

A Study of Hybrid Leadership and Its Influence on Employee Motivation and Work Commitment in Indian IT Companies

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Abstract:

This study examines hybrid leadership and its influence on employee motivation and work commitment among employees working in Indian IT companies. The growing use of hybrid work arrangements has changed the way leaders communicate, coordinate tasks, support employees and maintain engagement across virtual and office-based settings. In this context, the study focuses on whether hybrid leadership practices contribute to employees' motivational orientation and commitment towards work. The study adopted a quantitative research approach and used a structured questionnaire based on 15 Likert-scale statements covering three constructs: hybrid leadership, employee motivation and work commitment. Data were collected from 345 employees working in Indian IT companies through convenience sampling. The instrument showed acceptable internal consistency, and the hypotheses were tested using regression analysis. The findings indicated that hybrid leadership had a significant positive influence on both employee motivation and work commitment. Hybrid leadership explained 29% of the variance in employee motivation and 38% of the variance in work commitment. The study suggests that flexible, supportive and well-coordinated leadership practices are relevant for strengthening motivation and commitment in hybrid work environments.

Keywords: Hybrid Leadership; Employee Motivation; Work Commitment; IT Employees; Leadership Practices.

INTRODUCTION: HYBRID LEADERSHIP IN THE CHANGING INDIAN IT WORKPLACE

The Indian IT sector has experienced major changes in the way employees work, communicate and remain connected with their organisations. Hybrid work arrangements have become increasingly common, combining remote work with office-based interaction. This shift has created new expectations from organisational leaders, as employees now require clarity, support, coordination and flexibility across different work settings. Leadership in such an environment is no longer limited to direct supervision within office spaces. It also involves managing digital communication, maintaining team cohesion, supporting employee needs and ensuring that organisational goals remain clear despite physical distance.

Hybrid leadership has gained importance because it responds to the practical realities of contemporary workplaces. In Indian IT companies, employees often work across different locations, time schedules and project-based teams. Under such conditions, leaders are expected to balance technology-enabled coordination with human support. Effective hybrid leadership may help employees feel guided, included and connected, even when work is performed through a mix of virtual and physical modes. This makes hybrid leadership a relevant area of academic and organisational inquiry.

Employee motivation and work commitment are two important outcomes in this context. Motivation reflects the willingness, interest and enthusiasm of employees towards their assigned work, while work commitment reflects dedication, responsibility and attachment towards the organisation and work role. In

hybrid work environments, both outcomes may be influenced by the way leaders communicate expectations, provide support, use digital platforms and encourage participation. A lack of effective leadership may create uncertainty, reduced involvement or weaker attachment among employees, whereas supportive leadership may strengthen confidence and work engagement.

Although hybrid work has become a visible feature of the IT sector, its leadership implications require closer academic attention. The present study focuses on hybrid leadership as a key organisational factor and examines its influence on employee motivation and work commitment in Indian IT companies. By focusing on these constructs, the study seeks to contribute to a clearer understanding of how leadership practices in hybrid work settings may shape important employee-related outcomes.

REVIEW OF LITERATURE

(Kim & Yoon, 2025) examined the role of empowering leadership in hybrid work settings by analysing how leadership influences adaptive performance through knowledge sharing and employee agility. The study used data from 290 IT manufacturing employees working in hybrid arrangements in South Korea. Its findings showed that empowering leadership positively influenced adaptive performance, while knowledge sharing and employee agility acted as mediating mechanisms. The study is relevant to the present research because it highlights the importance of autonomy, support and leadership responsiveness in hybrid work, which are closely connected with employee motivation and commitment.

(Li et al., 2025) explored how digital leadership contributes to affective commitment among new generation employees. Using data from 408 employees in China, the study developed and tested a chain mediation model involving employee empowerment and employee voice behaviour. The results indicated that digital leadership had a positive association with affective commitment and that empowerment and voice behaviour helped explain this relationship. This study supports the present research by showing that digitally enabled leadership practices can strengthen employees' emotional attachment and commitment to the organisation.

(Palmucci et al., 2025) investigated digital leadership, organisational performance and employee motivation in the post-COVID era. The study, published in *Management Decision*, focused on the leadership capabilities required in digitally transformed workplaces and identified digital leadership as an important factor for improving organisational outcomes and motivating employees. Its relevance to the present study lies in its emphasis on leadership in technology-mediated work contexts, where employee motivation depends not only on supervision but also on communication quality, adaptability and digital coordination.

