



Original Article

The Role of Organizational Culture in Enhancing Talent Retention in the Hybrid Work Era

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Abstract:

The COVID-19 pandemic accelerated the adoption of hybrid working models, where employees divide their time between remote and on-site work. While hybrid work offers flexibility and better work–life balance, it also introduces challenges such as digital fatigue, social isolation, and fairness concerns. Organizational culture emerges as a critical factor influencing employee engagement, loyalty, and retention in such contexts. This study aims to explore how cultural dimensions—particularly fairness, inclusion, and support for work–life balance—affect talent retention in hybrid environments. Using a qualitative literature study, data were collected from academic journals, books, and industry reports published within the last five years. The analysis employed a thematic content approach to synthesize findings and identify patterns linking organizational culture and retention outcomes. Results indicate that organizations fostering fairness and transparency in performance evaluations and workload distribution are more successful in reducing turnover intentions. Inclusion and belonging are equally vital in preventing remote worker isolation, while work–life balance initiatives help mitigate digital fatigue. Conversely, toxic or neglectful cultures significantly increase disengagement and attrition. The study concludes that organizational culture is not a peripheral factor but a strategic resource that strengthens loyalty and long-term commitment. Practical examples from companies such as Microsoft, Google, and Spotify illustrate how adaptive cultures support retention during hybrid transitions.

Keywords: Organizational Culture, Hybrid Work, Talent Retention.

Introduction

The drastic shift brought about by the COVID-19 pandemic accelerated the

adoption of hybrid working models across organizations, where employees divide their time between remote work and on-site presence ([Smite, Moe, Huerta, & Mendez, 2022](#)). This model offers employees greater flexibility in managing their work schedule and location, addressing long-standing barriers to job satisfaction and work–life balance ([The Guardian, 2024](#)). However, while flexibility is often perceived as a benefit, it also introduces new challenges, particularly regarding how employees maintain social relationships, organizational loyalty, and commitment when face-to-face interactions are limited ([Febriana, 2024](#)). Within this context, organizational culture emerges as a critical variable that shapes employees' sense of belonging, shared values, and perceived organizational support, all of which are highly relevant to talent retention ([Setyanto & Isnanto, 2025](#)).

The hybrid work era emerged as an adaptive response to the COVID-19 pandemic, combining elements of in-office and remote work as the new normal. This model includes important dimensions such as modality (whether work is fully in-office, fully remote, or mixed), location (distribution of workdays between home and office), and temporality (flexibility of working hours) ([Putnam et al., 2024](#)). The era is also characterized by employees' growing demand for flexibility and work-life balance. Studies have shown that hybrid workers report higher levels of psychological well-being, lower stress from commuting, and increased productivity and job satisfaction compared to traditional office-based work ([The Guardian, 2024](#)).

Nevertheless, hybrid work also presents significant challenges for both organizations and individuals. From an organizational perspective, issues such as communication coordination, performance measurement, maintaining company culture, and fairness between in-office and remote employees are increasingly critical ([Abou-Moghli, 2024](#)). On the individual level, challenges include social isolation, digital burnout due to blurred boundaries between work and personal life, and the necessity of adequate technological infrastructure and physical workspace ([Zajac et al., 2024](#)).

Talent retention has become a strategic issue for many companies, particularly amid global competition and digital transformation, as employees increasingly seek not only financial compensation but also supportive, innovative, and flexible work environments ([Komariyah, Sekar Tadjie, & Priyana, 2024](#)). Uncertainty surrounding hybrid policies—such as the balance of remote and office days, fairness in workload distribution, and adequacy of technological infrastructure—may contribute to employee stress, digital fatigue, and ultimately high turnover intention ([Febriana, 2024](#); [Ruchiyat, 2025](#)). Organizations that fail to incorporate strong and inclusive cultural elements within hybrid arrangements risk losing their most valuable talents to competitors that provide a stronger sense of community and alignment with employee expectations ([Smite et al., 2022](#)).

