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## Research Paper

## Determinants of Social Loafing in Hybrid Work Environments: Evidence from Employees in India

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### ABSTRACT

The fast shift to hybrid work models has altered the organisational dynamics that have become a significant concern in the question of employee engagement and productivity. Social loafing, which is the decrease in an individual's effort in a group activity, is one of the most well-known problems in such an environment. This paper will seek to analyse the critical causes of social loafing by incorporating structural, technological and psychological causes. The research in particular examines how task visibility, mode of communication, trust, and group cohesion affect social loafing behaviour among the Indians in the workplace. In this study, the quantitative type of research was used, and information was gathered by utilising 615 employees who worked in hybrid settings through a structured questionnaire. Data analysis was done with Partial Least Squares Structural Equation Modelling (PLS-SEM). The results have shown that task visibility, trust, and group cohesion have a significant effect in minimising social loafing, and communication mode alone does not have a significant direct influence but moderates the effect. The work is valuable to the literature because it gives a unified theoretical approach to the concept of social loafing in the context of hybrid work, especially in the developing world. The implications of the insights presented in the findings provide valuable managerial implications for developing effective hybrid work strategies that will boost accountability, trust, and team cohesion.

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## 1. INTRODUCTION

The alteration of work organisation in the post-pandemic world has boosted the use of the hybrid work environment, where workers work under a blend of remote and in-office conditions. Although hybrid work is flexible, cost-efficient, and provides better work-life balance, it also poses considerable challenges to managers and behaviour. Social loafing, which is the tendency of people to decrease their work effort when collaborating in a team in comparison with working alone, is one of the most problematic issues in such settings (Liden et al., 2004; Karau and Williams, 1993).

Social loafing is an old phenomenon that is traditionally researched within the usual workplace, but in the hybrid one, it is more complicated because of a lack of physical control, mediation by means of the Internet, and decreased visibility of the tasks. Lack of close surveillance and physical contact tends to cause reduced responsibility and involvement, and consequently, loafing behaviour is likely to occur (Chidambaram and Tung, 2005; Shi and D'Ambra, 2005). According to the recent evidence, hybrid working conditions add to the problem of coordination, and accountability within a team is diminished (Wang et al., 2021; Leonardi, 2021).

One of the most important contributors to social loafing, which has become a structural parameter, is task visibility. Employees will work harder when the contributions they make to the organisation can be noted and measured because they feel responsible (Williams et al., 1981; Byun et al., 2020). Hybrid environments In hybrid environments, Digital tools like performance dashboards, activity logs, and real-time analytics can be used to increase visibility of tasks and build accountability in hybrid environments (Leonardi, 2021).

Communication mode is the other important determinant that defines team interaction and collaboration. The media richness theory opines that the communication mediums that are richest, like video conferencing, offer immediate response and increased social presence to diminish ambiguity and enhance engagement (Daft and Lengel, 1986; Bryant et al., 2009). Conversely, interpersonal relationships can be weakened by the use of Asynchronous communication tools because an individual may experience perceived social loafing since feedback is delayed and there is less interaction (Gibson et al., 2022).

Besides the structural and technological aspects, there are psychological and relational aspects like trust and group cohesion that greatly impact the social loafing behaviour. When people learn to trust their supervisors and their team members, psychological safety and shared responsibility are created, thereby decreasing the free-riding tendency (Kim et al., 2023; Rober, 2020). In the same manner, a robust group cohesion boosts group identity and commitment and makes individuals have a drive to play an active role in achieving team objectives (Høigaard et al., 2006). Trust and cohesion are further enhanced by styles of leadership, more specifically, servant leadership, where inclusiveness and employee welfare are promoted by the leadership.

Although there is an increasing body of research, available studies on social loafing in hybrid workplaces are currently inadequate. The majority of the research investigates the individual factors, like communication or trust, whereas little research combines the structural (task visibility), technological

(communication mode), and psychological (trust and cohesion) determinants into a cohesive framework. Moreover, empirical research on the subject of hybrid work is limited, especially in developing economies like India.

To address these gaps, the current research proposes to create a model that can be used to analyse the antecedents of social loafing in hybrid workplaces. This research integrates task visibility, mode of communication, trust and group cohesion, and, therefore, it presents a broad insight into how organisations can reduce social loafing and maximise team efficiency in digitally mediated work environments.