(Tan et al., 2025) studied employee engagement from a social exchange perspective by examining whether benevolent leadership matters in sustaining engagement. Published in *Cogent Business & Management*, the study positioned leadership as a relational factor that can shape employee engagement, especially in hybrid workplace contexts. The findings are relevant to the present study because they indicate that employees respond positively when leaders provide concern, support and fairness, which may encourage stronger motivation and commitment in flexible work environments.

(Lauring & Jonasson, 2025) offered conceptual clarity on hybrid work by explaining it as a work arrangement involving shifts across work locations, modes and time structures. The study argued that hybrid work should be understood through a multidimensional framework rather than as a simple mix of office and remote work. This contribution is important for the present study because it clarifies the context in which hybrid leadership operates and supports the need to examine how leadership practices influence employee motivation and work commitment within such flexible arrangements.

(Giauque et al., 2024) examined the relationship between new ways of working and employee engagement, with particular attention to the fit between work arrangements and employees' work environment. The study highlighted that working independently of fixed schedules or places while remaining connected through digital technologies has become a central feature of contemporary work. Its

relevance to the present study is that hybrid leadership must manage this balance between flexibility and connectedness if employees are to remain motivated and committed.

(Jaß et al., 2024) conducted a qualitative study on job demands and resources perceived by hybrid working employees in German public administration. The study identified both challenges and support needs associated with hybrid work, including coordination, communication and resource access. The findings are useful for the present research because they show that hybrid work is not automatically beneficial; leadership support and resource provision are necessary to sustain employee motivation and work-related involvement.

(Eng, 2024) explored the experiences of hybrid workers and identified factors that promote collaboration, work-related health and work-life balance. Using reflexive thematic analysis with 33 hybrid workers, the study showed that successful hybrid work depends on supportive conditions that allow employees to collaborate effectively while maintaining well-being. This is relevant to the present study because hybrid leadership is expected to provide such enabling conditions, thereby influencing employees' motivation and commitment towards their work.

(Krajčík et al., 2023) analysed the hybrid work model as an approach to work-life flexibility in a changing environment. The study used questionnaire-based evidence from Slovakia and Kuwait to examine employees' post-pandemic work-setting preferences. The findings suggested that many employees preferred some form of hybrid work rather than a complete return to office-based work. This study is relevant because it shows that flexibility has become an important employee expectation, making hybrid leadership necessary for sustaining motivation, coordination and organisational attachment.

(Contreras et al., 2020) reviewed teleworking and e-leadership in the context of COVID-19 and beyond. The study found that effective e-leadership could turn teleworking into an opportunity, whereas traditional or absent leadership could create risks for organisations and employees. It further emphasised that leaders must develop trust-based relationships, manage virtual teams and remain concerned with employee well-being. This study provides a strong foundation for the present research because hybrid leadership builds on the same need for digital coordination, communication and employee support.

Research Gap

The reviewed literature shows that hybrid work, digital leadership, e-leadership and flexible work arrangements have received growing academic attention after the COVID-19 period. Existing studies have examined hybrid work preferences, employee engagement, adaptive performance, digital leadership, affective commitment and job resources in remote or hybrid settings. However, limited evidence directly examines hybrid leadership as a predictor of both employee motivation and work commitment in Indian IT companies. Further, much of the existing literature is either conceptual, focused on non-Indian contexts, or centred on broader engagement and performance outcomes. Therefore, the present study addresses this gap by examining the influence of hybrid leadership on employee motivation and work commitment among employees working in Indian IT companies.

RESEARCH METHODOLOGY

Research Objective

To examine the influence of hybrid leadership on employee motivation and work commitment among employees working in Indian IT companies.

Research Design

The study adopted a descriptive and causal research design. The descriptive aspect was suitable for examining employees' perceptions of hybrid leadership, employee motivation and work commitment in Indian IT companies. The causal aspect was appropriate because the study aimed to assess the influence of hybrid leadership on employee motivation and work commitment. Thus, the selected design was aligned

with the objective of examining the relationship between leadership practices and employee-related outcomes.

Research Approach

The study followed a quantitative research approach because the variables were measured through structured Likert-scale statements and analysed statistically. The quantitative approach enabled the conversion of employees' perceptions into numerical scores, which were further used for descriptive analysis, reliability testing and regression analysis.

Population and Sample

The target population of the study consisted of employees working in Indian IT companies. A sample of 345 respondents was selected for the study. The respondents were selected through the convenience sampling technique, as the data were collected from employees who were accessible, available and willing to participate in the study. This technique was considered suitable because the study focused on obtaining perception-based responses from IT employees within the practical limits of time, accessibility and respondent availability.

