	No. of. Respondents	Percentage
Strongly Agree	35	32.71%
Agree	56	52.34%
Neutral	12	11.21%
Disagree	3	2.80%
Strongly Disagree	1	0.93%
Total	107	100.00%

Chart No: 4.1.32**Chart Name: I voluntarily help my coworkers when they face work problems.****INTERPRETATION**

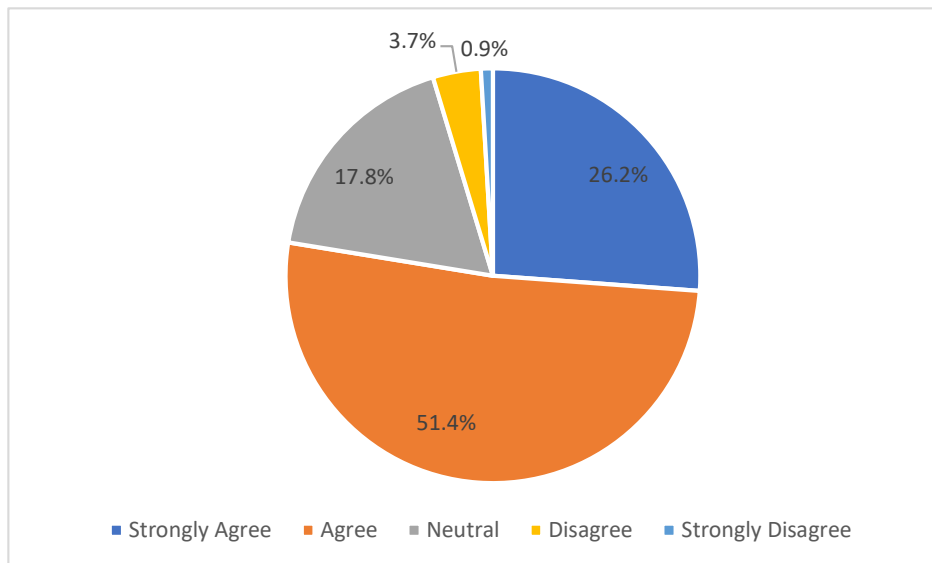
The above table shows that 32.71% of the respondents Strongly Agree, 53.34% of the respondents Agree, 11.21% of the respondents are Neutral, 2.80% of the respondents Disagree and 0.93% of the respondents Strongly Disagree with the statement

INFERENCE

Majority 52.34% of the respondents Agree with the statement

Table No:4.1.33**Table Name: I support my team members even if it is not part of my job role.**

Particulars	No. of. Respondents	Percentage
Strongly Agree	28	26.17%
Agree	55	51.40%
Neutral	19	17.76%
Disagree	4	3.74%
Strongly Disagree	1	0.93%
Total	107	100.00%

Chart No: 4.1.33**Chart Name: I support my team members even if it is not part of my job role.****INTERPRETATION**

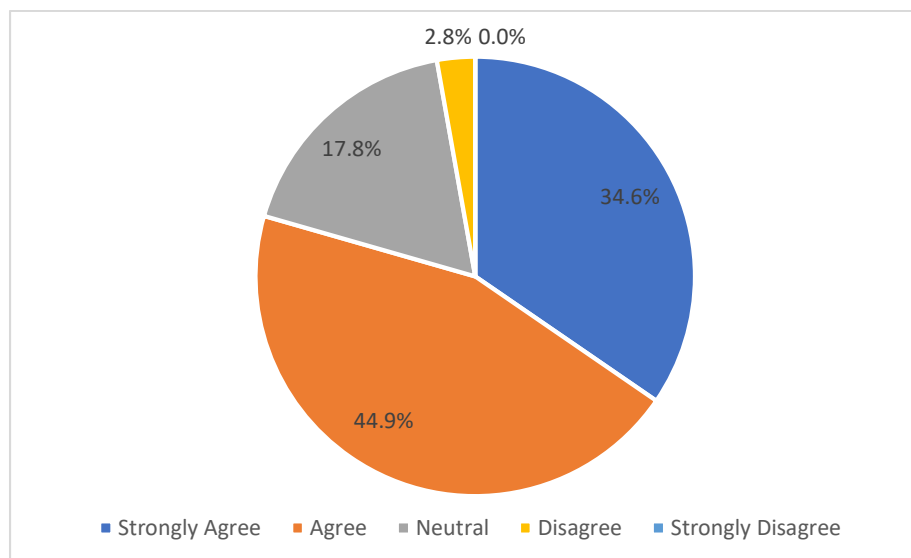
The above table shows that 26.17% of the respondents Strongly Agree, 51.40% of the respondents Agree, 17.76% of the respondents are Neutral, 3.74% of the respondents Disagree and 0.93% of the respondents Strongly Disagree with the statement

INFERENCE

Majority 51.40% of the respondents Agree with the statement

Table No:4.1.34**Table Name: I maintain a positive attitude even when work becomes stressful.**

Particulars	No. of. Respondents	Percentage
Strongly Agree	37	34.58%
Agree	48	44.86%
Neutral	19	17.76%
Disagree	3	2.80%
Strongly Disagree	0	0.00%
Total	107	100.00%

Chart No: 4.1.34**Chart Name: I maintain a positive attitude even when work becomes stressful.****INTERPRETATION**

