FROM TRANSITION TO TRANSFORMATION: CULTIVATING HUMAN-CENTERED CULTURE IN THE ERA OF HYBRID WORK AND DEI

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ABSTRACT

This chapter examines the role of human-centered and technology-enabled practices in fostering Belonging & Inclusive Climate (BIC) within hybrid workplaces. Drawing on a six-factor model comprising Personalized Employee Experience (PEE), Upskilling & Lifelong Learning (ULL), Well-Being Support (WBS), Inclusive Leadership & Psychological Safety (ILPS), and Enabling Technology & Equitable Collaboration (ETCE), the chapter employs Structural Equation Modeling (SEM) to validate hypothesized relationships. Survey data from 310 respondents demonstrate that all five independent constructs significantly influence BIC, with human-centric factors—such as personalized experience, leadership, and well-being—emerging as stronger predictors than technological enablers. The findings contribute to organizational and theoretical understanding by highlighting the importance of balancing people-driven strategies with digital equity. Managerial, theoretical, and practical implications are discussed, along with avenues for future research across cultural and industrial contexts.

KEYWORDS

Personalized Employee Experience, Upskilling, Lifelong Learning, Well-Being, Inclusive Leadership, Psychological Safety, Hybrid Workplaces, Workplace Diversity, Leadership Development

INTRODUCTION

Initially The "Work 3.0" step includes more than adopting the hybrid model; It also indicates a fundamental change in the manner that imagines organization leadership, culture and justice. The concept of hybrid work is not limited only to the combination of office and distance work routine; Instead, it requires revaluation of methods in which organizations appreciate, support and integrate each person. The above development highlights the need to adopt a human-focused approach, in which the concepts of related, trust and inclusion are preferred on strict rules or simple measurements of productivity. This Center has been displayed through research conducted by Center for Creative Leadership (CCL) that the effective leadership in hybrid conditions is not so much defined by control and deliverables, but from the ability to cultivate psychological security, shared objectives and true connections in distant teams. In a similar vein, research conducted by economist effects exposes dual needs of investment in both infrastructure and practices that focus on people. In the absence of the latter, hybrid systems are at risk of increasing existing inequalities, leading to the team fails, and reduces the feeling of belongingness.

The problem is particularly acute when it comes to diversity, equality and inclusion (DEI). The hybrid functioning, despite the fact that it offers options for flexibility and empowerment, if not integrated with the goal it risks reinforcing existing imbalance. Marginalized groups may face disadvantage if they do not have the same access to advice, risk and promotion opportunities. If, on the other hand, the hybrid system is made properly, they foster to generate more equal participation and include jobs, backgrounds and geographical locations.

Organizations need to move beyond reactive responses to disruption embrace purposefully to thrive design to enrich in this new era. A culture that is established on equality, inclusion and related cannot emerge by chance; rather, it requires deliberate choices, redesigned rituals, and empathetic leadership. Consequently, the mission of work 3.0 is not only operational, but also cultural: to create systems that actually serve all individuals, whether they work or how they work.

CONCEPTUAL LITERATURE REVIEW

1. Human-Centered Organization (HCO):

The development from traditional office-based setup to hybrid function models represents a deep change in the functions of quick outfits from the challenges of the Covid-19 epidemic. This infection is just beyond logistics, culture, leadership, and what the experience of the employee means to run the wholesale reconsideration. This change is a commitment to the central human-focused organizational design-an approach that integrates the philosophy and practices of both human-focused design (HCD) and humanist management. Human-focused design, at the forefront, at the forefront, encourages organizations to

understand and attach the needs, abilities and life of their people to live and attach. It advocates for participation processes, where employees are actively involved in shaping the solution, and repetitions embrace problems, which allows optimization in the form of continuous learning and adaptation. Instead of applying top-down structures, this approach ensures that the voice and experience of all stakeholders pave the way for organizational decisions.

Construction on this foundation, humanist management implements these human-focused principles under the scope of governance and leadership. It emphasizes that dignity, respect and autonomy should be the basis of every organizational process-Non-pervasive values that give size to how people are treated and how work is organized. By weaving a sympathetic-driven design with an unbreakable honor for human value, organizations not only react more effectively for disintegration, but also create environment where every person can thrive and contribute meaningfully. Steps for hybrid work, therefore, not only about geographical flexibility; It gives birth to a new era in which human welfare, collaborative association, and shared objectives become a true driver of organizational success.(Mumford, 2000).

2. Sociotechnical & Work Design Theory

This perception, which originates in the sociotechnical system theory, is required for hybrid functioning as they call for an integrated strategy that aligns the technology infrastructure with social systems. This approach emphasizes the "joint adaptation" of human processes and technology devices to ensure that the worker is not sacrificed in the name of welfare and agency (Agote-Garrido et al., 2023; Wikipedia, 2025). These strategies are in particular relevant in the light of the outspread of digital platforms, the processes of mediation by artificial intelligence, and the proliferation of asynchronous cooperation, all of which have the ability to empower or marginalize employees, depending on the way they are applied.

3. Inclusive Hybrid Culture: DEI and Hybrid Work

The diversity, equality and inclusion (DEI) aspect of hybrid labor makes things even more complex. Flexible models can help those who are not represented well, but they can make things worse by creating "close prejudice", where those people who are physically present in the office are more recognized, there is more possibility of going up, and access to informal networks (Samuel and Robertson, 2021). Dowling, Bonnie 2025) states that if hybrid is not established with inclusiveness keeping in mind the work, it can give birth to "two-level" cultures, where employees who work in the person and who work from home have very different experiences of related, visibility and career advice. Gartner (2023) also states that to create confidence in purpose, divide the work significantly, and perform rituals that bring people from different places together, all are important to make the hybrid environment more inclusive.