Research Variables

The study was based on three major constructs, namely hybrid leadership, employee motivation and work commitment. Hybrid leadership was treated as the independent variable, while employee motivation and work commitment were treated as dependent variables. Hybrid leadership refers to leadership practices that combine flexibility, digital coordination, employee support and adaptive decision-making in a changing work environment. Employee motivation refers to the level of enthusiasm, willingness and internal drive of employees towards their work. Work commitment refers to employees' psychological attachment, dedication and sense of responsibility towards their organisation and work role.

For analysis, construct mean scores were calculated for each variable. The mean score of hybrid leadership was obtained by averaging the responses to the five statements related to hybrid leadership. Similarly, the mean scores of employee motivation and work commitment were calculated by averaging the five statements under each respective construct. These construct-level mean scores were used for further statistical analysis.

Instrument Development and Measurement

The study used a structured questionnaire for data collection. The questionnaire included 15 Likert-scale statements covering three constructs. Hybrid leadership was measured through five statements, employee motivation through five statements and work commitment through five statements. Responses were recorded on a five-point Likert scale, where 1 represented Strongly Disagree, 2 represented Disagree, 3 represented Neutral, 4 represented Agree and 5 represented Strongly Agree. This scale was suitable for measuring perception-based responses and allowed the data to be analysed statistically.

Data Collection Procedure

Primary data were collected from employees working in Indian IT companies through a structured questionnaire. The questionnaire was designed to obtain respondents' views on hybrid leadership, employee motivation and work commitment. The data collection process focused on obtaining responses from employees who had relevant exposure to leadership practices in IT work settings. The collected responses were coded numerically and used for further statistical analysis.

Reliability of the Instrument

The reliability of the instrument was examined through Cronbach's alpha. The reliability value for hybrid leadership was 0.895, indicating good reliability. Employee motivation recorded a Cronbach's alpha value of 0.883, also indicating good reliability. Work commitment recorded a Cronbach's alpha value of 0.907, which showed good reliability. The overall scale, consisting of 15 items, recorded a Cronbach's alpha value of 0.926, indicating excellent internal consistency. These values suggest that the instrument was reliable for measuring the selected constructs.

Statistical Tools and Techniques

The data were analysed using descriptive statistics, reliability analysis and regression analysis. Descriptive statistics were used to summarise the response pattern through frequency, percentage, mean and standard deviation. Reliability analysis was conducted through Cronbach’s alpha to examine the internal consistency of the questionnaire items. Regression analysis was used to test the hypotheses of the study, which examined the influence of hybrid leadership on employee motivation and work commitment separately.

The regression analysis was conducted using construct-level mean scores. Hybrid leadership was used as the predictor variable, while employee motivation and work commitment were examined as separate outcome variables. The p-value was considered at the 5 % level of significance for hypothesis testing. If the p-value was less than 0.05, the null hypothesis was rejected. If the p-value was greater than 0.05, the null hypothesis was not rejected. The interpretation of the results was made cautiously and strictly on the basis of the statistical output.

LIKERT SCALE STATEMENT ANALYSIS

Table 1: Likert Statements for Hybrid Leadership

St Code	Likert Statement	SD	D	N	A	SA	\bar{X}	σ
St1	My immediate leader effectively balances virtual and face-to-face communication while guiding the team.	14	47	113	91	80	3.51	1.11
St2	My leader provides clear direction even when team members work from different locations.	19	60	82	117	67	3.443	1.148
St3	My leader uses digital tools effectively to coordinate work and support employees.	18	55	99	89	84	3.481	1.172
St4	My leader encourages participation and collaboration in both online and office-based work settings.	21	61	98	97	68	3.377	1.163
St5	My leader shows flexibility in managing employee needs in a hybrid work environment.	20	35	79	136	75	3.612	1.108

The findings for hybrid leadership indicate a generally favourable perception of leadership practices in hybrid work settings. The mean values across the five statements remained above the neutral level, suggesting that employees perceived their leaders as reasonably effective in balancing virtual and face-to-face communication, providing direction, using digital tools, encouraging collaboration and showing flexibility in managing employee needs.