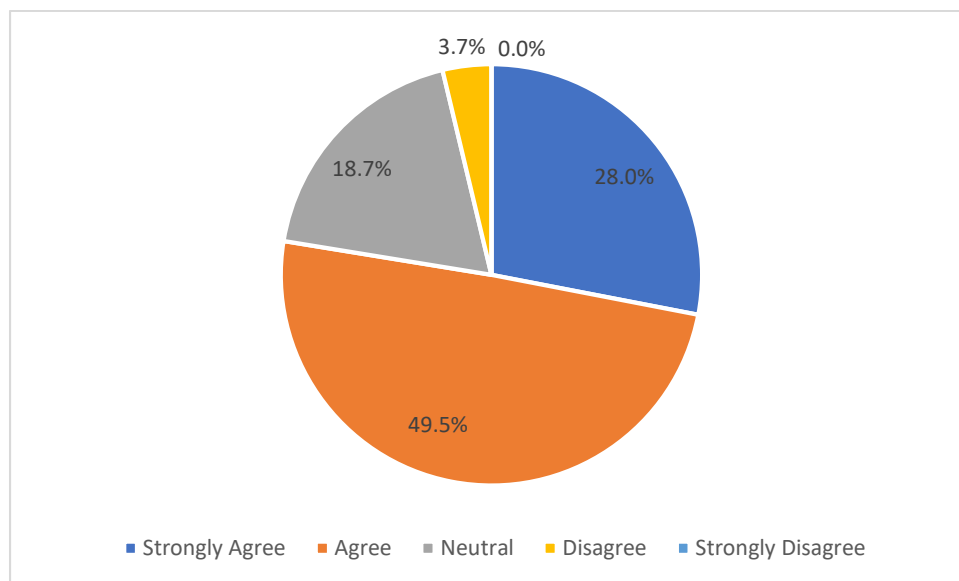
The above table shows that 34.58% of the respondents Strongly Agree, 44.86% of the respondents Agree, 17.76% of the respondents are Neutral, 2.80% of the respondents Disagree and 0% of the respondents Strongly Disagree with the statement

INFERENCE

Majority 44.86% of the respondents Agree with the statement

Table No:4.1.35**Table Name: I avoid complaining about minor problems at work.**

Particulars	No. of. Respondents	Percentage
Strongly Agree	30	28.04%
Agree	53	49.53%
Neutral	20	18.69%
Disagree	4	3.74%
Strongly Disagree	0	0.00%
Total	107	100.00%

Chart No: 4.1.34**Chart Name: I avoid complaining about minor problems at work.****INTERPRETATION**

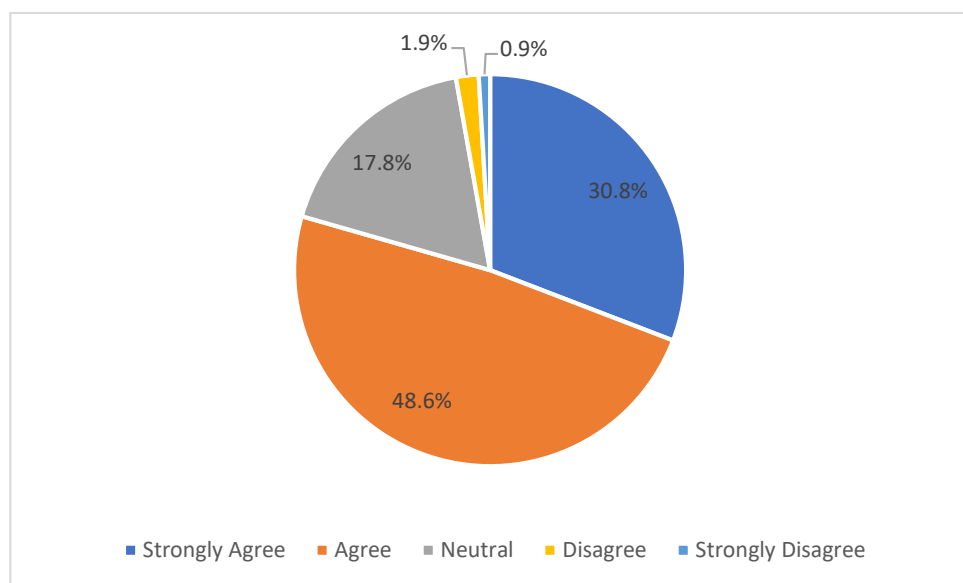
The above table shows that 28.04% of the respondents Strongly Agree, 49.53% of the respondents Agree, 18.69% of the respondents are Neutral, 3.74% of the respondents Disagree and 0% of the respondents Strongly Disagree with the statement

INFERENCE

Majority 49.53% of the respondents Agree with the statement

Table No:4.1.35**Table Name: I willingly contribute extra effort to help my organization succeed.**

Particulars	No. of. Respondents	Percentage
Strongly Agree	33	30.84%
Agree	52	48.60%
Neutral	19	17.76%
Disagree	2	1.87%
Strongly Disagree	1	0.93%
Total	107	100.00%

Chart No: 4.1.35**Chart Name: I willingly contribute extra effort to help my organization succeed****INTERPRETATION**

