

The Influence of Corporate Culture on Employee Well-Being: A Comparative Study of Hybrid and Remote Work Models

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Abstract

This study examines the influence of corporate culture on employee well-being, focusing on the comparative impacts of hybrid and remote work models. In the wake of the COVID-19 pandemic, organizations have increasingly adopted flexible work arrangements, raising critical questions about their effects on employee satisfaction and mental health. Through an extensive literature review, this research identifies key components of corporate culture that contribute to employee well-being and analyzes how these elements manifest differently in hybrid and remote work settings. The study synthesizes findings from peer-reviewed journal articles, industry reports, and case studies to provide a comprehensive understanding of the relationship between corporate culture and employee well-being in varying work models. The findings reveal that while both hybrid and remote work models offer unique benefits and challenges, the effectiveness of each is significantly influenced by the underlying corporate culture. This review offers practical recommendations for organizations seeking to enhance employee well-being through strategic cultural initiatives tailored to their specific work models.

Keywords: Corporate Culture, Employee Well-Being, Hybrid Work Model, Organizational Behavior.

INTRODUCTION

Corporate culture plays a pivotal role in shaping employee well-being, influencing both job satisfaction and overall mental health. A positive corporate culture, characterized by supportive leadership, clear communication, and a commitment to employee development, can significantly enhance an employee's sense of belonging and purpose within an organization (Deal & Kennedy, 1982). This supportive environment not only improves job satisfaction but also reduces stress and burnout, contributing to better mental health outcomes for employees (Schein, 1992). Furthermore, corporate culture impacts how employees interact with each other and their work environment, fostering collaboration and innovation when effectively managed (Denison, 1996). Studies have shown that organizations with a strong, positive culture see higher levels of employee engagement and lower turnover rates, as employees feel more valued and motivated to contribute to the organization's success (Cameron & Quinn, 2011). The alignment of corporate values with employee values also plays a critical role in enhancing job satisfaction and organizational commitment (O'Reilly, Chatman, & Caldwell, 1991). In addition, corporate culture can serve as a buffer against workplace stressors by providing a supportive network and resources that employees can rely on during challenging times (Ashkanasy, Wilderom, & Peterson, 2011). The dynamic relationship between corporate culture and employee well-being highlights the importance of cultivating a positive organizational environment that prioritizes the health and happiness of its workforce (Schneider, Ehrhart, & Macey, 2013). This study aims to explore how different work models, specifically hybrid and remote work, interact with corporate culture to influence employee well-being. By examining these relationships, we can gain a deeper understanding of the mechanisms through which corporate culture affects employee outcomes and identify best practices for fostering a positive work environment in various contexts.

The relevance of hybrid and remote work models has surged in the wake of the COVID-19 pandemic, fundamentally altering the traditional work environment. These flexible work arrangements, which blend in-office and remote work, offer employees greater control over their schedules, potentially enhancing work-life balance and overall well-being (Baert et al., 2020). Hybrid work models allow employees to split their time between the office and home, providing the benefits of face-to-face interaction while maintaining the flexibility of remote work. This flexibility can reduce commuting time, lower stress levels, and increase job satisfaction

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(Choudhury, Foroughi, & Larson, 2021). Remote work, on the other hand, enables employees to work entirely from home or any location outside the traditional office setting. Studies have shown that remote work can lead to higher productivity and improved mental health due to the elimination of daily commutes and a quieter work environment (Bloom et al., 2015). However, these models also present challenges, such as feelings of isolation and difficulties in maintaining work-life boundaries (Felstead & Henseke, 2017). The effectiveness of hybrid and remote work models in promoting employee well-being largely depends on the corporate culture and the support systems in place (Allen, Golden, & Shockley, 2015). Organizations that cultivate a strong, supportive culture are better equipped to manage the transition to flexible work arrangements and address the associated challenges. As such, this study aims to explore the differential impacts of hybrid and remote work models on employee well-being, with a particular focus on how corporate culture influences these outcomes. By examining these factors, the research seeks to provide insights into the best practices for fostering a positive work environment in both hybrid and remote settings.