Table 2: Likert Statements for Employee Motivation

St Code	Likert Statement	SD	D	N	A	SA	\bar{X}	σ
St6	Hybrid leadership practices encourage me to perform my work with greater interest.	12	42	78	105	108	3.739	1.129

St Code	Likert Statement	SD	D	N	A	SA	\bar{X}	σ
St7	The leadership approach followed in my organisation increases my enthusiasm toward assigned tasks.	13	29	76	117	110	3.817	1.088
St8	Supportive hybrid leadership motivates me to achieve my work-related goals.	14	43	88	104	96	3.652	1.131
St9	Effective guidance from my leader improves my willingness to contribute actively at work.	12	42	81	106	104	3.719	1.123
St10	Hybrid leadership practices make me feel more engaged and motivated in my role.	14	34	87	121	89	3.687	1.084

The findings for employee motivation reflect a positive response pattern, as all five statements recorded mean scores indicating agreement. Employees appeared to perceive hybrid leadership practices as supportive of their interest in work, enthusiasm towards assigned tasks, motivation to achieve goals, willingness to contribute and overall engagement in their roles. This suggests that hybrid leadership may contribute meaningfully to motivational outcomes in Indian IT companies.

Table 3: Likert Statements for Work Commitment

St Code	Likert Statement	SD	D	N	A	SA	\bar{X}	σ
St11	Hybrid leadership practices strengthen my commitment toward my organisation.	22	43	90	82	108	3.612	1.225
St12	The support provided by my leader encourages me to remain dedicated to my work responsibilities.	17	36	77	92	123	3.777	1.181
St13	Flexible and supportive leadership increases my sense of responsibility toward organisational goals.	11	55	71	96	112	3.704	1.171
St14	I feel more committed to my work when my leader manages hybrid work arrangements effectively.	12	36	89	91	117	3.768	1.13
St15	Hybrid leadership practices encourage me to maintain consistent work involvement.	20	37	78	110	100	3.675	1.168

The findings for work commitment also show a favourable response tendency. The mean scores indicate that employees generally agreed that hybrid leadership practices strengthen organisational commitment, dedication to work responsibilities, responsibility towards organisational goals and consistent work involvement. The pattern suggests that supportive and flexible leadership in hybrid work arrangements may encourage stronger employee commitment.

1.6 HYPOTHESES

H₀₁: There is no significant influence of hybrid leadership on employee motivation in Indian IT companies.

Regression analysis was applied to examine the influence of hybrid leadership on employee motivation among employees working in Indian IT companies.

Table 4: Variables used for Hypothesis Testing

Variable Type	Variable
Independent Variable	Hybrid Leadership
Dependent Variable	Employee Motivation

The above table presents the variables considered for hypothesis testing. Hybrid Leadership was considered as the independent variable, while Employee Motivation was considered as the dependent variable for examining the influence of hybrid leadership on employee motivation among employees working in Indian IT companies.

Table 5: Model Summary

R	R ²	Adjusted R ²	Standard Error of the Estimate
0.54	0.29	0.29	0.77

The model summary showed a positive relationship between hybrid leadership and employee motivation, $R = .54$. The value of $R^2 = .29$ indicated that hybrid leadership explained 29% of the variance in employee motivation, while the adjusted R^2 value was also $.29$.

Table 6: ANOVA

Model	df	F	p
Regression	1	140.77	<.001

The regression model was statistically significant, $F(1, 343) = 140.77, p < .001$.

Table 7: Summary of Regression Coefficients

Model	Unstandardised Coefficient (B)	Standardised Coefficient (Beta)	Std. Error	t	p
Constant	1.92		0.16	12.21	<.001
Hybrid Leadership Score	0.52	0.54	0.04	11.86	<.001

The coefficient results further showed that hybrid leadership significantly predicted employee motivation, $B = 0.52, SE = 0.04, \beta = .54, t = 11.86, p < .001$.

The regression equation may be written as

Employee Motivation = $1.92 + 0.52(\text{Hybrid Leadership})$.

This indicates that higher levels of hybrid leadership are associated with higher employee motivation among employees working in Indian IT companies.

Decision

H₀₁ was tested using regression analysis. Since the regression model was statistically significant at the 5 % level, the null hypothesis is rejected.

Finding

The finding shows that hybrid leadership has a positive influence on employee motivation in Indian IT companies. This suggests that leadership practices involving flexibility, coordination, communication and employee support may encourage employees to remain more motivated in their work roles.

Conclusion

Since the null hypothesis is rejected, the researcher concludes that there is a significant influence of hybrid leadership on employee motivation.

H₀₂: There is no significant influence of hybrid leadership on work commitment in Indian IT companies.

Regression analysis was also used to examine the influence of hybrid leadership on work commitment among employees working in Indian IT companies.