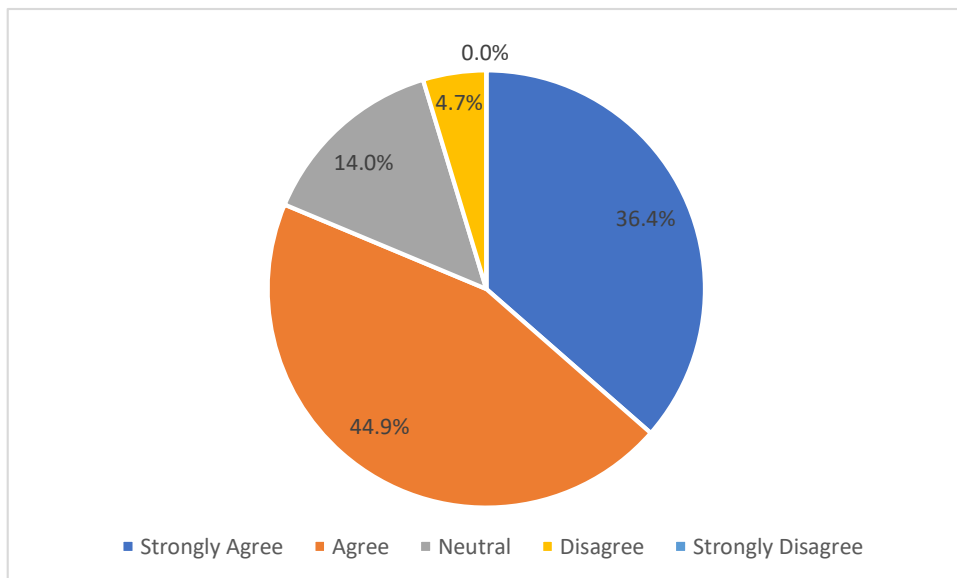
The above table shows that 30.84% of the respondents Strongly Agree, 48.60% of the respondents Agree, 17.76% of the respondents are Neutral, 1.87% of the respondents Disagree and 0.93% of the respondents Strongly Disagree with the statement

INFERENCE

Majority 48.60% of the respondents Agree with the statement

Table No:4.1.36**Table Name: I follow organizational rules and policies even without supervision.**

Particulars	No. of. Respondents	Percentage
Strongly Agree	39	36.45%
Agree	48	44.86%
Neutral	15	14.02%
Disagree	5	4.67%
Strongly Disagree	0	0.00%
Total	107	100.00%

Chart No: 4.1.36**Chart Name: I follow organizational rules and policies even without supervision.****INTERPRETATION**

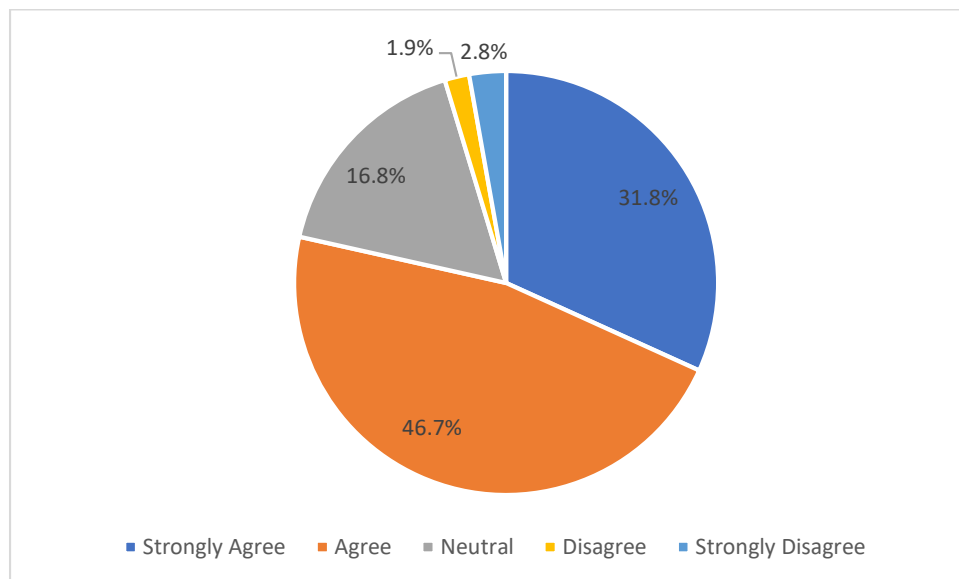
The above table shows that 36.45% of the respondents Strongly Agree, 44.86% of the respondents Agree, 14.02% of the respondents are Neutral, 4.67% of the respondents Disagree and 0% of the respondents Strongly Disagree with the statement

INFERENCE

Majority 44.86% of the respondents Agree with the statement

Table No:4.1.37**Table Name: I actively participate in organizational activities and team discussions.**

Particulars	No. of. Respondents	Percentage
Strongly Agree	34	31.78%
Agree	50	46.73%
Neutral	18	16.82%
Disagree	2	1.87%
Strongly Disagree	3	2.80%
Total	107	100.00%

Chart No: 4.1.37**Chart Name: I actively participate in organizational activities and team discussions.****INTERPRETATION**

The above table shows that 31.78% of the respondents Strongly Agree, 46.73% of the respondents Agree, 16.82% of the respondents are Neutral, 1.87% of the respondents Disagree and 2.80% of the respondents Strongly Disagree with the statement