## 2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

The issue of social loafing, which is the proposition to decrease effort when operating in groups, has been a major issue in the research of organisational behaviour. Social loafing is based on the theory of diffusion of responsibility and evaluation apprehension, where people are not recognised by their contributions and have a weak sense of accountability (Karau and Williams, 1993; Liden et al., 2004). Although previous research concentrated on conventional working environments, the transformative nature of hybrid work environments has brought about a lot of dynamics of interaction in teams. The challenges associated with hybrid work, that is, a mix of remote and in-office work, include lowered visibility, digital communication, and loosened interpersonal relationships, thus enhancing social loafing probabilities.

### 2.1 Visibility of the tasks and social loafing

The visibility of tasks is the degree to which one can distinguish individual input in a team. As a rule, the previous studies indicate that increased visibility makes the accounts more accountable and less likely to be social loafers as the personal efforts become recognisable (Williams et al., 1981; Byun et al., 2020). Performance dashboards, activity logs, and real-time monitoring systems are digital tools that are important in increasing visibility in hybrid work settings. The tools allow the managers and the team members to monitor the contributions and thus curb ambiguity and free-riding behaviour.

Moreover, task visibility is reinforced by strategies like self-feedback, role clarity and contribution identifiability. Employees who feel that their work is visible and has meaning will be more motivated to be active. But task visibility effectiveness may be contingent upon contextual conditions of task interdependence as well as structures of communication.

**H1:** Task visibility has a considerable negative impact on social loafing.

### 2.2 Social Loafing and the Communication Mode

Another technological dimension that is important and affects interaction and coordination in the team is the communication mode. The media richness theory suggests that different communication channels have varying capacities to communicate effectively and help in receiving feedback (Daft and Lengel, 1986). Video conferencing and instant messaging, as part of synchronous communication tools, are more effective

in reducing social loafing since they offer immediate feedback and improve social presence.

Conversely, asynchronous forms of communication like emails and discussion forums are linked with a lack of fast feedback and a low quality of interaction, which can enhance perceptions of loafing (Bryant et al., 2009; Shi and D'Ambra, 2005). Team composition, task complexity and reward structures are additional factors that affect the effectiveness of communication in a hybrid work setting. It has been pointed out that more enriched communication channels increase engagement and accountability in virtual teams (Gibson et al., 2022; Bryant et al., 2009).

**H2:** Social loafing is greatly impacted by the communication mode (synchronous) negatively.

### 2.3 Trust and Social Loafing

Trust is one of the significant psychological concepts that determines collaboration and teamwork. It demonstrates the faith of the members of the team in being reliable and accountable. Much trust leads to the development of psychological safety, less uncertainty, and active involvement (Rober, 2020; Kim et al., 2023).

Trust is a very important tool of accountability in hybrid work environments where direct supervision is restricted. When employees have confidence in fellow workers and their superiors, they will not indulge in opportunistic behaviour but rather play a larger role. Psychological safety and opportunistic behaviour are more likely to be minimised in the case of distributed teams, which is supported by empirical evidence suggesting that trust is a factor that contributes to increased psychological safety and reduced opportunistic behaviour (Contreras et al., 2020; Kim et al., 2023).

**H3:** Trust impacts negatively on social loafing in a significant way.

### 2.4 Team Cohesion and Social Loafing.

Group cohesion is a term used to describe the level of interpersonal attraction, unity, and commitment among team

members. The cohesive level generates the feeling of belonging and shared responsibility, thereby minimising the chances of social loafing (Hoigaard et al., 2006).

Face-to-face meetings are less frequent in hybrid teams, and thus it may be difficult to maintain cohesion. Nevertheless, cohesion and team norms can be increased through the use of digital collaboration tools, a common objective, and leadership. Cohesive teams tend to have cooperative behaviour and collective accountability, thus reducing the loafing behaviour.

**H4:** Group cohesion exerts a great impact on social loafing, which is negative.

### 2.5 Communication Mode: Moderating Role

Other than its direct impact, communication mode is also a moderating variable in the association between task visibility and social loafing. The effect of the task visibility is heightened in the setting, which has thick and interactive communication with increased feedback, interaction, and social presence.

On the other hand, when this occurs in an asynchronous communication environment, the task visibility can be diminished by a lack of interaction and slowness in the reception of feedback. In this way, the mode of communication determines the conversion of structural factors into behavioural results of hybrid teams.

**H5:** The mode of communication moderates the relationship between task visibility and social loafing, with the negative relationship being stronger in the case of synchronous communication.