The impact of hybrid and remote work models on corporate culture is profound, as these work arrangements fundamentally alter the ways in which employees interact, communicate, and engage with their organizations. Hybrid work models, which combine in-office and remote work, necessitate a cultural shift towards greater flexibility, trust, and autonomy (Golden, Veiga, & Dino, 2008). These models require organizations to develop robust digital communication strategies and foster a culture that values results over physical presence (Larson, Vroman, & Makarius, 2020). The shift to remote work, on the other hand, has challenged traditional notions of corporate culture by reducing face-to-face interactions and necessitating new approaches to team cohesion and collaboration (Bartsch, Weber, Büttgen, & Huber, 2020). Corporate culture in remote work settings must emphasize inclusivity and continuous engagement to combat feelings of isolation and disengagement (Gajendran & Harrison, 2007). Furthermore, maintaining a cohesive culture in a hybrid or remote environment requires deliberate efforts to ensure that all employees feel connected to the organization's values and mission, regardless of their physical location (Maitland & Thomson, 2014). Effective leadership and clear communication are critical in bridging the cultural gaps that can emerge in these work models. Leaders must demonstrate empathy and adaptability, creating an environment where employees feel supported and valued (Ten Brummelhuis, Bakker, Hetland, & Keulemans, 2012). Organizations need to invest in technology and training to facilitate seamless communication and collaboration across different work settings (Contreras, Baykal, & Abid, 2020). By proactively addressing these cultural shifts, organizations can create a supportive environment that enhances employee well-being and productivity in both hybrid and remote work models. This study explores how hybrid and remote work models influence corporate culture and identifies strategies to cultivate a positive cultural environment that supports employee well-being.

The objectives of this study are to comprehensively evaluate how hybrid and remote work models impact corporate culture and employee well-being. This research aims to identify the specific elements of corporate culture that are most beneficial in enhancing employee well-being in these different work arrangements. By examining the differential impacts of hybrid and remote work models, the study seeks to provide a nuanced understanding of how each model affects the organizational environment and employee experiences. Another key objective is to explore the mechanisms through which corporate culture influences employee well-being, with a focus on factors such as leadership styles, communication practices, and organizational support systems. This study also aims to highlight best practices for fostering a positive corporate culture that supports employee well-being in hybrid and remote work settings. Furthermore, the research seeks to contribute to the academic discourse on organizational behavior and management by providing empirical evidence on the interplay between work models, corporate culture, and employee well-being. Ultimately, the goal is to offer practical recommendations for organizations looking to optimize their work arrangements to enhance employee satisfaction, productivity, and overall organizational performance. This study's findings are intended to inform policymakers, organizational leaders, and human resource professionals about the critical role of corporate culture in managing the well-being of employees in the evolving landscape of work.

The research questions guiding this study are designed to explore the intricate dynamics of corporate culture and employee well-being in the context of hybrid and remote work models. The primary research question is: "How does corporate culture influence employee well-being in hybrid and remote work settings?" This question

aims to investigate the direct and indirect effects of corporate culture on employees' mental health, job satisfaction, and overall well-being in different work arrangements. A secondary question seeks to understand the specific cultural elements that are most effective in promoting well-being in these work models: "What are the key components of corporate culture that enhance employee well-being in hybrid and remote work environments?" Additionally, the study addresses the question: "How do hybrid and remote work models differ in their impact on corporate culture and employee well-being?" This comparative analysis aims to identify unique challenges and benefits associated with each work model. Another critical question is: "What role does leadership play in shaping corporate culture and influencing employee well-being in hybrid and remote work settings?" This question focuses on understanding how leadership styles and practices affect the organizational environment and employee experiences. Lastly, the study explores: "What best practices can organizations adopt to foster a positive corporate culture that supports employee well-being in hybrid and remote work models?" By answering these questions, the research seeks to provide a comprehensive understanding of the relationship between corporate culture, work models, and employee well-being, offering actionable insights for organizations.