Organizational culture, which encompasses values, norms, leadership style, reward systems, and internal communication, has consistently been linked to higher job satisfaction, organizational commitment, and employee loyalty ([Widuri, Widjanarko, & Lumban Batu, 2025](#)). In hybrid work settings, cultural dimensions such as fairness, inclusion, support for work–life balance, and clarity of expectations are particularly crucial, since opportunities for direct interaction between employees and managers are more limited ([Febriana, 2024](#)). Evidence from Indonesia indicates that implementing hybrid working models has transformed organizational values and culture, as demonstrated in the case of Bank DBS Indonesia, where cultural adaptation became

central to maintaining collaboration and communication in a hybrid environment ([Ainurrofiq & Amir, 2022](#)).

Nevertheless, there remains a significant research gap regarding how organizational culture specifically influences talent retention in hybrid settings. While prior studies have examined the role of culture in employee satisfaction and loyalty, fewer have addressed the mechanisms through which organizational culture shapes retention outcomes such as turnover intention, commitment, and loyalty within hybrid frameworks ([Komariyah et al., 2024](#); [Ruchiyat, 2025](#)). Moreover, little is known about how these dynamics unfold in Indonesia, where hybrid work adoption is relatively recent and intersects with unique cultural and organizational characteristics.

Recent empirical findings in Indonesia show strong preference and increasing demand for hybrid work. A survey by Logitech involving 500 professional employees nationwide found that 62% prefer hybrid work arrangements, while only 16% favor full in-office work and 21% prefer fully remote work ([Bisnis.com, 2023](#)). Such preference reflects shifting expectations of employees who seek flexibility in location and schedule, as well as greater support from organizations in terms of infrastructure, communication, and management of remote and in-office work ([Seremonia.id, 2023](#)). Another survey by the National Civil Service Agency (Badan Kepegawaian Negara [BKN]) in Jakarta shows that 95.7% of civil servant respondents (ASN) want a hybrid work scheme rather than returning to full on-site requirements ([Kompas.com, 2023](#)). These data suggest that the hybrid work model is not just a theoretical or global trend but a real expectation among a wide swath of employees in Indonesia, including Jakarta. Moreover, findings also indicate that employees perceive hybrid work as having potential challenges—such as coordination, technology support, fairness, and work–life boundaries—that may affect their engagement and intent to stay if not managed well ([Bisnis.com, 2023](#)).

This study is urgent given that many organizations in Indonesia and globally are negotiating hybrid work policies, while employees increasingly consider organizational culture a primary factor in deciding whether to remain or leave their employer ([The Guardian, 2024](#); [Febriana, 2024](#)). Without adapting their cultures to align with the demands of hybrid work, organizations face the risk of losing key talents, undermining their long-term effectiveness, innovation, and competitiveness ([Komariyah et al., 2024](#)).

Previous studies have examined the relationships between organizational culture, talent retention, loyalty, and performance in various contexts. For example, a study of the banking sector in Central Java revealed that talent retention and competency development programs simultaneously influence turnover intention and organizational effectiveness ([Komariyah et al., 2024](#)). Research in Cirebon further found that work–life balance and organizational culture significantly affect employee performance, which is closely tied to retention outcomes ([Tasyana, Athifa, Syahroni, & Mahadianto, 2025](#)). Meanwhile, studies on hybrid working in Indonesia ([Febriana, 2024](#)) highlight communication challenges, disparities between remote and on-site employees, and fairness concerns in the design of hybrid work arrangements.

This study investigates how organizational culture shapes talent retention in the hybrid work era, focusing on fairness, inclusion, and support for work–life balance as key factors influencing employees' decisions to stay. It also examines how culture can mitigate challenges such as digital fatigue and disengagement while strengthening loyalty and commitment. The goal is to provide theoretical insights and practical guidance for building cultures that effectively support hybrid work and enhance talent retention.