Social loafing in hybrid workplaces can be affected by a combination of structural (task visibility), technological (communication mode), and psychological (trust and group cohesion) forces. Although previous studies have discussed these determinants, the current study forms a unified analysis of these determinants to give a comprehensive picture of social loafing behaviour.

### 2.6 Conceptual Model and Research Objectives

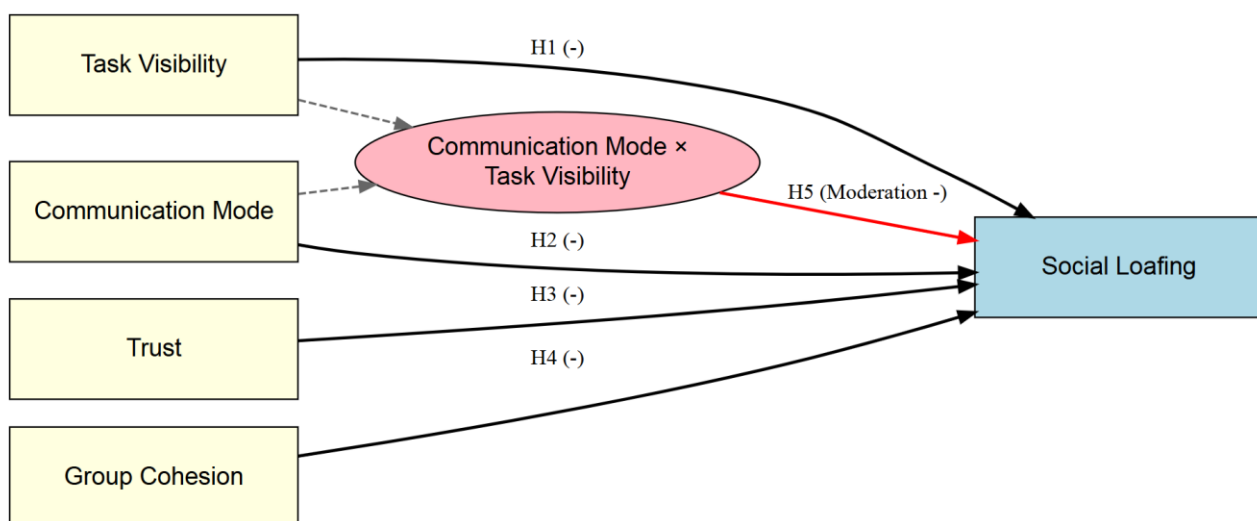


Figure 1: Conceptual model of the study

Based on the proposed hypothesis and conceptual model, the following research objectives are proposed:

1. To examine the effect of task visibility on social loafing among employees working in hybrid work environments.
2. To analyse the impact of communication mode on social loafing in hybrid teams.
3. To assess the influence of trust on social loafing among employees in hybrid workplaces.
4. To evaluate the effect of group cohesion on social loafing in hybrid work settings.
5. To investigate the moderating role of communication mode on the relationship between task visibility and social loafing in hybrid environments.

### 3. RESEARCH METHODOLOGY

#### 3.1 Research Design

In this research, a quantitative study design was used that is cross-sectional to study the determinants of social loafing in a hybrid workplace. A structured questionnaire was used to collect the data and the partial least squares structural equation modeling (PLS-SEM) that is appropriate where there are complex models and predictive analysis was used to analyze the data.

The sampling and data collection were done using a convenience sampling approach.

#### 3.2 Sampling and Data Collection

The method of sampling and data collection was a convenience sampling.

The study included 615 employees who were in hybrid work situations in India. The sampling method was judgmental in nature to make sure that the respondents were able to provide relevant experience in working in a hybrid or flexible work arrangement. The sampled respondents were mainly individuals in the information technology, education, banking, consulting and business services sector where hybrid work is common.

The questionnaire was delivered online (e.g., with the help of Google Forms), and only full answers were saved to be analysed. The period during which data collection took place was three months.