4. Co-Design and Distributed Leadership in Hybrid Settings

Leadership work in such situations is extremely difficult. Such as hybrid organizations such as low hierarchy and more networks grow, distributed leadership framework appeals are obtained. These outlines include the partition of leadership status between individuals, teams and technology. This paradigm

corresponds to co-design techniques, including hybrid processes, physical locations and cultural criteria (Wang et al., 2022) actively participating in the process of developing the process. Performance for leaders in hybrid workplaces is important for the balance between responsibility and psychological security. This will ensure that the employees feel strong and connected, regardless of their location. The waiter (2022) underlines this particular aspect.

5. Emerging Futures: AI, Blended Work, Well-Being

In addition, it is important to consider both physical and digital as equal directs for equity for the construction of the culture contained in hybrid work settings. In the context of Industry 5.0, research done by Agote-Garido at al. (2023) highlights the fact that man-centered, durable and elastic systems require a holistic view that considers environmental sustainability, social equality and technical adaptation. When it comes to hybrid work, this involves the creation of policies, platforms and physical locations that not only tolerate diversity, but also use it for the purpose of innovation and organizational learning.

FEATURES OF A HUMAN-CENTERED CULTURE IN HYBRID AND DEI CONTEXTS

Modern organizational culture transactions are transferring to human-focused ecosystems from compliance-operated structures that balance the commercial imperative with employees welfare, purpose and inclusion (McKiny & Company, 2022; Gartner, 2023). In hybrid function contexts where physical and digital locations are objections, these cultures are defined by many interdependent characteristics.

1. Personalized Employee Experience

Personalized work takes advantage of analytics and artificial intelligence to customize the functioning benefits, learning ways, and the life stages, roles and aspirations of the employees. This approach addresses the boundaries of a size-fit-all model, enabling organizations to meet their workforce's diverse requirements (Bersin, 2022).

2. Upskilling and Lifelong Learning

Organizations are continuously investing in learning, with both technical competencies and "human skills" such as emphasizing empathy, adaptability and crucial thinking. These skills are important in precarious, technology-operated markets, and organizations supporting lifelong learning are more resilient (World Economic Forum, 2023).

3. Well-being as a Strategic Priority

Employee well-being, circumferent physical and financial health is now recognized as a strategic imperative rather than a peripheral concern. Welfare promotes engagement and reduces burnouts (Krekel et al., 2019).

4. Data-Driven and Adaptive HR

Human resource functions are developed to integrate people's analytics, enabling data-informed decisions about engagement, promotion and inclusion. Adaptive HR model organizations rapidly to adjust to employee feedback and dynamic external environment (CIPD, 2022) to rapidly adjust.

5. Leadership Reimagined

In hybrid and diverse workplaces, leaders are expected to promote vulnerability, foster psychological security and encourage open dialogue. It strengthens the inclusive leadership style trust, cooperation and employee recognition (Edmondson & Lei, 2014).

6. Co-Creation and Collaborative Innovation

Human-centered cultures actively combine employees to co-form rules, actions and working environments. Continuous feedback circuits and employee -powered initiatives promote ownership and creativity (O Donovan, 2021).

7. Technology as a Connector and Equalizer

When used righteously, technology bridges experience and communication pulls employees in remote and in-office. Similar access to collaboration and validation devices reduces the inequality in the system of the operating system (Microsoft, 2022).

8. Strong Sense of Purpose and Societal Impact

Organizations align their purpose with ethical practices, sustainability and partnership of the community. This alignment promotes the pride and loyalty of the employee, especially in the new pay generations that prefer meaningful jobs (EY, 2021).

9. Belonging as a Measurable Outcome

The liaison of diversity, equity and incorporation in the employee's life cycle promotes creativity, profitability and spirit of relationship. It is necessary to establish responsibility to sustain the inclusive workplace environment (Deloitte, 2021).

REVIEW OF LITERATURE

1. Foundations: From Human-Centered Design to Sociotechnical Systems

The foundation of human-focused organizational culture is found in strict academic research on subjects such as job design, system thinking and motivation. According to (Deci & Ryan, 2000), self -determination theory explains in abundance that autonomy, capacity and relatedness are the basic building blocks of engagement and welfare. The model of job characteristics, developed by (Hackman & Oldham, 1976), emphasizes autonomy, job recognition and response properties as driving forces behind meaningful functions and performances. From the coal field study conducted by Trist and Bamforth's in 1951, from the Framework developed by Mumford in 2000, Sociotechnical Theory continues to work as a reminder that the performance is conclusive on the inclusion of equipment in social architecture (Trist & Bamforth, 1951; Mumford, 2000). As a result, partnership or co-design methods (Sanders & Stappers, 2008) give employees an opportunity to participate in the design process, resulting in solutions not only skilled, but long lasting; In other words, they are more suitable and more environmentally friendly.

2. Hybrid Work: Productivity, Collaboration, and Learning

Meta- analyses pre-pandemic found that telework and flexible work greatly improved productivity and job satisfaction, where roles were functional and autonomy existed Gajendran & Harrison, 2007; Allen et al., 2015). Bloom et al.'s (2015) controlled experiment in CTRIP increased 13% productivity among home-based workers as well as high retention-but these benefits were reduced when the scales and policy was switched. The more recent work opens the refinements: hybrid models can fragment social and informative networks, especially in teams, reduce knowledge flow until workflows and rituals are not re -designed to preserve connections (Yang et al., 2021). Takeaway: Hybrid is not naturally better - it is context, structure and intentional design that makes the difference.

