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Engagement and Wellbeing of Gen Z in Indian IT Sector: Bibliometric Analysis

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ABSTRACT

This research addresses the critical need to understand the engagement and well-being of Generation Z (Gen Z) in the Indian IT sector, specifically examining the effects of hybrid and remote work arrangements. The global shift to new work models, accelerated by the COVID-19 pandemic, has introduced significant transformations, impacting employee mental well-being and prompting companies to adapt their human resource strategies to attract and retain talent, particularly Gen Z who favour flexible work. This study aims to explore the specific challenges and benefits of hybrid and remote work for Gen Z's holistic well-being—including work-life balance, psychological safety, social connection, and mental health—within the Indian IT context where many began their careers virtually. It will also investigate how perceptions of organizational support, leadership practices, and access to continuous learning opportunities mediate or moderate this relationship. To achieve this, the research will employ a quantitative analysis (e.g., surveys with statistical techniques like mediation/moderation analysis) to test hypotheses and generalize findings, thereby addressing existing methodological limitations like the reliance on self-report measures and lack of longitudinal designs. The anticipated findings will offer actionable insights and innovative policy recommendations for Indian IT organizations to effectively engage and support Gen Z employees, manage attrition, and contribute to a more nuanced, context-aware understanding of evolving work dynamics.

1. INTRODUCTION

The sudden outbreak of the Covid-19 pandemic created widespread uncertainty worldwide. It had a significant impact not only on people's physical health but also on their mental well-being (World Health Organization, 2020). The crisis brought about extraordinary transformations in businesses across various sectors and industries. It led to major disruptions in global labour markets, job roles, and the nature of work itself (Caligiuri et al., 2020; Hancock et al., 2021; Kniffin et al., 2021). Since more Gen Z individuals join the workforce, it is pertinent for organizations to understand how to attract, engage, and retain them, given their role in shaping the future of work.

The unexpected demands for flexibility, adaptability, innovation, creativity, cultural shifts, and renewed trust, along with the compulsion to adopt new work practices, have collectively driven the emergence of a new and transformative workplace model (Aroles et al., 2021; Yang et al., 2021). According to surveys by Alexander et al. (2021), Microsoft (2020), and PwC (2020), the majority of employees prefer not to return to office full-time after the pandemic. Similarly, NASSCOM (2021) survey in India revealed that only half of the workforce is interested in returning to the office.

Research by Alexander et al. (2021) and Ferreira et al. (2020) across various industries and regions showed that employee productivity improved during the pandemic. Yang et al. (2021) also found that remote work

led to higher satisfaction and better work-life balance. These advantages—greater convenience, efficiency, and employee benefits—have laid the foundation for the global adoption of hybrid work models, including in India (Choudhury, 2020; Cooke et al., 2022; Diab-Bahman and Al-Enzi, 2020).

As a result, many global companies such as Google, Microsoft, and Uber are revamping their policies and investing in technology to support hybrid work environments that blend remote and in-office work (Alexander et al., 2021; Elias, 2020; International Labour Organization, 2020; World Economic Forum, 2020). In India, major corporations like Tata Consultancy Services (TCS), Infosys, Wipro, State Bank of India (SBI), HUL, Ceat, Tata Steel, ITC, and Mahindra Finance have been developing policies tailored to digitally and physically integrated hybrid models (Bhattacharyya and Philip, 2022; Choudhury, 2020; NASSCOM, 2021; S, 2021; World Economic Forum, 2020).

As per a report published by Sourav Aggarwal (2025), young professionals tend to pick specific industries. Top sector choices of Gen Z professionals in order of preference are:

- Technology and IT services (38%)
- Digital media and entertainment (27%)
- E-commerce and retail (21%)
- Financial services (19%)
- Healthcare and wellness (15%)

IT companies contribute a lot in driving India's economic growth. However, these organizations are currently grappling with high employee attrition rate in today's competitive job market. Employees often switch jobs within a short span due to various factors. In response, many companies are implementing strategies to manage and reduce attrition. In a corporate context, attrition refers to the gradual decline in workforce size or team strength, typically due to resignations, retirements, or other natural departures—not including terminations or layoffs (Pallathadka et al., 2022)

To effectively implement hybrid work models in India, organizations must transform their human resource strategies. Scholars and practitioners alike agree that an organization's performance is closely tied to well-executed HR practices, including recruitment, employee well-being, and performance evaluations (Baird and Meshoulam, 1988; Becker and Gerhart, 1996; Krammer, 2022; Petani and Mengis, 2021). Therefore, it is essential for Indian business leaders to recognize the HR challenges posed by hybrid work and craft innovative policies that benefit both employees and the organization. Remote work opportunities significantly influence job choices, with 73% of Gen Z job seekers favouring employers who offer flexible work arrangements. They particularly appreciate hybrid models that combine both in-office and remote work options. (Aggarwal, 2022)

In this Bibliometric Analysis we explore how hybrid mode of working affects engagement and wellbeing of employees in Indian IT Sector with focus on Gen Z employees.

2. Evolution of Employee Engagement and Well Being

Over the years, numerous researchers—from different fields like psychology, human relations, organizational behaviour, and management—have extensively studied Employee Engagement (EE), focusing on its causes and effects. Studies indicate that strong EE levels boost employees' job satisfaction, adaptability, and creativity (Eldor and Harpaz, 2016; Saks, 2006). This, in turn, enhances productivity, profitability, and customer satisfaction, while reducing absenteeism and employee turnover (Harter et al., 2002). Actively tracking and fostering engagement not only improves employee wellbeing but also supports the achievement of broader organizational objectives (Brauchli et al., 2013).