#### 3.3 Demographic Profile of Respondents

Table 1: Demographic Profile of Respondents

Category	Classification	Frequency	Percentage
<b>Gender</b>	Male	348	56.6%
	Female	267	43.4%
<b>Age</b>	21–30 years	182	29.6%
	31–40 years	284	46.2%
	41–50 years	111	18.0%
	Above 50 years	38	6.2%
	< 5 years	156	25.4%
<b>Work Experience</b>	5–10 years	274	44.6%
	11–20 years	132	21.5%
	> 20 years	53	8.5%
	IT / Technology	232	37.7%
<b>Industry</b>	Banking & Finance	118	19.2%
	Education & Training	102	16.6%
	Consulting & Services	96	15.6%
	Others	67	10.9%
	<b>Work Mode</b>	Fully Hybrid	409
Partially Hybrid		206	33.5%

#### 3.4 Measurement Model

Multi-items scales that were based on well-established and validated measures in previous literature were used to measure all the constructs in this study to achieve both content validity and reliability. Other slight changes were introduced to adapt the meaning of words to the context of hybrid work environments in India, but the conceptual meaning of the items remained the same.

All answers were estimated on a five points Likert scale of 1= Strongly Disagree to 5= Strongly Agree.

##### 3.4.1 Details of Measurement Construct-wise.

- A. Social Loafing (SL): The scale was measured in 6 items which were adapted by Robert C. Liden et al. (2004). Such items reflect the habit of people to work less when they are working in a group (e.g., I work less when doing something in a team than when doing something individually).
- B. Task Visibility (TV): The scale was measured with 5 items based on Kipling D. Williams et al. (1981) and further confirmed by Byun et al. (2020). The items measure the extent to which individual contributions can be observed and identified in the team settings.
- C. Communication Mode (CM): Assessed based on 4 items derived out of Richard L. Daft and Robert H. Lengel (1986) and Bryant et al. (2009). The scale reflects the richness, urgency, and efficiency of communication channels in the hybrid teams.
- D. Trust (TR): These were measured with 5 items modified by Lionel P. Rober (2020) and Jin Young Kim et al. (2023). These items measure the trust of employees to the supervisors and their teammates.
- E. Group Cohesion (GC): Assessed by means of 5 items modified by Rolf Hoigaard et al. (2006). The scale measures interpersonal attachment, group cohesion, and mutual commitment.

##### 3.4.2 Outer Loadings Reliability

It evaluated the indicator reliability through analyzing the outer loadings of the individual measurement items. According to the suggested value (Hair et al., 2022), the values of all item loadings were observed to be above 0.70, which implies that each of the items plays a significant role in its respective construct.

##### The external loadings were in the following order:

- Social Loafing: 0.71 - 0.86
- Task Visibility: 0.73 - 0.88
- Communication Mode: 0.72 - 0.87
- Trust: 0.75 - 0.89
- Group Cohesion: 0.74 - 0.88

Items that show a loading greater than 0.70 affirm high indicator reliability, showing that the observed variables, in a satisfactory manner, reflect the latent constructs.

#### 3.5 Measurement Model Assessment (Reliability and Validity)

**Table 2:** Reliability and Convergent Validity

Construct	No. of Items	Cronbach's Alpha	Composite Reliability (CR)	AVE
Social Loafing	6	0.891	0.917	0.649
Task Visibility	5	0.884	0.912	0.674
Communication Mode	4	0.867	0.901	0.695
Trust	5	0.903	0.928	0.722
Group Cohesion	5	0.895	0.922	0.702

All constructs exceed the recommended threshold of 0.70 for Cronbach's Alpha and Composite Reliability, confirming internal consistency. All AVE values are above 0.50, confirming convergent validity.

**Table 3:** Discriminant Validity – Fornell–Larcker Criterion

Construct	SL	TV	CM	TR	GC
Social Loafing (SL)	<b>0.806</b>				
Task Visibility (TV)	-0.492	<b>0.821</b>			
Communication Mode (CM)	-0.461	0.533	<b>0.834</b>		
Trust (TR)	-0.528	0.486	0.501	<b>0.850</b>	
Group Cohesion (GC)	-0.503	0.472	0.458	0.563	<b>0.838</b>

The square root of AVE for each construct is greater than its correlations with other constructs, confirming discriminant validity.