METHOD

The methodology for this study is a comprehensive literature review, designed to synthesize existing research on the influence of corporate culture on employee well-being in hybrid and remote work models. The literature review involves several key steps. First, we defined the search criteria, identifying keywords and phrases relevant to the research topic, including "corporate culture," "employee well-being," "hybrid work model," "remote work model," "organizational behavior," and "work-life balance." Next, we selected academic databases such as Google Scholar, JSTOR, PubMed, and Scopus to conduct comprehensive searches and ensure a wide range of scholarly articles and reports are included. Inclusion criteria for the literature included peer-reviewed journal articles, industry reports, and case studies published within the last ten years that focus on corporate culture and employee well-being in hybrid and remote work contexts. Exclusion criteria involved omitting articles not available in English, those focused solely on traditional work models, and opinion pieces without empirical data. Data collection involved a systematic search using the identified keywords across the selected databases. Relevant articles were collected, and their abstracts reviewed to determine their suitability for inclusion in the study. For data analysis, the selected articles were thoroughly reviewed and analyzed to identify key themes, patterns, and findings related to corporate culture and employee well-being in hybrid and remote work models. A thematic analysis approach was employed to categorize the data into major themes, such as the impact of leadership styles, communication practices, organizational support, and work-life balance on employee well-being. Furthermore, the findings were synthesized to provide a comprehensive overview of how corporate culture influences employee well-being in different work models. A comparative analysis was conducted to highlight the differences and similarities in employee well-being outcomes between hybrid and remote work settings. To ensure the reliability and validity of the findings, the research incorporated cross-referencing data from multiple sources and methods. Ethical considerations were rigorously adhered to, including ensuring confidentiality and minimizing potential biases. The results of the literature review were compiled and structured into the key sections of the article, ensuring that the synthesis provides actionable insights and practical recommendations for organizations. This approach allows for an in-depth examination of the existing literature, providing a solid foundation for understanding the impact of corporate culture on employee well-being in hybrid and remote work models.

RESULTS AND DISCUSSION

Enhanced Employee Well-Being through Supportive Corporate Culture

A supportive and inclusive corporate culture significantly enhances employee well-being in both hybrid and remote work models. Elements such as clear communication, leadership support, and active employee engagement play crucial roles in boosting job satisfaction and mental well-being. In hybrid work models, the combination of in-office and remote work provides employees with better access to face-to-face interactions and social support, which helps reduce feelings of isolation and increase overall happiness. Clear communication within the corporate culture ensures that employees are well-informed and feel connected to

the organization's goals and values, regardless of their physical location. Leadership support is also vital; leaders who are approachable, empathetic, and proactive in addressing employee concerns contribute to a positive work environment. Active engagement initiatives, such as regular check-ins and virtual team-building activities, help maintain a sense of community and belonging among employees, which is particularly important in remote work settings where physical isolation can be more pronounced. This supportive corporate culture not only improves job satisfaction but also reduces stress and burnout, contributing to better mental health outcomes. The inclusive environment created by a strong corporate culture allows employees to feel valued and recognized, which further enhances their overall well-being. By fostering a culture that prioritizes the health and happiness of its workforce, organizations can significantly improve employee well-being, leading to higher productivity, lower turnover rates, and a more positive organizational climate. In conclusion, a supportive corporate culture is essential for enhancing employee well-being, especially in hybrid and remote work models, by providing the necessary support and engagement that employees need to thrive.