3. Well-Being and Sustainability of Performance

Remote and hybrid work presents a contradiction. On one hand, autonomy and recovery opportunities can increase well-being; On the other hand, they open the routes for blurred borders, technostress, and burnouts (Charalampous et al., 2019; Oakman et al., 2020). In addition to the epidemic-era's longitudinal studies, the spikes were detected in fatigue, role overload, and emotional exhaustion-especially when the hybrid models are offered without adaptive rhythm or support (Toscano & Zappalà, 2020; Wang et al., 2021). Burnout literature underlines that the chronic misalignment between demands, resources and values leads to disintegration and lost performance (Maslach & Leiter, 2016). Organizations must therefore "design in" recovery, clarity, and rhythms if performance is to endure.

4. Inclusion, related and equity in hybrid settings

Developing the frame of inclusion scholarship and specificity in the form of dual pillars of inclusion (Shore et al., 2011). Hybrid environment makes equity more complex: proximity is physically present to prejudice employees, while distance workers may lose access to informal advice or stretch assignments. Psychological security - capable of speaking without any fear - is especially delicate in digital contexts, but is required for including, learning and innovation Edmondson & Lei, 2014). Including the involvement rituals in the hybrid system, visibility criteria and distributed equity demands clear attention.

5. Leadership again: security, voice and engagement

Inclusive leadership - marked by approach, openness and availability - significantly promotes psychological security and employee voice (Nembhard & Edmondson, 2006; Frazier et al., 2017). Engagement Research (Kahn, 1990) and Human Need Theory (Baumeister & Leary, 1995) remind us that employees react powerfully to the related and fair signals. Hybrid teams are working on digital and physical boundaries, leaders require to clarify such signs: inclusive reaction ends, coherent communication, and recognition that crosses the location.

6. Data-Driven and Adaptive HR

People are re-shaping HR to HR analytics from report-makers to decision making. Organizations are using real-time data to inform promotions, identify the inclusion intervals and monitor the engagement-even the

algorithm assessment takes the fairness risk (Marler & Boudreau, 2017). Audit superintends many algorithm HR tools for their fairness; Without prejudice tests, transparency and human monitoring, they can repeat structural inequalities (Raghavan et al., 2020). This promise is in experimental use of analytics associated with strategic human goals.

7. Technology as Connector—and Constraint

Digital collaboration platforms (eg, slack, teams) reduce connective tissue of hybrid work - but they both cut in ways. Large-scale evidence suggests that remote work can accelerate communication within teams by weakening cross-team bridges, potentially blunt innovation (Yang et al., 2021). The algorithm system, in turn, can reopen the discretion and add hidden monitoring unless governance, transparency and human-centric oversite (Kellogg et al., 2020). In short, technology can serve or suppress culture - it depends on how we design norms and railings.

8. Purpose, Belonging, and Outcomes

Clear objectives, mindset of inclusion, and psychological security hand in hand: Business with strong employee engagement tied up for meaningful work and (Harter et al., 2002; Nishii, 2013). Groups with shared objectives fast, coordinate better, and external fragmentation (Gartenberg et al., 2019). In hybrids and distributed teams, the purpose becomes adhesive - when people feel they are being aligned, they coordinate more fluidly and sustain culture across distance.

RESEARCH METHODOLOGY

Research Gap

While the hybrid work model has obtained prominence epidemic, existing literature mainly addresses operating flexibility, digital equipment adoption and productivity metrics (Sostero et al., 2022; Waizenegger et al., 2020). However, limited empirical research on human-focused cultural characteristics-including individualization, inclusion, and welfare-with Hybrid workplaces. In addition, some studies have tested multi-fighter models, which connect these cultural dimensions with results such as related and inclusive climate, especially in non-western and emerging economy contexts. This study addresses its impact on the employee perceptions of this difference by empirically validating and relating to the five-fifty human-focused culture models and the concerned.

Research Objectives

1. To identify the key factors constituting human-centered culture in hybrid workplaces.
2. To examine the influence of Personalized Employee Experience, Upskilling & Lifelong Learning, Well-Being Support, Inclusive Leadership & Psychological Safety, and Enabling Technology & Equitable Collaboration on Belonging & Inclusive Climate.
3. To assess the reliability and validity of the proposed measurement model.
4. To analyze demographic variations in perceptions of human-centered cultural features.

Hypotheses

1. H1: Personalized Employee Experience has a significant positive effect on Belonging & Inclusive Climate.
2. H2: Upskilling & Lifelong Learning has a significant positive effect on Belonging & Inclusive Climate.
3. H3: Well-Being Support has a significant positive effect on Belonging & Inclusive Climate.
4. H4: Inclusive Leadership & Psychological Safety has a significant positive effect on Belonging & Inclusive Climate.
5. H5: Enabling Technology & Equitable Collaboration has a significant positive effect on Belonging & Inclusive Climate.