**TABLE 4:** Discriminant Validity – HTMT Ratio

Construct Pair	HTMT Value
TV – SL	0.54
CM – SL	0.49
TR – SL	0.58
GC – SL	0.56
TV – CM	0.62
TV – TR	0.55
CM – TR	0.59
GC – TR	0.64
GC – CM	0.52

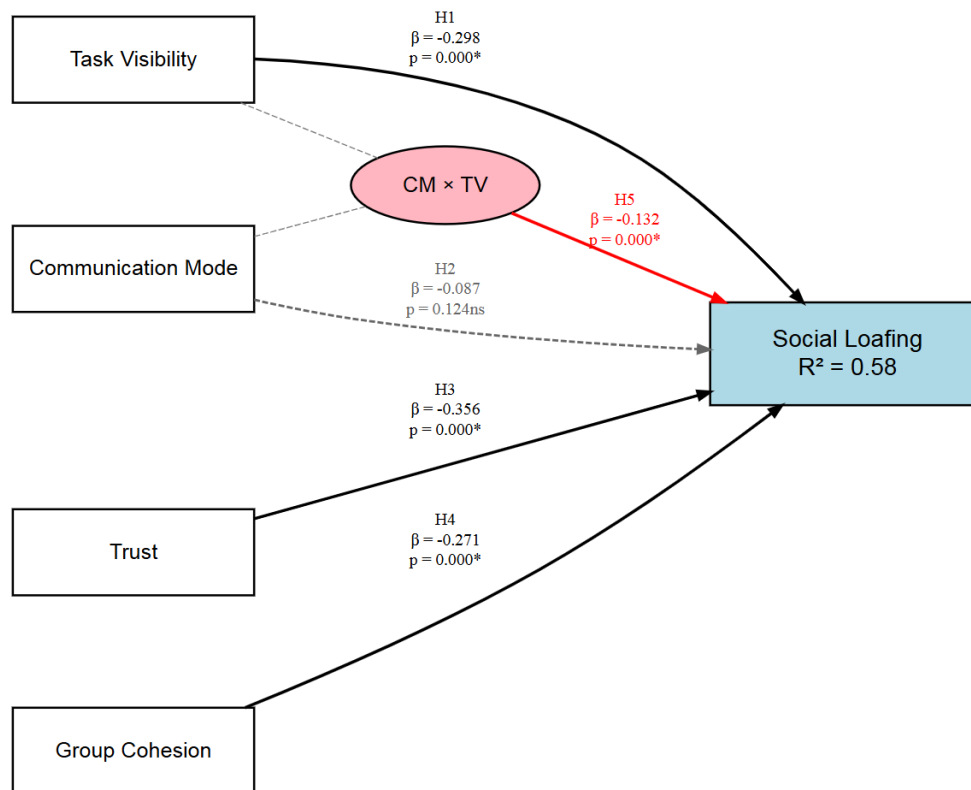
All HTMT values are below the threshold of 0.85, further confirming discriminant validity.

## 4. Analysis and Interpretation

### 4.1 Structural Model Evaluation

**Table 5:** Path Coefficients and Hypothesis Testing

Hypothesis	Relationship	$\beta$	t-value	p-value	Result
H1	Task Visibility $\rightarrow$ Social Loafing	-0.298	8.21	0.000	Supported
H2	Communication Mode $\rightarrow$ Social Loafing	-0.087	1.54	0.124	Not Supported
H3	Trust $\rightarrow$ Social Loafing	-0.356	9.63	0.000	Supported
H4	Group Cohesion $\rightarrow$ Social Loafing	-0.271	7.48	0.000	Supported
H5	Moderation (CM $\times$ TV $\rightarrow$ SL)	-0.132	3.72	0.000	Supported

**Figure 2:** Result of hypothesis testing

The findings indicate that task visibility ( $\beta = -0.298, p < 0.001$ ) significantly reduces social loafing, suggesting that increased transparency and identifiability of individual contributions enhance accountability in hybrid teams.

Trust ( $\beta = -0.356, p < 0.001$ ) emerged as the strongest predictor, highlighting the critical role of psychological safety and interpersonal confidence in minimizing free-riding behavior.

Similarly, group cohesion ( $\beta = -0.271, p < 0.001$ ) has a significant negative effect on social loafing, indicating that stronger interpersonal bonds and shared commitment encourage active participation.

However, communication mode ( $\beta = -0.087, p = 0.124$ ) was found to be statistically insignificant. This suggests that the mere presence of synchronous communication tools may not directly reduce social loafing unless accompanied by structural (visibility) and relational (trust and cohesion) mechanisms.

The moderating effect of communication mode ( $\beta = -0.132, p < 0.001$ ) is significant, indicating that communication mode strengthens the relationship between task visibility and social loafing.