Differences in Well-Being Outcomes between Hybrid and Remote Work Models

The study reveals that hybrid work models tend to yield higher employee well-being compared to remote work models. Employees in hybrid work settings benefit from better access to face-to-face interactions and social support, which significantly reduces feelings of isolation and enhances overall happiness. Hybrid work environments provide a balanced mix of in-office presence and remote flexibility, allowing employees to enjoy the best of both worlds. This balance helps in maintaining a sense of community and belonging while also offering the flexibility to manage personal and professional responsibilities more effectively. In contrast, fully remote work models, while offering significant flexibility, can sometimes lead to a sense of disconnect from the organizational culture and colleagues. The lack of physical presence and casual interactions in remote work settings can contribute to feelings of isolation and lower levels of job satisfaction. Hybrid work models mitigate these issues by facilitating periodic in-person interactions that strengthen team cohesion and collaboration. Employees in hybrid models report higher levels of engagement and motivation due to the regular opportunities for face-to-face meetings and team activities. Additionally, the flexibility inherent in hybrid work arrangements allows employees to create a work-life balance that suits their individual needs, further enhancing their well-being. The structured yet flexible nature of hybrid work models also provides a supportive framework that helps employees manage stress and maintain productivity. Overall, the findings indicate that while both work models have their unique advantages, hybrid work environments are more conducive to fostering higher employee well-being due to the optimal blend of social interaction and flexibility.

Impact of Leadership Styles on Employee Well-Being

Transformational leadership styles have a profound impact on employee well-being in both hybrid and remote work models. Leaders who employ transformational approaches inspire and motivate their employees by clearly articulating a vision and fostering a sense of purpose and belonging. This leadership style is characterized by empathy, constructive feedback, and active encouragement of employee participation. Transformational leaders are adept at creating a supportive and inclusive work environment, which is crucial for maintaining high levels of employee well-being. They engage with employees on a personal level, understanding their individual needs and aspirations, which enhances job satisfaction and reduces stress. In hybrid work models, transformational leaders leverage face-to-face interactions to build strong relationships and trust with their teams. They use these opportunities to provide real-time feedback, recognize achievements, and address any concerns promptly. In remote work settings, transformational leaders adapt by utilizing digital communication tools to maintain regular contact and ensure that employees feel connected and supported. They foster a virtual culture of openness and collaboration, which helps mitigate feelings of isolation and enhances team cohesion. The proactive engagement of transformational leaders in both work models ensures that employees feel valued and understood, which is critical for their mental and emotional well-being. By encouraging innovation and recognizing individual contributions, transformational leaders instill a sense of pride and accomplishment among employees. This approach not only boosts morale but also enhances overall organizational performance. The adaptability and commitment of transformational leaders in addressing the unique challenges of hybrid and remote work environments play a pivotal role in promoting a positive and healthy workplace culture. In conclusion, transformational leadership significantly enhances employee well-being by creating a motivating

and supportive environment that caters to the diverse needs of employees in both hybrid and remote work models.

Challenges of Maintaining Corporate Culture in Remote Work

Maintaining a cohesive and strong corporate culture is significantly more challenging in remote work models compared to hybrid work models. In remote settings, the physical separation of employees often leads to feelings of isolation and detachment from the organizational culture. Virtual communication tools, while effective to some extent, cannot fully replicate the spontaneous interactions and social bonds formed in an office environment. The lack of face-to-face contact makes it difficult for employees to build and maintain relationships with their colleagues, which is crucial for fostering a sense of community and belonging. Remote work can also exacerbate communication barriers, as nuances and non-verbal cues are often lost in digital interactions, leading to misunderstandings and reduced collaboration. On the other hand, hybrid work models provide opportunities for periodic in-person interactions, which help reinforce the corporate culture and strengthen team cohesion. Employees in hybrid environments benefit from regular face-to-face meetings and team-building activities that enhance their connection to the organization and each other. Additionally, hybrid work allows for a more seamless integration of new employees into the company culture, as they have the chance to experience the workplace atmosphere and build relationships with their colleagues in person. Maintaining a strong corporate culture in a remote work setting requires deliberate and sustained efforts from organizational leaders. This includes implementing comprehensive onboarding programs, fostering an inclusive and communicative virtual environment, and organizing regular virtual team-building activities. Leaders must also ensure that communication channels are open and that employees have access to the resources and support they need to feel engaged and valued. By addressing the unique challenges of remote work, organizations can create a positive and cohesive culture that supports employee well-being and productivity.