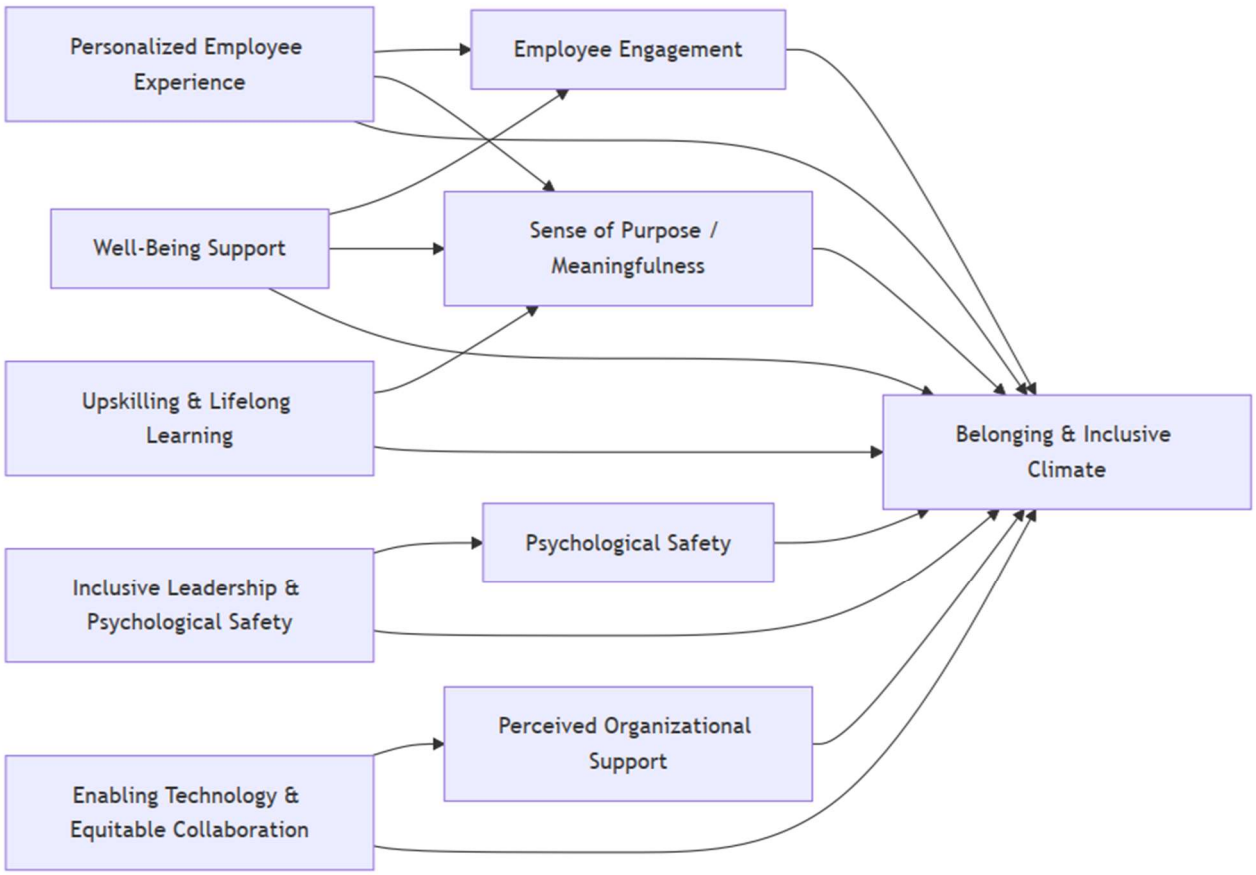
Data Collection

A quantitative, cross-sectional survey approach was adopted. The targeted population included employees working in the hybrid model (minimum three months experience) in industries in India. The sample method was a stratified purposeful sample to ensure representation in the gnder, age and field. A structured questionnaire was distributed online through email, linked and professional network. Of the 350 questionnaires distributed, 310 valid reactions were obtained (88.5% usable response rate).

The questionnaire contained three sections:

1. **Demographics** (gender, age, education, sector, work experience, remote work intensity)
2. **Five independent factors** (6 items each, 5-point Likert scale)
3. **Outcome variable** – Belonging & Inclusive Climate

Figure 1: Contextual diagram of the study



DEMOGRAPHIC PROFILE OF RESPONDENT

Demographic profile of the respondents provides reference to explain the findings and ensures the representation of the sample. The major variables such as gender, age, education, field, work experience, and intensity of distance work highlight the diversity of participants and strengthen the reliability of the study. This profile helps connect demographic characteristics with perceptions and experiences, providing deep insight into hybrid work and dynamics of inclusion.

Table 1: Demographic Profile of Respondents

Demographic Variable	Category	Frequency (n)	Percentage (%)
Gender	Male	162	52.3
	Female	148	47.7
Age	20–30 years	98	31.6
	31–40 years	125	40.3
	41–50 years	60	19.4

	Above 50 years	27	8.7
Education	Graduate	112	36.1
	Postgraduate	158	51.0
	Doctorate	40	12.9
Sector	IT/ITES	126	40.6
	Manufacturing	64	20.6
	Education	48	15.5
	Other Services	72	23.2
Work Experience	< 5 years	96	31.0
	5–10 years	118	38.1
	11–15 years	58	18.7
	Above 15 years	38	12.3
Remote Work Intensity	1–2 days/week	140	45.2
	3–4 days/week	102	32.9
	Fully remote	68	21.9

Source: Researcher's Compilation based on the survey data (N = 310).