INFERENCE

Majority 46.73% of the respondents Agree with the statement

4.2 DESCRIPTIVE STATISTICS

Table No:4.2.1

Table Name: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Age	107	1.0	3.0	1.720	.5955
Gender	107	1.0	2.0	1.458	.5006
Educational Qualification	107	1.0	2.0	1.308	.4640
Number of Days Working from Office per Week	107	1.0	4.0	3.196	.8735
Number of Days Working from home per Week	107	1.0	4.0	1.879	.8977
1.My organization has a clear hybrid work policy.	107	1.0	5.0	4.103	.8348
2.I am satisfied with the number of days I work from home and office.	107	1.0	5.0	4.056	.8449
3.Hybrid work allows me to manage my personal and professional life effectively	107	1.0	5.0	3.944	.8222
4.I feel hybrid work improves my overall productivity	107	1.0	5.0	3.963	.9104
5.I have the freedom to decide my working schedule in hybrid work.	107	1.0	5.0	3.785	1.0373
6.My organization provides equal opportunities for remote and office employees	107	1.0	5.0	3.879	.9973
7.I feel connected with my organization even while working remotely.	107	1.0	5.0	3.897	.9105

1.Digital platform tools (Teams/Zoom/Google Meet) are we use often.	107	1.0	5.0	4.318	.8534
2.I am comfortable using digital tools for completing my work tasks.	107	3.0	5.0	4.178	.6415
3.Digital platforms help me coordinate effectively with my team members	107	2.0	5.0	4.065	.8158
4.Communication between employees is clear in hybrid work mode.	107	1.0	5.0	3.776	.9448
5.I receive timely information and updates through digital communication tools.	107	1.0	5.0	4.075	.7855
6.Hybrid work tools help reduce delays in work completion	107	1.0	5.0	3.944	.9197
7.Virtual meetings are effective for decision-making and teamwork.	107	1.0	5.0	4.019	.9005
1.My manager provides proper guidance when I face difficulties in work.	107	1.0	5.0	4.075	.8655
My manager encourages me to share my ideas and opinions	107	1.0	5.0	3.972	.8518
3.I receive regular feedback from my manager in hybrid work culture	107	1.0	5.0	4.065	.8273
4.My manager supports me equally whether I work remotely or in office.	107	1.0	5.0	3.907	.8852
5.I feel valued and recognized by my organization	107	1.0	5.0	3.766	.9375

6.I feel a strong sense of belonging to my organization	107	1.0	5.0	3.701	.9830
7.I would like to continue working in this organization for a long time.	107	1.0	5.0	3.925	.8870
1.I feel energetic while doing my job.	107	1.0	5.0	4.168	.7069
2.I can work for long hours without feeling tired.	107	1.0	5.0	3.607	1.0164
3.My job inspires me to give my best performance.	107	1.0	5.0	3.925	.9487
4.I get fully involved in my work and forget everything else	107	1.0	5.0	3.813	.9628
5.Time passes quickly when I am working	107	1.0	5.0	3.822	.8775
6.Overall, I feel motivated and engaged in my work	107	1.0	5.0	3.963	.9104
1.I voluntarily help my coworkers when they face work problems	107	1.0	5.0	4.131	.7901
2. I support my team members even if it is not part of my job role	107	1.0	5.0	3.981	.8239
3. I maintain a positive attitude even when work becomes stressful	107	2.0	5.0	4.112	.7930
4. I avoid complaining about minor problems at work.	107	2.0	5.0	4.019	.7889
5. I willingly contribute extra effort to help my organization succeed.	107	1.0	5.0	4.065	.8041

6. I follow organizational rules and policies even without supervision	107	2.0	5.0	4.131	.8251
7. I actively participate in organizational activities and team discussions	107	1.0	5.0	4.028	.9055
Valid N (listwise)	107				

INTRPRETATION

The mean scores (around 3.7–4.3) indicate a generally positive perception of hybrid work, digital tools, managerial support, and employee behaviour. Employees show higher preference for office workdays, strong comfort with digital platforms, and good levels of engagement and OCB, though communication clarity and recognition have slightly lower means.

4.3 CORRELATION ANALYSIS

HYPOTHESIS I

Null Hypothesis (H₀): There is no significant relation between Employee engagement and Organizational citizenship behaviour

Alternative Hypothesis (H₁): There is significant relation between Employee engagement and Organizational citizenship behaviour.

TABLE NO:4.3.1
TABLE NAME: Correlations

		EMPLOYEEED ENGEMENT	OCB
EMPLOYEEED ENGEMENT	Pearson Correlation	1	.481
	Sig. (2-tailed)		.000
	N	107	107
OCB	Pearson Correlation	.481	1
	Sig. (2-tailed)	.000	
	N	107	107
Correlation is significant at the 0.01 level (2-tailed).			

INTERPRETATION:

From the table correlation analysis shows a moderate positive relationship between employee engagement and Organizational Citizenship Behaviour (OCB), with a Pearson correlation coefficient of 0.481. The significance value (0.000) is less than 0.05, indicating that the relationship is statistically significant. This means that as employee engagement increases, OCB also tends to increase among employees.

4.4 SIMPLE LINEAR REGRESSION ANALYSIS

HYPOTHESIS 1

Null Hypothesis (H_0): There is no significant relation between organization citizenship behaviour and hybrid work culture.

Alternative Hypothesis (H_1): There is significant relation between organization citizenship behaviour and hybrid work culture.