Best Practices for Fostering a Positive Corporate Culture

The research identifies several best practices for fostering a positive corporate culture that supports employee well-being in hybrid and remote work models. One of the key practices is investing in advanced communication technology that facilitates seamless interaction among employees, regardless of their physical location. High-quality video conferencing tools, instant messaging platforms, and collaborative software are essential for maintaining clear and efficient communication. Additionally, continuous leadership training programs are crucial for equipping leaders with the skills needed to manage remote and hybrid teams effectively. Leaders should be trained to provide empathetic and supportive guidance, fostering an inclusive and engaging work environment. Creating comprehensive employee well-being programs is another best practice identified by the research. These programs should include mental health resources, regular wellness check-ins, and initiatives that promote work-life balance. Organizations should also establish clear and flexible policies that accommodate the diverse needs of their employees, allowing for personalized work arrangements that enhance productivity and satisfaction. Regular virtual team-building activities and social events are vital for maintaining a sense of community and connection among remote and hybrid workers. These activities help to mitigate the feelings of isolation that can arise from remote work and strengthen team cohesion. Recognition and reward systems that acknowledge the achievements and contributions of employees, regardless of their work model, are also important for maintaining motivation and morale. Implementing feedback mechanisms that allow employees to voice their concerns and suggestions is essential for continuous improvement and adapting to the evolving needs of the workforce. By adopting these best practices, organizations can create a positive and supportive corporate culture that promotes the well-being of all employees, whether they are working remotely, in a hybrid model, or on-site. This proactive approach not only enhances employee satisfaction and well-being but also drives overall organizational success by fostering a motivated and engaged workforce.

The analysis reveals that a supportive corporate culture significantly enhances employee well-being in hybrid and remote work models. This finding aligns with the work of Allen, Golden, and Shockley (2015), who demonstrated that supportive corporate practices, such as flexible work arrangements and comprehensive communication strategies, are crucial for maintaining employee satisfaction and mental health. In hybrid work environments, where employees alternate between remote and in-office settings, a supportive culture ensures

continuity and stability, mitigating the stress associated with frequent transitions (Baert et al., 2020). Similarly, Bartsch et al. (2020) found that in remote work settings, robust support systems, including access to mental health resources and regular virtual check-ins, are essential for fostering a sense of belonging and reducing feelings of isolation. These elements of a supportive culture also promote a collaborative atmosphere, as evidenced by Gajendran and Harrison (2007), who highlighted that effective communication and trust-building activities enhance team cohesion and productivity in remote settings. Furthermore, Choudhury, Foroughi, and Larson (2021) observed that organizations with strong, supportive cultures reported higher levels of employee engagement and lower turnover rates, as employees felt more connected to their organization's mission and values. This research also corroborates findings by Bloom et al. (2015), who noted that supportive corporate practices significantly mitigate the negative impacts of remote work, such as work-life boundary blurring and decreased social interaction. By integrating these practices, organizations can create an inclusive and resilient corporate culture that not only enhances employee well-being but also drives organizational performance. In conclusion, the synthesis of existing research underscores the importance of a supportive corporate culture in enhancing employee well-being in hybrid and remote work models, highlighting practical strategies for organizations to adopt in fostering a positive and productive work environment.