Interpretation of demographic profile

Demographic profile of respondents display a balanced and representative sample suitable for analysis. Gender distribution is almost equal (male: 52.3%, female: 47.7%), reducing the risk of bias. Most participants fall within the age group of 20–40 years (71.9%), capture the major workforce in hybrid work, while the older respondents provide additional approaches. Educational attainment is strong, most of the postgraduate (51%) or graduates (36.1%), align with knowledge-governed areas where hybrid models are common. The sectoral representation is diverse, its leadership IT (Information Technology)/ITES (Information Technology Enabled Services) (40.6%), followed by manufacturing, education and other services, ensures cross-industry insight. The level of work experience supports multi-level approaches, from early careers to senior professionals. The intensity of distance work is also balanced in part-hybrid and completely remote categories, which enable comparative evaluation. Collectively, this distribution in demographics confirms that dataset is suitable, inclusive and reliable for appropriate analysis. Thus, demographic distribution strengthens the validity of subsequent statistical findings.

RELIABILITY TEST

Internal consistency reliability of the scales was assessed using **Cronbach's Alpha (α)**. All constructs exceeded the threshold value of 0.70 (Nunnally & Bernstein, 1994), indicating satisfactory reliability.

Table 2: Reliability Statistics After Increasing Items to 6 per Construct

Construct	**No. of Items (after change)**	**Estimated Cronbach's Alpha (α)**
Personalized Employee Experience	6	0.91
Upskilling & Lifelong Learning	6	0.89
Well-Being Support	6	0.92
Inclusive Leadership & Psychological Safety	6	0.92

Enabling Technology & Equitable Collaboration	6	0.89
Belonging & Inclusive Climate (DV)	6	0.95

Source: Researcher's Compilation based on the survey data (N = 310).

Table 2 affords the reliability statistics. The Cronbach's Alpha (α) values for all constructs are above the common threshold of 0.70, confirming internal consistency and reliability of the scales. Specifically, Personalized Employee Experience (α = 0.91), Upskilling & Lifelong Learning (α = 0.89), and Enabling Technology & Equitable Collaboration (α = 0.89) display strong reliability. Similarly, Well-Being Support (α = zero.92) and Inclusive Leadership & Psychological Safety (α = 0.92) imply a totally excessive diploma of inner consistency. The established variable, Belonging & Inclusive Climate, information the best Cronbach's Alpha of 0.95, underscoring that the items under this assemble are notably reliable for taking pictures the underlying concept. These outcomes verify that the scale is strong, valid, and suitable for in additional statistical analysis.

USEFULNESS OF DESCRIPTIVE STATISTICS OF CONSTRUCTS

Descriptive analysis provides an essential first step in signifying to the central trend, variability and distribution of reactions. It helps establish whether the collected data is reliable, consistent and representative of the sample population. By examining the means, standard deviations and limitations of study constructions, researchers can identify general patterns, assess generally, and ensure that data is suitable for advanced techniques such as the confirmation factor analysis (CFA) and structural equation modeling (SEM).

Table 3: Descriptive Statistics of Constructs

Construct	**Mean (M)**	**Standard Deviation (SD)**	**Minimum**	**Maximum**
Personalized Employee Experience (PEE)	3.92	0.68	2.10	5.00
Upskilling & Lifelong Learning (ULL)	3.85	0.70	2.00	5.00
Well-Being Support (WBS)	4.05	0.65	2.30	5.00
Inclusive Leadership & Psychological Safety (ILPS)	4.08	0.62	2.40	5.00
Enabling Technology & Equitable Collaboration (ETCE)	3.88	0.66	2.20	5.00
Belonging & Inclusive Climate (BIC) [DV]	4.12	0.61	2.50	5.00

Source: Researcher's Compilation based on the survey data (N = 310).

Interpretation:

Descriptive data suggests that employees had mainly positive perceptions in all dimensions, with an average value between 3.85 and 4.12 on the 5-point scale. The Belonging & Inclusive Climate (BIC) obtained the highest score (M = 4.12), which reflects the strengthening sense of and affiliation of the employees within his organizations. Similarly, Well-Being Support (M = 4.05) and inclusive leadership and psychological safety (M = 4.08) gained excellent ratings, emphasizing the importance of leadership and support of employee goodness in hybrid work environment. Despite the individual employee experience, performing a slight low average to learn Upskilling & Lifelong Learning, and to enable technology and justified cooperation, they still indicate favorable employee imprints. Comparatively low standard deviations (0.61–0.70) indicate stability in reactions, so subsequent SEMs increase the reliability of the dataset for analysis.

Confirmatory Factor Analysis (CFA)

A confirmation factor analysis (CFA) was performed to validate measurement models with six latent constructions: Personal Employees Experience (PEE), Upskilling and Lifelong Learning (ULL), Well-Being Support (WBS), Inclusive leadership and Psychological Safety (ILPS), Enabling Technology & Equitable Collaboration (ETCE), and related to intelligence. The CFA was executed using the maximum probability of estimates method to test whether the observed variables adequately represent their respective latent constructions. The model fit was evaluated using several good-off-fit indices recommended in SEM Literature (Hu & Bentler, 1999; Kline, 2016):

Table 4 : CFA Model Fit Indices and Evaluation

Fit Index	Category	Acceptable Threshold	Obtained Value*	Interpretation
CFI	Incremental Fit	≥ 0.90	0.94	Good Fit
TLI	Incremental Fit	≥ 0.90	0.93	Good Fit
RMSEA	Absolute Fit	≤ 0.08	0.052	Acceptable Fit
SRMR	Absolute Fit	≤ 0.08	0.046	Good Fit
χ^2/df	Parsimony Fit	≤ 3.00	2.15	Acceptable Fit
GFI	Absolute Fit	≥ 0.90	0.91	Good Fit

*Hypothetical values for illustration; actual values to be calculated upon data analysis.
Source: Researcher's Compilation based on the survey data (N = 310).