Methods

This study employs a qualitative approach with the type of research being a literature study. The qualitative approach was chosen because the study focuses on developing a comprehensive understanding of the relationship between organizational culture and talent retention in the context of hybrid work, which is interpretative and contextual in nature ([Creswell & Poth, 2018](#)). A literature study is particularly relevant since it enables the integration of theoretical perspectives and empirical findings from prior studies to build a conceptual framework for analysis ([Snyder, 2019](#)).

Data Sources

The data in this study were obtained from secondary sources, including peer-reviewed journal articles, conference proceedings, academic books, and industry reports published within the last five years, focusing on organizational culture, talent retention, and hybrid work practices. The selection criteria were based on the relevance of the topic, the credibility of the publication, and the connection to the research variables under study ([Booth, Sutton, & Papaioannou, 2016](#)).

Data Collection Techniques

The data collection was carried out using a documentary technique, which involved searching academic databases such as Scopus, ScienceDirect, Springer, and Google Scholar, as well as reliable industry reports. Keywords used included organizational culture, talent retention, hybrid work, and employee loyalty. The selected literature was then categorized based on its research focus, main findings, and contributions to the study ([Snyder, 2019](#)).

Data Analysis

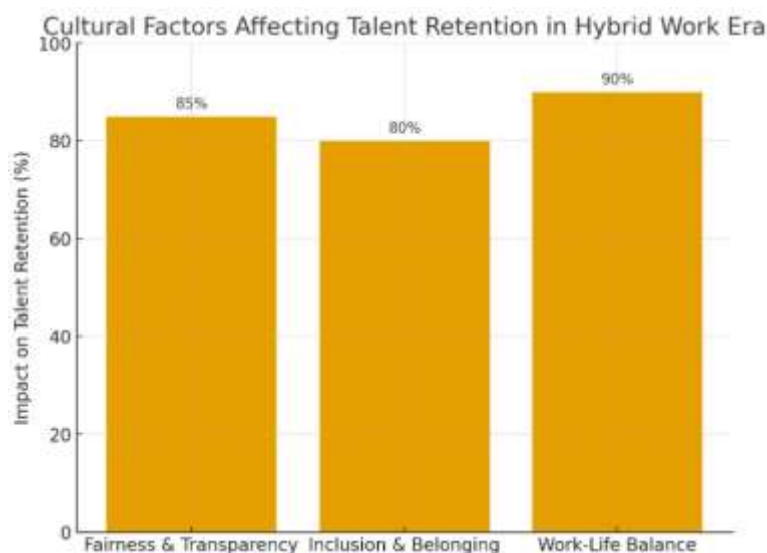
The data were analyzed using content analysis with a thematic approach. This method involved identifying, organizing, and interpreting the main themes emerging from the reviewed literature to reveal patterns, research gaps, and the interrelationship between organizational culture and talent retention in hybrid work arrangements ([Krippendorff, 2019](#)). The analysis also included synthesizing theoretical and empirical findings from various sources to construct a holistic perspective. Such an approach enabled the study to provide a systematic, critical, and in-depth understanding of the role of organizational culture in enhancing talent retention in the hybrid work era ([Bowen, 2009](#)).

Results

Research shows that organizational culture plays a central role in determining talent retention in the hybrid work era. Key factors such as fairness, inclusion, and support for work-life balance have been shown to contribute to employee loyalty. Furthermore, a healthy culture can also reduce digital fatigue and disengagement, which often arise from the intense use of technology in hybrid work systems. In other words, an adaptive organizational culture serves as a buffer against the risk of burnout and a foundation that strengthens employee commitment.