TABLE NO:4.4.1

TABLE NAME: Model Summary

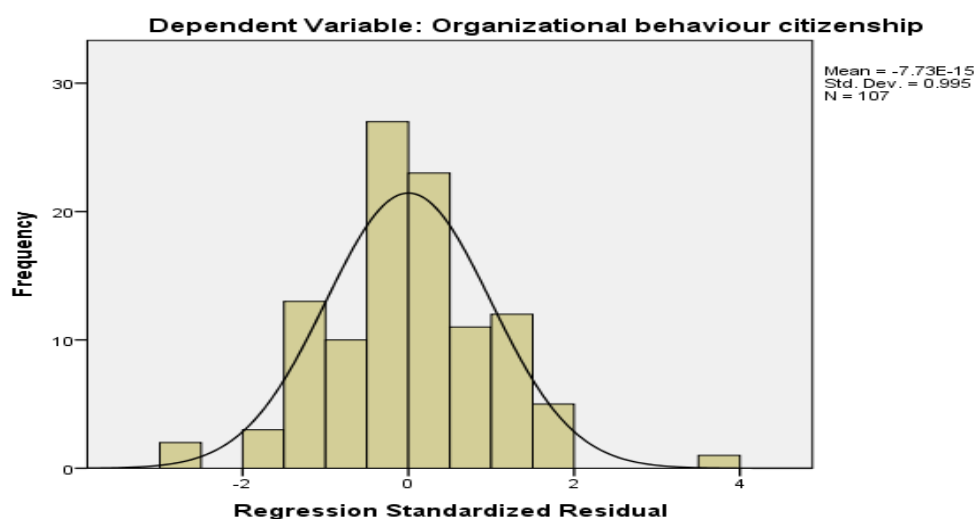
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.360 ^a	.130	.121	.4811

Table No:4.4.2

Table Name: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.911	.296		9.844	.000
	Hybrid work culture	.288	.073	.360	3.957	.000

Fig no:4.4.1 Histogram



INTERPRETATION

The regression results show a moderate positive relationship between hybrid work culture and the dependent variable, as indicated by the R value (0.360). The R square value of 0.130 means that 13% of the variation in the dependent variable is explained by hybrid work culture. The adjusted R square (0.121) suggests a consistent model fit. The coefficient for hybrid work culture ($\beta = 0.360$) is positive, indicating that an increase in hybrid work culture leads to an increase in the dependent variable. The significance value (0.000) is less than 0.05, showing that the relationship is statistically significant.

HYPOTHESIS II

Null Hypothesis (H_0): There is no significant relation between Employee engagement and hybrid work culture.

Alternative Hypothesis (H_1): There is significant relation between Employee engagement and hybrid work culture.

TABLE NO:4.4.3

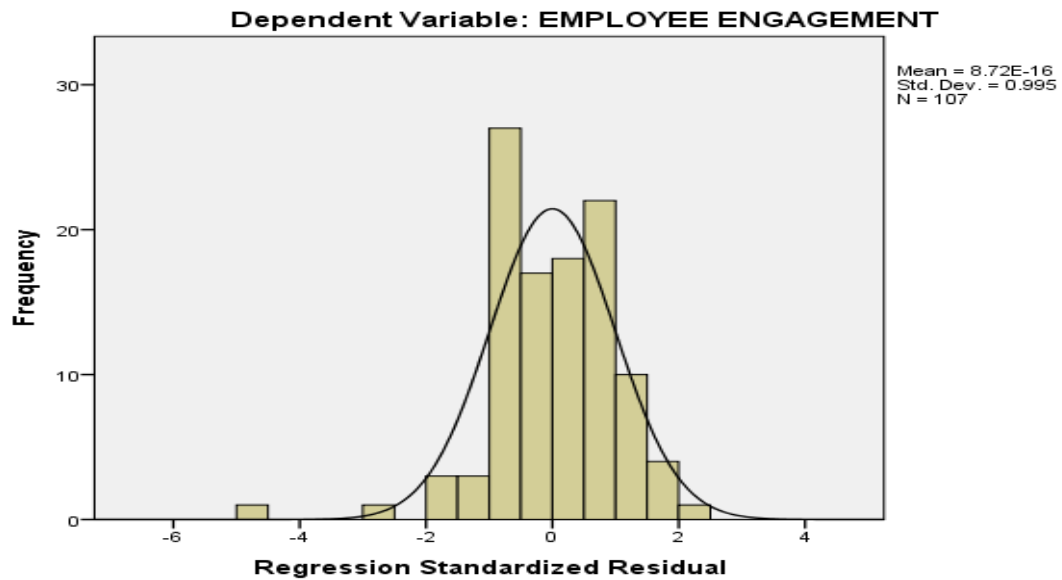
TABLE NAME: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.367 ^a	.135	.126	.5610

Table No:4.4.4

Table Name:Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.508	.345		7.273	.000
	HYBRID WORK CULTURE	.343	.085	.367	4.040	.000

Fig no:4.4.2 Histogram**INTERPRETATION:**

The analysis shows that hybrid work culture has a positive and significant impact on employee engagement. The R value (0.367) indicates a moderate relationship, and R Square (0.135) shows that 13.5% of employee engagement is explained by hybrid work culture. The coefficient ($B = 0.343$) suggests that an increase in hybrid work culture leads to an increase in employee engagement. Since the significance value ($p = 0.000$) is less than 0.05, the result is statistically significant. Therefore, the null hypothesis is rejected and the alternative hypothesis is accepted.