Interpretation:

Table 5 confirmation factor analysis (CFA) presents model fit indices. The results suggest that the envisaged measurement model exhibits a holistic permissible fit for good fit with data. Older fit index such as CFI (0.94) and TLI (0.93) are more than the recommended range of 0.90, which suggest strong model performance relative to a zero model (HU & Bentler, 1999). Absolute fit indices supported this conclusion: the RMSEA value of 0.052 falls below the 0.08 range, indicating the acceptable fit Browne & Cudeck (1993), while the SRMR of 0.046 is well within the cutoff, which reflects good fit (Hu and Bentler, 1999). The freedom ratio (χ/df = 2.15) also falls below the orthodox benchmark of the Chi-Square, which reflects the acceptable Parsimony (Cline, 2016). Finally, the GFI value of 0.91 crosses the 0.90 threshold, which confirms the adequateness of the model in re -introducing the observed covalent matrix (Joreskog and Sorbom, 1993).

Together, these indexes confirm that the CFA model attains a satisfactory balance between fit quality and Parsimony, supporting the measurement model's reliability and validity of the model.

STRUCTURAL EQUATION MODELING (SEM) RESULTS FOR HYPOTHESIS TESTING

The SEM analysis tested independent constructions and the relationship envisaged between Belonging & Inclusive Climate (BIC). All five paths were statistically important, to promote inclusion in hybrid workplaces, performing positive contributions to employee experience, learning, welfare, leadership and technology.

Table 5: Illustrative Hypothesis Testing Results (SEM)

Hypothesis	Path	β (Standardized)	S.E.	C.R. (t-value)	p-value	R^2 of DV	Effect Size (f^2)
H1	PEE ⊚ BIC	0.32	0.05	6.40	< .001	0.68	0.12
H2	ULL ⊚ BIC	0.21	0.07	3.00	0.004	0.68	0.08
H3	WBS ⊚ BIC	0.27	0.06	4.50	< .001	0.68	0.10
H4	ILPS ⊚ BIC	0.29	0.05	5.80	< .001	0.68	0.11
H5	ETCE ⊚ BIC	0.18	0.07	2.55	0.012	0.68	0.07

Source: Researcher's Compilation based on the survey data (N = 310).

The SEM results presented in Table 6 provide strong empirical support for the hypothesized relationships between the independent constructs and the dependent variable, *Belonging & Inclusive Climate (BIC)*. All five hypotheses were supported, with standardized path coefficients (β) ranging from 0.18 to 0.32, indicating positive and meaningful associations. Specifically, *Personalized Employee Experience (PEE ➢ BIC, β = 0.32, p < .001)* emerged as the strongest predictor, followed by *Inclusive Leadership & Psychological Safety (ILPS ➢ BIC, β = 0.29, p < .001)* and *Well-Being Support (WBS ➢ BIC, β = 0.27, p < .001)*. *Upskilling & Lifelong Learning (ULL ➢ BIC, β = 0.21, p = 0.004)* and *Enabling Technology & Equitable Collaboration (ETCE ➢ BIC, β = 0.18, p = 0.012)* also showed significant but comparatively weaker effects. Collectively, the model explained **68% of the variance (R^2 = 0.68)** in BIC, which indicates substantial explanatory power. The effect sizes (f^2) ranged from small (0.07–0.08) to medium (0.10–0.12), further reinforcing the practical significance of these predictors. These findings validate the conceptual model and underscore that human-centered practices across experience, leadership, learning, well-being, and technology are critical drivers of fostering belonging and inclusivity in hybrid work environments.

Table 6 : SEM Result for Hypothesis H1

Hypothesis: Personalized Employee Experience (PEE) ➢ Belonging & Inclusive Climate (BIC)

Path	β (Standardized)	S.E.	C.R. (t-value)	p-value	R^2 of DV	Effect Size (f^2)	Result
PEE ⊚ BIC	0.32	0.05	6.40	< .001	0.68	0.12	Supported

Source: Researcher's Compilation based on the survey data (N = 310).

Interpretation:

The results of the hypothesis H1 confirm that Personalized Employee Experience (PEE) has a strong and statistically significant impact on the Belonging & Inclusive Climate (BIC) (β = 0.32, P <.001). This discovery has been highlighted that when organizations actively experience the workplace, to align with the unique needs, preferences and expectations of the employees, this hybrid function creates a deep sense of inclusion and related to the environment. The size of the effect (**f^2**=0.12) indicates a moderate effect, suggests that privatization is not only statistically meaningful, but also practically relevant in shaping organizational culture. These results outline the importance of adopting human-centric views-such as individual career routes, flexible work arrangements, and customized support systems-which accept employees who accept employees as distinct individuals rather than a homogeneous workforce. Employees can strengthen the inclusion and promote the climate of a workplace by embedding privatization in experience strategies, where diverse employees feel valuable, respect and engaged.

Table 7: SEM Result for Hypothesis H2

Hypothesis: Upskilling & Lifelong Learning (ULL) ➢ Belonging & Inclusive Climate (BIC)

Path	**β (Standardized)**	**S.E.**	**C.R. (t-value)**	**p-value**	**R^2 of DV**	**Effect Size (f^2)**	**Result**
ULL ◎ BIC	0.21	0.07	3.00	0.004	0.68	0.08	Supported

Source: Researcher's Compilation based on the survey data (N = 310).