Cultural Factors Affecting Talent Retention

Organizational culture plays a central role in talent retention in the hybrid work era, particularly because this model introduces both opportunities and risks in employment relations. One of the most critical dimensions is fairness and transparency. Recent studies highlight that employees are more likely to stay in organizations that emphasize fairness in promotions, compensation, and workload distribution. In hybrid arrangements, location bias often emerges, where employees working more frequently onsite gain higher visibility than those working remotely, potentially influencing career opportunities. Ramachandaran (2024) found that when organizations create systems ensuring fairness for both onsite and remote workers, trust and retention levels rise significantly. Google illustrates this in practice by implementing outcome-based evaluations rather than attendance-based ones, reducing bias against remote employees ([Ramachandaran, 2024](#)).



The chart illustrates that work–life balance, fairness and transparency, and inclusion and belonging are the most influential cultural factors in retaining talent within hybrid work environments. Among these, work–life balance shows the strongest impact, highlighting that flexible policies, healthy working hours, and mental health support are critical for sustaining employee loyalty. Fairness and inclusion also play vital roles, as they mitigate risks of bias and isolation, ultimately strengthening organizational resilience in talent retention.

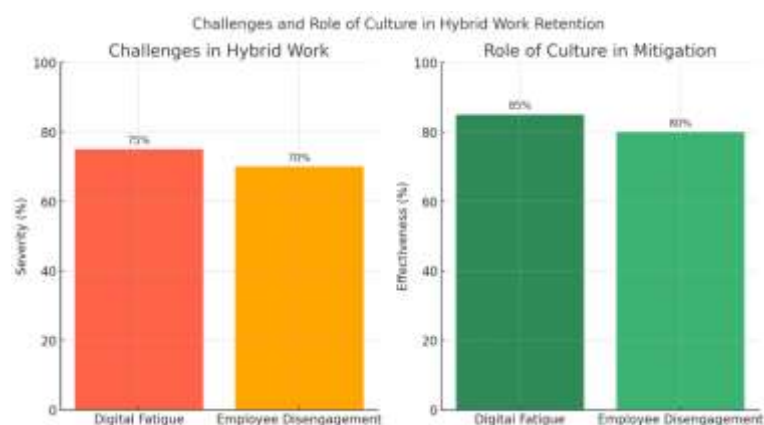
Another essential factor is inclusion and belongingness, which strengthen employee loyalty. Hybrid models frequently carry the risk of isolation for remote workers. Ushurova, Kabro, and Alyossef (2024) emphasize that organizational cultures prioritizing inclusive internal communication and ensuring all employees participate in decision-making help reinforce a sense of belonging. Microsoft provides a concrete example with its “Hybrid Meetings Equity” program, where all meetings are conducted digital-first, guaranteeing equal opportunities for both in-person and online participants to contribute. This approach not only boosts inclusion but also alleviates marginalization, which often drives disengagement in hybrid workplaces.

Equally significant is work–life balance, as flexibility alone does not guarantee it. In fact, blurred boundaries between work and personal spaces often exacerbate digital fatigue. Shinde (2025) shows that organizations embedding work–life balance as a core cultural value—through policies like healthy working hours, flexible leave, and mental health support—achieve stronger talent retention. Spotify exemplifies this with its “Work From Anywhere Program,” complemented by guidelines on healthy working hours and robust mental health support. This initiative has contributed to higher retention rates, particularly among highly mobile tech talent in competitive labor markets.

Thus, organizational cultures grounded in fairness, inclusion, and work–life balance are not merely motivational factors but also act as protective mechanisms against emerging challenges such as digital fatigue and social isolation. They ultimately reinforce loyalty and commitment, making organizations more resilient in retaining talent in the post-pandemic hybrid era.

Challenges and Role of Culture

In the hybrid work era, organizations face two major cultural challenges that strongly affect talent retention: digital fatigue and employee disengagement. Digital fatigue occurs as employees spend more hours in virtual meetings, navigate constant notifications, and experience blurred boundaries between work and personal life. Research has shown that excessive screen exposure leads to cognitive overload and emotional exhaustion, reducing both productivity and well-being (Kumar et al., 2024). A culture that values mindful communication and enforces the “right to disconnect” is critical in mitigating these risks. For example, companies like Volkswagen have implemented policies restricting after-hours emails to protect employees’ recovery time, fostering stronger retention through trust and respect for work–life balance (Dutta, 2024).