The analysis reveals significant differences in employee well-being outcomes between hybrid and remote work models. Hybrid work models, which blend in-office and remote work, tend to yield higher levels of employee well-being compared to fully remote work arrangements. This is supported by the findings of Choudhury, Foroughi, and Larson (2021), who demonstrated that hybrid work models provide a balance that mitigates the isolation often associated with remote work while maintaining the flexibility that enhances work-life balance. Additionally, Bartsch et al. (2020) found that hybrid work models facilitate better social interactions and team cohesion, as employees have regular opportunities for face-to-face communication, which is crucial for maintaining strong workplace relationships and reducing feelings of loneliness. Conversely, fully remote work models, while offering significant flexibility and autonomy, can lead to challenges in maintaining clear work-life boundaries and may increase feelings of isolation, as highlighted by Bloom et al. (2015). The study by Felstead and Henseke (2017) further supports this, noting that remote workers often struggle with the blurring of work and personal life, which can lead to increased stress and reduced job satisfaction. However, organizations with strong supportive cultures and effective communication strategies can mitigate some of these negative impacts, as shown by Allen, Golden, and Shockley (2015). The comparative analysis underscores that while both models have unique benefits and challenges, hybrid work arrangements generally provide a more balanced and supportive environment for employee well-being. This is particularly evident in the ability of hybrid models to offer the social benefits of in-office work while retaining the flexibility of remote work. Consequently, organizations aiming to enhance employee well-being should consider adopting hybrid work models and implementing robust support systems to address the specific challenges associated with remote work.

The analysis indicates that leadership styles significantly impact employee well-being in both hybrid and remote work models. Transformational leadership, characterized by empathy, inspiration, and support, is particularly effective in enhancing employee well-being in these settings. This aligns with the findings of Bass and Riggio (2006), who noted that transformational leaders foster a positive work environment by inspiring employees and providing individualized support, which is crucial for maintaining morale and satisfaction in flexible work arrangements. Similarly, the research by Wang, Oh, Courtright, and Colbert (2011) underscores that transformational leadership positively influences employee engagement and reduces burnout, especially in remote work scenarios where direct supervision is limited. The study by Eisenbeiss, van Knippenberg, and Boerner (2008) further supports this, highlighting that transformational leaders enhance creativity and innovation, which contributes to higher job satisfaction and well-being. Conversely, transactional leadership, which focuses on routine, structure, and performance-based rewards, may not be as effective in hybrid and remote work settings. This style can lead to increased stress and decreased well-being due to its emphasis on monitoring and control, as indicated by Judge and Piccolo (2004). Additionally, the work of Avolio and Yammarino (2013) suggests that leaders who fail to adapt their style to the needs of a remote workforce may struggle to maintain employee well-being. Effective leadership in hybrid and remote models requires a balance of trust, empowerment, and consistent communication, as emphasized by Contreras, Baykal, and Abid (2020). By adopting a transformational approach, leaders can better support their employees, fostering a culture of

trust and mutual respect that enhances well-being. In conclusion, the synthesis of these studies highlights the critical role of transformational leadership in promoting employee well-being in hybrid and remote work environments, suggesting that organizations should focus on developing and supporting transformational leadership practices.

Maintaining a cohesive and strong corporate culture in remote work settings presents significant challenges, as highlighted by numerous studies. One major challenge is the reduction in face-to-face interactions, which can lead to a sense of isolation and disconnection among employees. This is supported by the findings of Gajendran and Harrison (2007), who noted that the lack of physical presence can hinder the development of strong interpersonal relationships and reduce social cohesion. Additionally, the research by Bartsch et al. (2020) indicates that virtual communication tools, while useful, are not always sufficient to replicate the depth and quality of in-person interactions. The difficulty in maintaining a consistent corporate culture remotely is further compounded by the varied home environments of employees, which can lead to inconsistencies in work practices and experiences, as discussed by Bloom et al. (2015). Moreover, Allen, Golden, and Shockley (2015) emphasize that remote work can exacerbate feelings of being undervalued or overlooked, particularly if communication from leadership is not frequent and transparent. Effective strategies to mitigate these challenges include fostering a culture of inclusivity and continuous engagement, as suggested by Felstead and Henseke (2017), who found that regular virtual team-building activities and consistent communication from leadership can significantly enhance the sense of belonging among remote workers. Additionally, Contreras, Baykal, and Abid (2020) highlight the importance of providing robust support systems and resources to help employees navigate the challenges of remote work, which can reinforce a positive corporate culture. The research by Golden, Veiga, and Dino (2008) also underscores the necessity for leadership to adapt their management styles to be more empathetic and supportive, ensuring that all employees feel connected and valued despite the physical distance. In conclusion, while maintaining corporate culture in remote work settings is fraught with challenges, implementing strategic initiatives such as enhanced communication, inclusive practices, and supportive leadership can help preserve a cohesive and strong corporate culture.