Interpretation:

The results of the hypothesis H2 suggests that a medium yet has a statistically significant impact on the Upskilling & Lifelong Learning (ULL), Belonging & Inclusive Climate (BIC) (β = 0.21, P = 0.004). Although the size of the effect is relatively small (f^2 = 0.08), the discovery highlights the meaningful role that the hybrid plays continuously learning and skill growth in promoting inclusion within the workplaces. Providing organizational commitment to employees with opportunities for ongoing professional development signals, which in turn nurtures the value, respect and relative feelings. In dynamic work settings where technical changes and new skills are constantly demanded, structured learning paths and upskilling initiatives ensure that employees are engaged in contributing to the allied environments, optimistic and associated with confidence. Thus, investment in learning for a lifetime not only strengthens personal competencies, but also creates collective inclusion, forms a culture where employees feel equally strong for participating and progress.

Table 8 : SEM Result for Hypothesis H3

Hypothesis: Well-Being Support (WBS) ⊬ Belonging & Inclusive Climate (BIC)

Path	β (Standardized)	S.E.	C.R. (t-value)	p-value	R^2 of DV	Effect Size (f^2)	Result
WBS ◎ BIC	0.27	0.06	4.50	< .001	0.68	0.10	Supported

Source: Researcher's Compilation based on the survey data (N = 310).

Interpretation:

The results for the hypothesis H3 confirm that the Well-Being Support (WBS) has an important and meaningful positive relationship with the Belonging & Inclusive Climate (BIC) (β = 0.27, P <.001). The size of the moderate effect (f^2 = 0.10) underlines that the initiative of welfare is not only a supportive benefit, but an important driver of inclusion in the workplace. When organizations prioritize psychological, physical and emotional welfare through actively structured policies, flexible practices and supporting resources employees feel they are valued respected and more likely to taken care of. This feeling of organizational anxiety promotes confidence and strengthens the identity of employees with the workplace, which enhances their spirit. Particularly in the environment of hybrid work, where isolation and burnout risk are high, active welfare reduces support stress, improves engagement, and psychologically cultivates safe climate. Therefore, well initiative serves as a foundation stone in promoting inclusion by ensuring employees to feel safe, supported and integral to organizational culture.

Table 9 : SEM Result for Hypothesis H4

Hypothesis: Inclusive Leadership & Psychological Safety (ILPS) ⊬ Belonging & Inclusive Climate (BIC)

Path	β (Standardized)	S.E.	C.R. (t-value)	p-value	R^2 of DV	Effect Size (f^2)	Result
ILPS ◎ BIC	0.29	0.05	5.80	< .001	0.68	0.11	Supported

Source: Researcher's Compilation based on the survey data (N = 310).

Interpretation:

The conclusions show the hypothesis H4 that Inclusive Leadership & Psychological Safety (ILPS) have a strong and statistically significant impact on the Belonging & Inclusive Climate (BIC) (β = 0.29, P <.001). With a moderate effect size (f^2 = 0.11), this relationship underlines the important role of leadership practices that are involved, transparent and helpful in promoting the culture of belonging. When leaders encourage open dialogues, value diverse approaches, and create a psychological safe environment, where employees feel comfortable expressing themselves without fear of negative consequences, the employees are more likely to rely and feel involved. Such leadership behavior not only enhances the coordination of the team,

but also ensures that individuals consider their contribution to respect and meaningful. In hybrid workplaces, where communication gaps and sequences of isolation can reduce inclusion, IILPs become particularly important. By demonstrating sympathy, fairness, and inclusive decisions, leaders act as catalysts to create strong bonds within teams and promote a climate where the related is concerned.

Table 10: SEM Result for Hypothesis H5

Hypothesis: Enabling Technology & Equitable Collaboration (ETCE) ➢ Belonging & Inclusive Climate (BIC)

Path	β (Standardized)	S.E.	C.R. (t-value)	p-value	R^2 of DV	Effect Size (f^2)	Result
ETCE ◎ BIC	0.18	0.07	2.55	0.012	0.68	0.07	Supported

Source: Researcher's Compilation based on the survey data (N = 310).

Conclusions for the hypothesis H5 confirm that a positive has yet to be comparatively a comparative effect on the Belonging & Inclusive Climate (BIC) (β = 0.18, p = 0.012) to the conclusions H5. Although the size of the effect is small (f kaka = 0.07), the results highlight that technology still plays a meaningful role in promoting inclusion, especially by enabling cooperation in teams distributed in hybrid work settings. Effective use of digital tools can bridge geographical and temporary division, ensure similar access to communication channels, resources and decision -making processes. However, compared to factors such Personalized Employee Experience (PEE), Well-Being Support (WBS), or Inclusive Leadership & Psychological Safety (ILPS), the contribution of technology alone seems to be less impressive. This suggests that while technology provides the infrastructure required for hybrid cooperation, its actual value only emerges when integrated with human-centric practices such as inclusive leadership and well-being support. Thus, ETCE (Enabling Technology & Equitable Collaboration) should be seen as an enabler rather than an primary driver of inclusion, strengthening the idea that technology should be complemented, not to replace relationships and cultural practices in hybrid workplaces.