4.5 FACTOR ANALYSIS

TABLE NO:4.5.1

TABLE NAME: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.741
Bartlett's Test of Sphericity	Approx. Chi-Square	1699.258
	df	561
	Sig.	.000

Table No:4.5.2

Table Name: Communalities

	Initial	Extraction
1.My organization has a clear hybrid work policy.	1.000	.762
2.I am satisfied with the number of days I work from home and office.	1.000	.753
3.Hybrid work allows me to manage my personal and professional life effectively	1.000	.723
4.I feel hybrid work improves my overall productivity	1.000	.636
5.I have the freedom to decide my working schedule in hybrid work.	1.000	.744
6.My organization provides equal opportunities for remote and office employees	1.000	.753
7.I feel connected with my organization even while working remotely.	1.000	.805
1.Digital platform tools (Teams/Zoom/Google Meet) are we use often.	1.000	.852
2.I am comfortable using digital tools for completing my work tasks.	1.000	.808
3.Digital platforms help me coordinate effectively with my team members	1.000	.668
4.Communication between employees is clear in hybrid work mode.	1.000	.824
5.I receive timely information and updates through digital communication tools.	1.000	.770
6.Hybrid work tools help reduce delays in work completion	1.000	.655

7.Virtual meetings are effective for decision-making and teamwork.	1.000	.748
1.My manager provides proper guidance when I face difficulties in work.	1.000	.727
My manager encourages me to share my ideas and opinions	1.000	.739
3.I receive regular feedback from my manager in hybrid work culture	1.000	.759
4.My manager supports me equally whether I work remotely or in office.	1.000	.502
5.I feel valued and recognized by my organization	1.000	.733
6.I feel a strong sense of belonging to my organization	1.000	.620
7.I would like to continue working in this organization for a long time.	1.000	.662
1.I feel energetic while doing my job.	1.000	.678
2.I can work for long hours without feeling tired.	1.000	.691
3.My job inspires me to give my best performance.	1.000	.730
4.I get fully involved in my work and forget everything else	1.000	.748
5.Time passes quickly when I am working	1.000	.682
6.Overall,I feel motivated and engaged in my work	1.000	.647
1.I voluntarily help my co workers when they face work problems	1.000	.716
2. I support my team members even if it is not part of my job role	1.000	.766
3. I maintain a positive attitude even when work becomes stressful	1.000	.573
4. I avoid complaining about minor problems at work.	1.000	.752
5. I willingly contribute extra effort to help my organization succeed.	1.000	.618
6. I follow organizational rules and policies even without supervision	1.000	.650
7. I actively participate in organizational activities and team discussions	1.000	.730

Extraction Method: Principal Component Analysis.

Table No:4.5.3

Table Name: Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	8.979	26.410	26.410	8.979	26.410	26.410	3.204	9.422	9.422
2	2.391	7.033	33.443	2.391	7.033	33.443	3.085	9.073	18.495
3	2.031	5.973	39.416	2.031	5.973	39.416	2.573	7.568	26.064
4	1.927	5.667	45.083	1.927	5.667	45.083	2.547	7.492	33.556
5	1.616	4.753	49.836	1.616	4.753	49.836	2.430	7.147	40.703
6	1.490	4.382	54.218	1.490	4.382	54.218	1.976	5.811	46.514
7	1.277	3.757	57.975	1.277	3.757	57.975	1.832	5.388	51.902
8	1.266	3.722	61.697	1.266	3.722	61.697	1.828	5.376	57.277
9	1.168	3.436	65.133	1.168	3.436	65.133	1.675	4.927	62.205
10	1.049	3.086	68.219	1.049	3.086	68.219	1.556	4.577	66.782
11	1.029	3.026	71.245	1.029	3.026	71.245	1.517	4.463	71.245
12	.934	2.748	73.993						
13	.843	2.478	76.471						
14	.784	2.305	78.777						
15	.764	2.246	81.022						
16	.719	2.114	83.137						
17	.611	1.798	84.935						
18	.576	1.693	86.629						

19	.497	1.463	88.092						
20	.491	1.443	89.534						
21	.431	1.267	90.801						
22	.414	1.218	92.019						
23	.410	1.206	93.225						
24	.335	.984	94.210						
Z	.300	.883	95.093						
26	.266	.781	95.874						
27	.247	.725	96.599						
28	.240	.706	97.305						
29	.222	.652	97.958						
30	.172	.507	98.465						
31	.162	.475	98.940						
32	.142	.419	99.359						
33	.135	.398	99.757						
34	.083	.243	100.000						

Extraction Method: Principal Component Analysis.

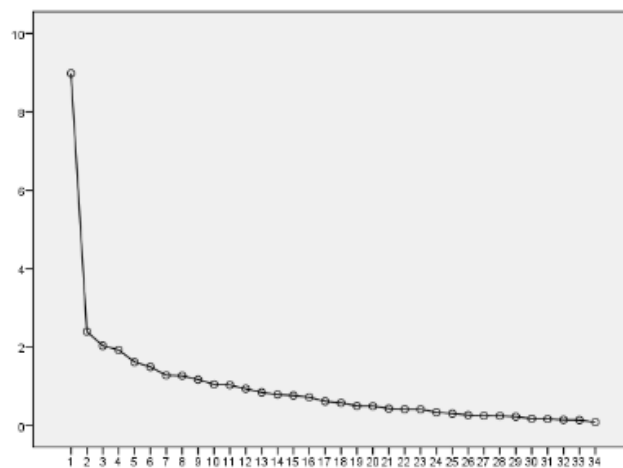


Fig no:4.5.1Screen Plot

INTERPRETATION

The results of the factor analysis validate the suitability of the dataset to analyze. The KMO statistic value of 0.741 depicts adequate sampling adequacy for analysis while Bartlett's Test of Sphericity yields significant values ($p = 0.000$). This indicates a strong correlation between the variables, thus justifying the applicability of factor analysis in analysing the data.