#### 4.2 Model Quality Assessment ( $R^2$ , $f^2$ , and $Q^2$ )

To evaluate the overall quality and predictive capability of the structural model, the coefficient of determination ( $R^2$ ), effect size ( $f^2$ ), and predictive relevance ( $Q^2$ ) were examined.

**Table 6:** Model Quality Assessment

Metric	Construct	Value	Interpretation
$R^2$	Social Loafing	0.58	Moderate to substantial explanatory power
$Q^2$	Social Loafing	0.37	Strong predictive relevance

**Table 7:** Effect Size ( $f^2$ )

Predictor	$f^2$	Effect Size
Task Visibility	0.16	Medium
Communication Mode	0.02	Small
Trust	0.24	Medium
Group Cohesion	0.14	Medium

The model shows 58 percent of the variance ( $R^2 = 0.58$ ) in social loafing, which means that the predictors used can be a good explanation of the dependent variable.

The results of the effect size ( $f^2$ ) indicate that the most significant effect is produced by trust, then the task visibility, and the group cohesion, and the smallest effect is produced by communication mode.

The predictive relevance ( $Q^2 = 0.37$ ), also asserts that the model has a strong predictive ability which implies that it is not only an explanatory model but also a predictive model that aids in prediction of social loafing behavior in a hybrid working setting.

## 5. DISCUSSION

The current research had an aim to investigate the predictors of social loafing within a hybrid work setting through a combination of structural (task visibility), technological (communication mode), and psychological (trust and group cohesion) aspects. The findings present valuable theoretical and contextual information, especially in the Indian work environment, where the implementation of hybrid work has been

growing at a pace in various sectors which include IT, banking, education, and consulting among others.

The findings affirm that task visibility can be used to minimize social loafing a lot in support of the argument that accountability mechanisms are pivotal in digitally mediated settings. The results are consistent with the previous studies that show that a free-riding behavior is less likely to occur when the individual contributions can be identified (Williams et al., 1981; Byun et al., 2020). The task visibility is even more important in the case of Indian context where organization structures tend to be both hierarchical in nature and more digital in terms of increasing flexibility. Most of the Indian organizations are yet to change the traditional supervision to the output-based evaluation systems. Digital tools that increase visibility, therefore, dashboards, performance tracking systems, real-time monitoring, are crucial in instilling accountability in hybrid teams. This observation points to the structural change in the form of presence-based control to performance-based control, which is especially applicable in the emerging economies.

The paper also demonstrates that trust is the best predictor of low social loafing, which stresses the significance of relational aspects in hybrid workplaces. It aligns with the existing literature that have proposed that trust provides psychological safety and decreases opportunistic behavior (Rober, 2020; Kim et al., 2023). Trust becomes even more important in India where the collectivist culture and relationships with others play a huge role in organizational operation. In less formal hybrid environments, employees tend to use relational relationships and informal networks to organize work. The overall negative impact of trust on social loafing indicates that formal control systems are not enough as organizations need to develop a trust-based atmosphere to maintain engagement. Nonetheless, there is also a serious issue of such a fragile trust in hybrid environments when the physical contact is restricted. Curbed as pointed out in recent researches, lack of transparency and perceived organizational politics can destroy trust thus amplifying loafing tendencies. Therefore, organizations have to strike a balance between trust and the right checks.

These results are also explained by the concept of the social exchange theory, according to which mutually beneficial relations and the trust to each other contribute to cooperation and decrease the inclination to opportunism (Blau, 1964). Relational exchanges are an important tool in maintaining performance and reducing social loafing particularly in hybrid work environments where formal monitoring is restricted.

On the same note, group cohesion had a considerable negative influence on social loafing, which highlights the relevance of team-level processes. Teams with cohesiveness exhibit a common objective and encouragement of each other as well as interpersonal connections with one another that minimize chances of free-riding (Hoigaard et al., 2006). Collectivism, social identity and relational orientation are cultural factors that tend to affect group cohesion in the Indian setting. Hybrid work on the contrary presents difficulties in keeping cohesion because of the lack of face-to-face interaction. The results imply that organizations should take an active part in team-building activities, virtual teamwork tools, and leadership intercessions to maintain cohesiveness in distributed teams. In the absence of these efforts, hybrid work will have a detrimental impact on the identity of the team, thus raising the chances of social loafing.