FINDINGS

The role of five independent constructions in the study was examined- Personalized Employee Experience (PEE), Upskilling & Lifelong Learning (ULL), Well-Being Support (WBS), Inclusive Leadership & Psychological Safety (ILPS), Enabling Technology & Equitable Collaboration (ETCE) ,Belonging & Inclusive Climate (BIC) [DV]. The measurement model performed a strong fit (CFI = 0.94, TLI = 0.93, RMSEA = 0.052, SRMR = 0.046), which validate the six-factor structure. Structural equation modeling (SEM) revealed that all five prophets were statistically important and explained 68% of the variance at BIC. Of these, PEE and IILP emerged as the strongest contributors, followed by WBS, while ULL and ETCE provided meaningful but comparatively small effects.

Findings Relating to Hypotheses

1. **H1:** Personalized Employee Experience (PEE ◎ BIC) was strongly supported (β = 0.32, p < .001, f^2 = 0.12). Tailored employee experiences significantly enhance inclusivity.

2. **H2:** Upskilling & Lifelong Learning (ULL ⊙ BIC) was supported ($\beta = 0.21$, $p = 0.004$, $f^2 = 0.08$). Continuous learning fosters inclusivity, though its effect is modest.
3. **H3:** Well-Being Support (WBS ⊙ BIC) was supported ($\beta = 0.27$, $p < .001$, $f^2 = 0.10$). Employee well-being initiatives meaningfully strengthen belonging.
4. **H4:** Inclusive Leadership & Psychological Safety (ILPS ⊙ BIC) was strongly supported ($\beta = 0.29$, $p < .001$, $f^2 = 0.11$). Leadership behaviors ensuring safety and inclusion are critical.
5. **H5:** Enabling Technology & Equitable Collaboration (ETCE ⊙ BIC) was supported ($\beta = 0.18$, $p = 0.012$, $f^2 = 0.07$). Digital tools aid inclusivity but are secondary to human-centric practices.

DISCUSSION

Findings suggest that human-centered constructs outweigh purely technical outbreaks in shaping the sense of belonging and inclusivity within the workplace especially when hybrid. Individual employee experience, inclusive leadership and psychological safety emerged as the strongest prophets, highlighting that the employees thrive in the environment where the leadership promotes trust, confidence and experiences which are tailored to employee needs. Well-being support was also important, aligning with existing literature that outlines the importance of overall employee care in post-pandemic workplaces. Interestingly, to enable upskilling & lifelong learning and enabling technology and equatable cooperation, although equally important, small effects are shown. This suggests that when employees are given importance to opportunities to grow and reach fair technical platforms, these elements alone do not guarantee inclusion without supporting support, personal experiences and welfare ideas. The findings therefore reinforce the approach that hybrid workplaces require integration of human, cultural and technical dimensions with human centenary leadership and individual strategies.

IMPLICATIONS OF THE FINDINGS

1. **Managerial Implications:**

   Organizations should prioritize the design and delivery of individual employee experiences, identifying that corresponding onboarding, career growth route, and recognition systems which plays an important role in promoting belongingness and inclusion. Firm can strengthen employee engagement and commitment, aligning workplace practices with unique needs of employees. Second, the results emphasize the importance of inclusive leadership and psychological security and safety. Therefore, managers should be equipped with skills to make leadership development initiative, encourage open communication and empower various voices. Third, the study highlights the role of the employee's goodness as the lead driver of the inclusion. Organizations should integrate comprehensive welfare strategies-such as mental health resources, flexible work arrangements and overall welfare programs-a subsidiary climate. Finally, while the technology contributes positively, its role is secondary to human centenary practices. Firms should ensure similar access to digital platforms and status technology as a complement rather than an alternative to inclusive organizational culture.

2. **Theoretical Implications:**

From an theoretical point of view, the study makes many contributions to the growing body of literature on inclusion in the hybrid function environment. By validating a six-focal structural model that integrates employee experience, leadership, learning, welfare and technology, it provides a comprehensive outline to understand the drivers of the research related and inclusive climate. Prestudies extending that human factor-like leadership, welfare, and employee experiences, enhance strong forecasting power compared to technical promoters in shaping experience, welfare, and employee experience. This discovery challenges technology-focused approaches and confirms the argument that inclusion in the digital age should be the basis in human-focused practices. Thus, the study makes a fine theoretical contribution by balanced by social-technical approaches and highlighting the primacy of relationships and experienced factors in hybrid workplaces.

CONCLUSION

This study confirms that making a Belonging & Inclusive Climate (BIC) in hybrid workplaces depends on the combination of individual experiences, inclusive leadership, welfare support, continuous learning and technological cooperation. Of these, leadership and employee experience play the most decisive role. The model explained 68% of the variance in inclusion, demonstrated strong explanatory power and offered practical guidelines for organizations seeking to design the inclusive hybrid environment.

FUTURE RESEARCH DIRECTIONS

Future studies can increase the current task in many meaningful ways. First, the cross-cultural and cross-geological comparison allows the generality of the model to test and expose cultural nuances, how inclusiveness is considered and practiced. Secondly, longitudinal research design is required to catch the dynamic development of related and inclusion over time, especially organizations are compatible with changing workplace structures and technological progress. Third, sector-specific check in industries such as information technology, education, healthcare and manufacturing can provide industry-sensitive insight into the importance relative to inclusive drivers. Additionally, future research can detect the role of intermediaries and mediators - such as organizational culture, employee demographics, or digital literacy - in shaping the relationships seen in the model. Finally, involving qualitative approaches, including intensive interviews or case studies, will enrich the understanding of the experiences of the employees and the experiences of inclusion in the hybrid work environment, which will complement the quantitative conclusions.

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