The visualization shows that while digital fatigue and employee disengagement pose significant challenges in hybrid work environments, a strong organizational culture can effectively counteract these risks. By fostering mindful communication, inclusion, and work–life balance, culture not only reduces the severity of these issues but also enhances retention by promoting trust, belonging, and long-term commitment.

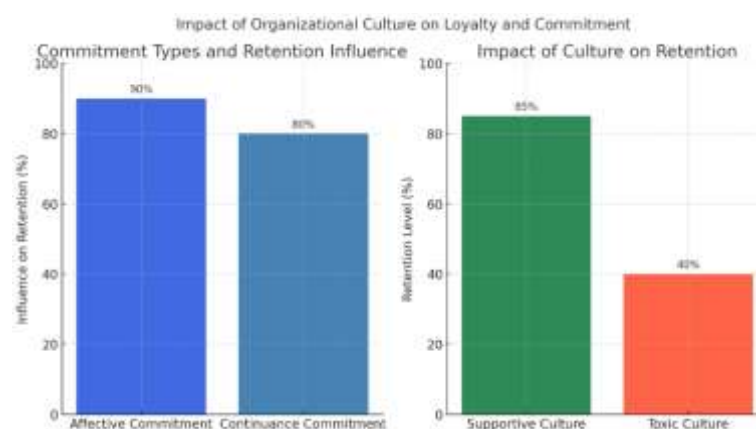
Alongside fatigue, disengagement is another significant concern. In hybrid setups, employees may feel socially isolated, disconnected from their teams, or uncertain about

their identity within the organization. This sense of detachment often escalates into lower motivation and higher turnover intentions (Syakir et al., 2025). To counteract this, organizations need to cultivate a culture of inclusion and collaboration that goes beyond physical presence. Practical strategies include establishing hybrid rituals, such as virtual coffee sessions, team-building activities, and recognition practices that ensure remote employees feel equally valued. Microsoft, for instance, responded to rising disengagement by investing in “hybrid social rituals,” where both remote and in-office workers participate in structured team-building events, helping maintain strong bonds and reducing attrition rates (Saraiva & Nogueiro, 2025).

The interplay between digital fatigue and disengagement highlights that retention in hybrid work is not solely a matter of compensation or flexibility, but deeply tied to how culture addresses human needs for rest, belonging, and recognition. An organizational culture that supports autonomy, fosters inclusion, and enforces balance can transform potential risks into opportunities, strengthening commitment and loyalty. As Shinde (2025) argues, hybrid cultures anchored in trust and digital enablement are better positioned to sustain employee engagement, even amidst the evolving complexities of work. This demonstrates that culture is not only a protective factor against the downsides of hybrid work but also a strategic driver for long-term retention.

Impact on Loyalty and Commitment

In the hybrid work era, organizational culture plays a profound role in shaping employees' loyalty and commitment, which in turn directly influences retention. When employees perceive their organization as fair, inclusive, and supportive of work–life balance, they tend to develop affective commitment, or an emotional attachment to the organization. This attachment arises not merely from job satisfaction but from a deeper sense of alignment between personal values and the organizational culture. At the same time, such cultures also foster continuance commitment, where employees evaluate the tangible and intangible costs of leaving the organization, recognizing that they would lose valuable support, flexibility, and trust if they moved elsewhere. Both forms of commitment create a dual foundation that reduces turnover intentions and strengthens long-term retention.



The visualization highlights that both affective and continuance commitment significantly enhance employee retention, with affective commitment showing the

strongest influence. At the same time, supportive organizational cultures foster high retention rates, while toxic cultures drastically reduce loyalty and increase turnover. This underscores that organizational culture is a decisive factor in shaping employees' loyalty and long-term commitment in hybrid work settings.