In addition, the role played by communication can be moderated by cultural and organizational factors. In India, this communication may be informal (e.g., WhatsApp, phone calls) and formal at the same time, and it may not be possible to distinguish between synchronous and asynchronous communication. Consequently, communication mode does not necessarily have a direct impact on social loafing unless it is backed by effective task arrangements and powerful relationships. This observation undermines the excessive focus on technological solutions and argues that technology by itself is not going to solve social loafing and other behavioral problems. Theoretically, the work confirms and expands the theory of social loafing by introducing hybrid work dynamics and putting them in an emerging economy into perspective. In real practice, it offers practical insights to organizations that would like to manage distributed teams successfully. In particular, the results indicate that organizations must focus on the aspects of increasing visibility, fostering a sense of trust, and increasing the cohesion of the team instead of using communication technologies as a single means of managing social loafing.

## 6. CONCLUSION AND IMPLICATIONS

### 6.1 Conclusion

The current work gives an in-depth analysis of social loafing through hybrid work settings by combining structural, technological, and psychological factors. The results have shown that task visibility, trust, and group cohesion have a significant effect on eliminating social loafing but communication mode does not have a direct effect but it has a critical moderating effect.

These findings point out how social loafing in hybrid work environments is not only a technological but also a behavioral and organizational predicament. In the Indian context, where hybrid work is developing at a rapid pace, balancing between an accountability mechanism with relational trust and team cohesion is necessary to transition to digitally mediated work.

The researchers come to the conclusion that companies should not focus on technology-based remedies but implement an integrated approach that would enable digital tools to match human and structural elements to promote social loafing prevention and improve the work of a team.

### 6.2 Theoretical Implications

This research plays a significant role in the literature in a number of ways. To begin with, it expands the conventional concept of social loafing by including the aspect of hybrid work environments, which have not been well explored, especially in the rising economies like India.

Second, the research comes up with a composite framework, which integrates the structural (task visibility), technological (communication mode), and psychological (trust and group cohesion) dimensions. This is a holistic methodology that can fill the gap in existing research that tends to study these variables separately.

Third, the fact that mode of communication is not a factor which is directly predictive majorly undermines available assumptions which have been based on media richness theory and indicates that technology factors have to be studied alongside organizational and relational situations.

Lastly, the research agrees on the usefulness of the social exchange theory that highlights that trust and cohesion are relational resources that imply employee behavior within a group.

### 6.3 Managerial Implications

- A. The conclusions have a number of practical implications to organizations that work in hybrid workplaces specifically in India:
- B. **Enhancing Task Visibility:** To promote accountability and minimize the uncertainty about the contribution of teams, companies need to introduce digital performance tracking systems, dashboards, and transparent evaluation systems.
- C. **Developing Work Cultures based on Trust:** Managers are supposed to work on building trust by being open, fair, and supportive since trust goes a long way in eliminating social loafing and increasing engagement.
- D. **Enhancing Group Cohesion:** To ensure interpersonal relationships and commitment to the team in the hybrid teams, organizations are advised to invest in both virtual and real team building activities.
- E. **Combinations of Communication and Structure:** Rather than just using communication tools, organizations must coordinate communication practices and task design and performance management systems to achieve optimality.
- F. **Leadership Development:** Team dynamics should be reinforced with the leadership styles that foster psychological safety, inclusiveness, and ethical conduct (e.g., servant leadership).

### 6.4 Limitations of the Study

The study is limited in a number of ways regardless of what it contributed:

1. This is due to the fact that the cross-sectional design restricts the capability of identifying causal connections.
2. The research is based on self-reported information that can be prone to common method bias.
3. India is restricted to sample that only includes hybrid workers in selected sectors, which can impact on generalizability.
4. The differences in culture and organization across geographical areas were not explicitly studied.

### 6.5 Future Research Directions

One can expand the current research in the following areas in the future:

1. Carry out longitudinal studies to determine how social loafing changes with time.
2. Test other variables like organizational justice, leadership styles and work-family balance.
3. Determine the social loafing in human-AI collaborative teams, a relatively new field of study.
4. Make cross cultural comparisons in order to learn about differences between developed and emerging economies.
5. Analyze industry dynamics, especially those in the manufacturing and the public sector agencies.

### 6.6 Conclusion

To sum up, this paper has highlighted that management of social loafing in hybrid workplace should be done using a multi-

faceted approach, which combines structural clarity, relational trust, and technological support. As companies in India and other parts of the world are still trying to figure out how to work in hybrid arrangements, the capacity to strike a balance between the factors will be key to the continued productivity, cooperation, and overall organisational success.

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