Table 8: Variables used for Hypothesis Testing

Variable Type	Variable
Independent Variable	Hybrid Leadership
Dependent Variable	Work Commitment

The above table presents the variables considered for hypothesis testing. Hybrid leadership was treated as the independent variable, while work commitment was treated as the dependent variable to examine the influence of hybrid leadership on work commitment among employees working in Indian IT companies.

Table 9: Model Summary

R	R ²	Adjusted R ²	Standard Error of the Estimate
0.61	0.38	0.37	0.79

The model summary reported a positive relationship between hybrid leadership and work commitment, R = .61. The R² value of .38 indicated that hybrid leadership explained 38% of the variance in work commitment, while the adjusted R² value was .37.

Table 10: ANOVA

Model	df	F	p
Regression	1	205.95	<.001

The regression model was statistically significant, F(1, 343) = 205.95, p < .001.

Table 11: Summary of Regression Coefficients

Model	Unstandardised Coefficient (B)	Standardised Coefficient (Beta)	Std. Error	t	p
Constant	1.47		0.16	9.10	<.001
Hybrid Leadership Score	0.64	0.61	0.04	14.35	<.001

The coefficient results showed that hybrid leadership significantly predicted work commitment, $B = 0.64$, $SE = 0.04$, $\beta = .61$, $t = 14.35$, $p < .001$.

The regression equation may be written as

Work Commitment = $1.47 + 0.64(\text{Hybrid Leadership})$.

This indicates that stronger hybrid leadership practices are associated with higher work commitment among employees working in Indian IT companies.

Decision

H₀₂ was tested using regression analysis. Since the regression model was statistically significant at the 5 percent level, the null hypothesis is rejected.

Finding

The finding indicates that hybrid leadership has a positive influence on work commitment in Indian IT companies. This suggests that when leaders manage hybrid work arrangements effectively and provide support to employees, employees may show stronger dedication and involvement in their work.

Conclusion

Since the null hypothesis is rejected, the researcher concludes that there is a significant influence of hybrid leadership on work commitment.

OVERALL CONCLUSION

The study examined the influence of hybrid leadership on employee motivation and work commitment among employees working in Indian IT companies. The findings indicate that employees generally perceived hybrid leadership practices positively, particularly in relation to communication, coordination, flexibility, support and collaboration. The Likert-scale findings further suggest that these leadership practices are associated with favourable levels of employee motivation and work commitment.

The regression results confirmed that hybrid leadership had a significant positive influence on both employee motivation and work commitment. Hybrid leadership explained 29% of the variance in employee motivation and 38% of the variance in work commitment. Accordingly, both null hypotheses were rejected. Overall, the study suggests that hybrid leadership is an important leadership approach in Indian IT companies, as it appears to support employees' motivation, dedication and involvement in hybrid work environments.

SUGGESTIONS BASED ON FINDINGS

The following suggestions are based on the findings of the study.

1. Indian IT companies should strengthen hybrid leadership practices by encouraging leaders to balance virtual and face-to-face communication more effectively.
2. Managers should provide clear instructions and role expectations to employees working from different locations, as clarity appears to support motivation and commitment.
3. Organisations should train leaders in the effective use of digital tools for communication, coordination and employee support.
4. Leaders should encourage employee participation in both online and office-based work settings to improve collaboration and involvement.
5. Companies should promote flexibility in leadership practices so that employee needs can be addressed more effectively in hybrid work environments.
6. IT organisations should develop structured leadership training programmes focused on hybrid team management.
7. Leaders should provide regular feedback and guidance to maintain employees' interest and enthusiasm towards assigned tasks.
8. Organisations should create mechanisms for recognising employee efforts in hybrid work settings, as recognition may support motivation.

9. Managers should ensure that employees working remotely do not feel disconnected from team goals and organisational priorities.
10. IT companies should encourage supportive leadership behaviour, as employees appear to respond positively to guidance and assistance from leaders.
11. Leaders should maintain consistent communication with team members to reduce uncertainty in hybrid work arrangements.
12. Organisations should design employee engagement initiatives that are suitable for both remote and office-based employees.
13. Managers should make efforts to connect individual work responsibilities with broader organisational goals to strengthen commitment.
14. Hybrid work policies should be aligned with leadership practices so that employees experience consistency between organisational expectations and managerial behaviour.
15. Companies should periodically assess employee motivation and work commitment to identify whether hybrid leadership practices are producing the desired employee-related outcomes.
16. Leaders should be encouraged to practise empathy, adaptability and responsiveness while managing hybrid teams.
17. Organisations should use employee feedback to improve hybrid leadership practices, especially in areas related to communication, flexibility and work support.

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