Most of the communalities values are higher than 0.6, indicating that the variables have an adequate level of commonalities and are sufficiently represented through the factors extracted. It implies that the indicators incorporated in this study effectively measure the constructs of interest, including hybrid work culture, digital communication, manager support, employee engagement, and organizational citizenship behaviour.

In addition, from the results of the Total Variance Explained, eleven factors have an eigenvalue above 1, contributing to 71.245% of the total variance in the data. These findings indicate sufficient explanatory power in the factors, implying their adequacy in representing the information contained in the dataset.

CHAPTER V

FINDINGS, SUGGESTIONS AND CONCLUSION

5.1 Findings from the study

5.1.1 Percentage Analysis

- Majority 57.01% of the respondents are from age group 24 – 26 years
- Majority 54.21% of the respondents are male.
- Majority 70.09% of the respondents are Undergraduates.
- Majority 42.99% of the respondents are 4 days from Number of days working from office per week.
- Majority 40.19% of the respondents are 1day from Number of days working from home per week.
- Majority 50.57% of the respondents Agree with clear hybrid work policy
- Majority 52.34% of the respondents Agree satisfied with work from home and office
- Majority 53.27% of the respondents Agree with manage my personal and professional life effectively
- Majority 48.60% of the respondents Agree with hybrid work improves my overall productivity
- Majority 42.06% of the respondents Agree with freedom to decide my working schedule in hybrid work.
- Majority 42.06% of the respondents Agree with freedom to decide my working schedule in hybrid work.
- Majority 52.34% of the respondents Agree with even while working remotely I feel connected
- Majority 48.60% of the respondents Strongly Agree with Digital platform tools are we use often.
- Majority 56.07% of the respondents Agree with using digital tools for completing my work tasks.
- Majority 44.86% of the respondents Agree with coordinate effectively with my team members
- Majority 38.32% of the respondents Agree with Communication between employees is clear in hybrid work mode
- Majority 51.40% of the respondents Agree with receive information and updates through digital communication tools.
- Majority 40.19% of the respondents Agree with tools help reduce delays in work completion.
- Majority 41.12% of the respondents Agree with Virtual meetings are effective for decision-making and teamwork
- Majority 46.73% of the respondents Agree with provides proper guidance when I face difficulties in work
- Majority 48.60% of the respondents Agree with manager encourages me to share my ideas and opinions.
- Majority 53.27% of the respondents Agree with receive regular feedback from my manager in hybrid work culture

- Majority 40.19% of the respondents Agree with My manager supports me equally whether I work remotely or in office
- Majority 42.06% of the respondents Agree with feel valued and recognized by my organization
- Majority 50.47% of the respondents Agree with like to continue working in this organization for a long time.
- Majority 57.94% of the respondents Agree with feel energetic during my job
- Majority 36.45% of the respondents Agree with work for long hours without feeling tired.
- Majority 45.79% of the respondents Agree with job inspires me to give my best performance
- Majority 39.25% of the respondents Agree with fully involved in my work and forget everything else
- Majority 43.93% of the respondents Agree with Time passes quickly when I am working
- Majority 48.60% of the respondents Agree with feel motivated and engaged in my work
- Majority 52.34% of the respondents Agree with help my coworkers when they face work problems
- Majority 51.40% of the respondents Agree with support my team members even if it is not part of my job role
- Majority 44.86% of the respondents Agree with maintain a positive attitude even when work becomes stressful
- Majority 49.53% of the respondents Agree with avoid complaining about minor problems at work.
- Majority 48.60% of the respondents Agree with willingly contribute extra effort to help my organization succeed.
- Majority 44.86% of the respondents Agree with organizational rules and policies even without supervision
- Majority 46.73% of the respondents Agree with actively participate in organizational activities and team discussions

5.1.2 Descriptive Statistics

The mean scores (around 3.7–4.3) indicate a generally positive perception of hybrid work, digital tools, managerial support, and employee behaviour. Employees show higher preference for office workdays, strong comfort with digital platforms, and good levels of engagement and OCB, though communication clarity and recognition have slightly lower means.

5.1.3 Pearson Correlation Analysis

The analysis reveals that there is a moderate positive relationship between employee engagement and Organizational Citizenship Behaviour (OCB) ($r = 0.481$).

Since the significance value ($p = 0.000$) is less than 0.05, the relationship is statistically significant.

Therefore, the null hypothesis (H_0) is rejected and the alternative hypothesis (H_1) is accepted. This indicates that higher employee engagement leads to increased OCB among employees.

5.1.4 Simple Linear Regression Analysis

Hypothesis I

The regression analysis indicates a positive relationship between hybrid work culture and organizational citizenship behaviour, as shown by the R value of 0.360. The R^2 value of 0.130 implies that 13% of the variation in organizational citizenship behaviour is explained by hybrid work culture. The adjusted R^2 value of 0.121 confirms that the model has a reasonable fit. The regression coefficient ($\beta = 0.360$) shows that hybrid work culture has a positive influence on organizational citizenship behaviour.

The significance value (0.000), which is less than 0.05, indicates that the relationship is statistically significant.

Therefore, the null hypothesis (H_0) is rejected and the alternative hypothesis (H_1) is accepted, concluding that hybrid work culture significantly influences organizational citizenship behaviour.

Hypothesis II

The regression analysis indicates that hybrid work culture has a positive and significant effect on employee engagement. The R value (0.367) shows a moderate level of relationship between the variables.

The R Square value (0.135) implies that 13.5% of the variation in employee engagement is explained by hybrid work culture. The regression coefficient ($B = 0.343$) reveals that for every unit increase in hybrid work culture, employee engagement increases by 0.343 units.