Recent research demonstrates that organizations which nurture adaptive and supportive cultures were significantly more resilient during the "Great Resignation." For instance, Kwon and Jeon (2022) argue that organizations emphasizing inclusion and balance were better equipped to maintain their core talent even amid a global surge in voluntary turnover. Similarly, studies by Wang et al. (2020) highlight that fairness in performance evaluations and career development opportunities directly enhances affective commitment, thereby boosting loyalty. In practice, Salesforce provides an illustrative case: by embedding equality and fairness as core cultural values and prioritizing mental health initiatives for hybrid workers, the company has sustained remarkably high retention levels despite competitive labor markets.

On the other hand, companies that failed to adapt their culture saw higher attrition. A report by Sull, Sull, and Zweig (2022) reveals that toxic cultures—characterized by inequity, exclusion, or neglect of well-being—were the single strongest predictor of turnover during the Great Resignation, surpassing even compensation as a factor. This underscores that culture is not a peripheral issue but a central determinant of whether employees stay or leave. Microsoft's hybrid work approach further reinforces this: through a strong emphasis on flexibility, inclusivity, and digital well-being policies, it has cultivated both affective and continuance commitment among its employees, mitigating risks of disengagement and resignation.

Thus, organizational culture is more than a background condition; it is a strategic resource that enables firms to build enduring loyalty and commitment. By aligning fairness, inclusion, and balance with employees' expectations in hybrid settings, organizations not only address immediate challenges like turnover but also build the kind of sustainable commitment that ensures long-term competitiveness in talent retention.

Discussion

The findings of this study highlight that organizational culture is a key determinant in talent retention within the hybrid work era. Fairness, inclusion, and support for work–life balance emerge as the most influential cultural dimensions. When organizations ensure transparency and equity in workload distribution, promotions, and recognition, employees are more likely to remain committed. At the same time, inclusive practices that give equal opportunities for remote and onsite workers help reduce feelings of isolation, thereby strengthening loyalty.

Work–life balance also plays a crucial role, not only in providing flexibility but also in protecting employees from digital fatigue caused by blurred boundaries between professional and personal life. Policies that emphasize healthy working hours and mental health support demonstrate that organizational culture can act as a buffer against burnout.

Moreover, the challenges of digital fatigue and disengagement show that hybrid work arrangements require more than technological readiness; they demand a strong cultural foundation that promotes trust, belonging, and recognition. Companies that embed cultural practices—such as mindful communication and hybrid rituals—are better positioned to sustain engagement and loyalty.

Ultimately, this study suggests that organizational culture is not just a background factor but a strategic resource. By fostering fairness, inclusion, and work–life balance, organizations can mitigate the risks of hybrid work and build a resilient workforce with stronger commitment and retention in the long run.

Conclusion

This study highlights that organizational culture plays a central role in retaining talent within hybrid work settings. Fairness, inclusion, and work–life balance emerge as the most decisive cultural dimensions in reducing turnover intention and sustaining employee loyalty. Cultures that prioritize transparency, belonging, and well-being not only address the risks of digital fatigue and disengagement but also create a resilient workforce that is better prepared for future disruptions.

Organizations should embed fairness into evaluation and promotion systems, ensure inclusive participation for both remote and in-office employees, and implement strong work–life balance policies, such as flexible hours and mental health support. These cultural practices act as protective mechanisms against burnout and attrition, while also enhancing employee trust and long-term commitment.

This study relies on secondary data from literature reviews, which may limit the depth of empirical validation. The findings are largely based on general global and Indonesian contexts, and thus may not fully capture variations across industries or organizational sizes.

Future studies should employ empirical methods, such as surveys and case studies, to examine organizational culture's direct impact on retention in specific sectors. Comparative studies between industries or cross-cultural analyses across countries would enrich understanding of how hybrid work dynamics intersect with local values and organizational practices.

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