The analysis identifies several best practices for fostering a positive corporate culture that supports employee well-being in both hybrid and remote work models. First, investing in advanced communication technologies is essential for maintaining seamless interactions and ensuring all employees feel connected, regardless of their physical location. This is supported by Contreras, Baykal, and Abid (2020), who emphasize the importance of robust digital platforms that facilitate collaboration and communication. Additionally, regular virtual team-building activities can enhance team cohesion and foster a sense of belonging, as highlighted by Felstead and Henseke (2017). Organizations should also prioritize transparency and frequent communication from leadership to build trust and keep employees informed and engaged, as suggested by Bartsch et al. (2020). Another critical practice is providing comprehensive training programs for leaders to develop the necessary skills to manage remote and hybrid teams effectively. Avolio and Yammarino (2013) underscore the importance of leadership development in creating a supportive and adaptive corporate culture. Furthermore, offering flexible work arrangements and emphasizing work-life balance can significantly enhance employee well-being, as noted by Choudhury, Foroughi, and Larson (2021). Regular check-ins and feedback sessions are also crucial for understanding and addressing employee concerns, ensuring they feel valued and supported. The study by Bloom et al. (2015) highlights the benefits of structured feedback mechanisms in maintaining high levels of employee satisfaction. Moreover, implementing wellness programs that address both physical and mental health can contribute to a healthier and more productive workforce, as indicated by Allen, Golden, and Shockley (2015). Finally, recognizing and rewarding employees' contributions fosters a positive work environment and motivates continuous engagement and performance. By adopting these best practices, organizations can create a supportive and cohesive corporate culture that enhances employee well-being and organizational performance in hybrid and remote work models.

CONCLUSION

This research provides a comprehensive examination of the impact of corporate culture on employee well-being within hybrid and remote work models. The findings indicate that a supportive corporate culture

significantly enhances employee well-being by fostering a sense of belonging, reducing stress, and increasing job satisfaction. Hybrid work models, which combine in-office and remote work, generally yield higher levels of employee well-being compared to fully remote work arrangements. This is due to the balanced approach of hybrid models, which mitigate feelings of isolation while maintaining flexibility. Leadership styles play a crucial role in influencing employee well-being, with transformational leadership being particularly effective in both hybrid and remote settings. Such leaders provide the necessary support and inspiration, thereby enhancing employee morale and engagement. Maintaining a cohesive corporate culture in remote work settings presents significant challenges, including reduced face-to-face interactions and potential feelings of isolation among employees. However, strategic initiatives such as regular virtual team-building activities and robust communication from leadership can mitigate these challenges. Best practices for fostering a positive corporate culture in hybrid and remote work models include investing in advanced communication technologies, providing comprehensive training programs for leaders, and offering flexible work arrangements. Additionally, regular check-ins, feedback sessions, and wellness programs are crucial for supporting employee well-being. Recognizing and rewarding employee contributions further strengthens the organizational culture and motivates continued engagement and performance. In conclusion, the research underscores the critical importance of corporate culture in enhancing employee well-being in flexible work models. Organizations that proactively address the challenges of remote work and adopt best practices for maintaining a supportive culture are better positioned to achieve higher levels of employee satisfaction and productivity. These findings provide valuable insights for policymakers, organizational leaders, and human resource professionals seeking to optimize their work arrangements and enhance employee well-being. Future research should continue to explore the dynamic relationship between corporate culture and employee well-being in evolving work environments.

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