The significance value ($p = 0.000$) is less than 0.05, indicating that the relationship is statistically significant. Therefore, the null hypothesis (H_0) is rejected, and the alternative hypothesis (H_1) is accepted, confirming that hybrid work culture significantly influences employee engagement.

5.1.5 Factor Analysis

The factor analysis establishes the suitability of the dataset for conducting the study. The Kaiser-Meyer-Olkin (KMO) value of 0.741 indicates that the sample size is adequate and appropriate for factor analysis. In addition, Bartlett's Test of Sphericity is found to be statistically significant ($p = 0.000$), which confirms that there is a strong correlation among the variables. This establishes that the data does not form an identity matrix and is therefore fit for structure detection through factor analysis.

The communalities values further establish that the selected variables are well represented by the extracted factors. Most of the variables have extraction values greater than 0.6, indicating a high level of shared variance among them. This implies that the variables included in the study contribute meaningfully to the underlying constructs and are reliable indicators of the respective dimensions such as hybrid work culture, digital communication, managerial support, employee engagement, and organizational citizenship behaviour.

Moreover, the total variance explained table establishes that several components with eigenvalues greater than 1 have been extracted, which together account for a substantial percentage of the total variance. This indicates that the data is effectively reduced into a smaller number of meaningful factors without significant loss of information. Hence, the factor analysis successfully establishes the presence of distinct and reliable factors that represent the key dimensions of the study, making the model both valid and interpretable.

5.2 Suggestions

1. Organizations should refine hybrid work models by maintaining a balanced distribution of work-from-office and work-from-home days to improve employee satisfaction and productivity.
2. There is a need to improve communication clarity by ensuring transparent information flow, regular updates, and the use of effective communication channels.
3. Employee engagement should be strengthened through initiatives such as team-building activities, continuous feedback, and involvement in decision-making processes.
4. Managerial support should be enhanced by training managers to provide proper guidance, regular interaction, and motivation to employees in a hybrid work environment.
5. Organizations should focus on increasing recognition and reward systems to appreciate employee contributions and improve workplace behaviour.
6. Effective use of digital tools should be encouraged by providing training and upgrading technological infrastructure for better collaboration and efficiency.

5.3CONCLUSION

From the discussion above, it is evident that the implementation of hybrid work culture can greatly increase engagement and encourage good organizational behaviour among Gen Z employees. It is important for companies to establish structured policies on hybrid work practices, strengthen digital communication channels, and offer consistent managerial guidance to ensure maximum benefit from hybrid work environments. The findings of the current study contribute greatly to the body of knowledge in understanding how organizations can leverage the benefits of hybrid work environments.

ANNEXURE

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QUESTIONNAIRE

Tick in 5-point scale-

Strongly Agree (5) Agree (4) Neutral (3) Disagree (2) Strongly Disagree (1)

Section A: Demographic Details

1	Age:	☐ 21 – 23 years	☐ 24 – 26 years	☐ 27 – 29 years	
2	Gender:	☐ Male	☐ Female		
3	Educational Qualification:	☐ UG	☐ PG		
4	Number of Days Working from Office Per Week:	☐ 1	☐ 2	☐ 3	☐ 4
5	Number of Days Working from Home Per Week:	☐ 1	☐ 2	☐ 3	☐ 4

Section B: Hybrid Work Culture and Hybrid Work Flexibility		5	4	3	2	1
1	My organization has a clear hybrid work policy.					
2	I am satisfied with the number of days I work from home and office.					
3	Hybrid work allows me to manage my personal and professional life effectively					
4	I feel hybrid work improves my overall productivity					
5	I have the freedom to decide my working schedule in hybrid work.					
6	My organization provides equal opportunities for remote and office employees					
7	I feel connected with my organization even while working remotely.					
Section C: Digital Platform and Communication Effectiveness						
1	Digital platform tools (Teams/Zoom/Google Meet) are we use often.					
2	I am comfortable using digital tools for completing my work tasks.					
3	Digital platforms help me coordinate effectively with my team members					
4	Communication between employees is clear in hybrid work mode.					
5	I receive timely information and updates through digital communication tools.					
6	Hybrid work tools help reduce delays in work completion					
7	Virtual meetings are effective for decision-making and teamwork.					

Section D: Managerial Support and Organizational Commitment		5	4	3	2	1
1	My manager provides proper guidance when I face difficulties in work.					
2	My manager encourages me to share my ideas and opinions					
3	I receive regular feedback from my manager in hybrid work culture					
4	My manager supports me equally whether I work remotely or in office.					
5	I feel valued and recognized by my organization					
6	I feel a strong sense of belonging to my organization					
7	I would like to continue working in this organization for a long time.					
Section E: Employee Engagement (Vigor, Dedication, Absorption)						
1	I feel energetic while doing my job.					
2	I can work for long hours without feeling tired.					
3	My job inspires me to give my best performance.					
4	I get fully involved in my work and forget everything else					
5	Time passes quickly when I am working					
6	Overall, I feel motivated and engaged in my work					
Section F: Organizational Citizenship Behaviour						
1	I voluntarily help my co-workers when they face work problems					
2	I support my team members even if it is not part of my job role					
3	I maintain a positive attitude even when work becomes stressful					
4	I avoid complaining about minor problems at work.					
5	I willingly contribute extra effort to help my organization succeed.					
6	I follow organizational rules and policies even without supervision					
7	I actively participate in organizational activities and team discussions					