The concept of employee engagement was first systematically examined by Kahn (1990), whose work is widely regarded as foundational in shaping subsequent theoretical and empirical developments in this area. He defined engagement as the process by which employees immerse themselves physically, cognitively, and emotionally in their work roles. According to Kahn, engagement is shaped by the nature of the job, interactions with others, and the broader organizational environment. He emphasized that engaged individuals bring their thoughts, emotions, values, and creativity to their work, expressing both their personal identity and energy through their roles. He introduced two key dimensions: **self-employment**, meaning the investing personal energy in work, the other being **self-expression**, which involves expressing one's identity through job performance.

Kahn also identified three psychological conditions essential for fostering engagement:

1. **Meaningfulness** – the value people place on their work, influenced by job tasks, role characteristics, and work relationships.
2. **Psychological safety** – this condition refers the ability to perform without fear of negative consequences, shaped by interpersonal dynamics, group interactions, and organizational culture.
3. **Availability** – the physical and emotional energy a person has to engage at work, influenced by personal wellbeing and external life factors.

Following Kahn's foundational work, other scholars developed alternative frameworks for understanding employee engagement. Initially, engagement was viewed in contrast to burnout. Maslach and Leiter (1997) described engagement using the dimensions of energy, involvement, and efficacy—directly opposing the burnout elements of exhaustion, cynicism, and reduced professional efficacy. In this view, engagement and burnout were considered opposite ends of a continuum reflecting employee wellbeing.

However, Schaufeli et al. (2002) proposed that engagement should be regarded as a distinct and independent construct, defining engagement as a **positive, fulfilling, work-related state of mind** characterized by:

- **Vigour** – high levels of energy and mental resilience,
- **Dedication** – a strong sense of enthusiasm, significance and pride in one's work,
- **Absorption** – this state focuses highly in one's job, often losing track of time.

This perspective emphasized engagement not just as the absence of burnout, but as a dynamic and positive psychological state in its own right.

Traditionally, both researchers and practitioners have examined employee engagement (EE) as a static construct. However, more recent studies suggest a shift toward viewing engagement as a dynamic and fluctuating experience (Bakker and Oerlemans, 2019; Boccoli et al., 2022; Breevaart et al., 2012, 2014). Rather than focusing on differences between individuals, emerging research emphasizes changes within individuals over time. Building on Schaufeli et al.'s (2002) conceptualization, **state engagement** is now described as a short-term, positive, and fulfilling work-related mindset that varies within individuals throughout the day (Sonnentag et al., 2010). This state is characterized by vigour, dedication, and absorption (Breevaart et al., 2012; Schaufeli and Bakker, 2004).

There are two key research papers that have brought in and explored the idea of **momentary engagement**. Zeijen et al. (2020) examined how social support affects engagement on a daily basis, measuring it twice during the workday. Similarly, Bakker and Oerlemans (2019) proposed a dynamic model of engagement, showing how daily job crafting influences daily engagement levels. They suggested measuring momentary engagement at various points during the day—especially at the start and end of specific work tasks—to capture real-time fluctuations.

Interestingly, this dynamic view is in line with early views from Kahn (1990), who noted that employees do not maintain a consistent level of engagement throughout the day. Instead, individuals continually adjust the depth of their involvement in response to the changing demands and rhythms of their work. As Kahn described, people "bring themselves into or remove themselves from particular task behaviours" depending on the moment. Thus, **state engagement** can be conceptualized as the accumulation of several **momentary engagements** experienced throughout a workday.

Adopting a dynamic perspective on employee engagement (EE) can be particularly beneficial for organizations aiming to enhance engagement in the evolving hybrid work environment shaped by the COVID-19 pandemic. This approach allows for more accurate and timely predictions of engagement levels, enabling companies to implement targeted strategies that support employee wellbeing amid ongoing workplace uncertainties. Unlike conventional annual surveys, dynamic engagement tracking offers more responsive and relevant insights for today's rapidly changing work contexts (Boccoli et al. 2022).

As per Deloitte Insights Report of 2022 employees, in the current times, are looking at the role of work in their lives differently, resulting in a noticeable shift in preferences, priorities, and expectations. As a result, organizations are focusing more on employee engagement aiming to sustain productivity and retain talent. To drive meaningful engagement, it is essential for organizations to take care of key drivers that resonate with the contemporary workforce. These include a sense of *belonging*—the psychological feeling of being connected to a group or organizational community; *well-being*, which encompasses mental health support and access to educational resources, training, and development opportunities; *flexibility*, characterized by granting employees autonomy and accountability without the constraints of micromanagement; and *purpose*, which involves reinforcing the connection between individual roles and the broader organizational mission, irrespective of employees' physical work location. Addressing these dimensions is vital for building a resilient and motivated workforce in an evolving work environment.

Figure 1 and 2 below illustrates the way Employee Engagement (EE) as a topic of research has evolved over the last few years in the various literature, especially post COVID when we have moved more towards Hybrid working. This is coupled with employee retention which is a direct consequence from EE. Also Generation Z has been one of the key aspects on which EE effects have been researched.

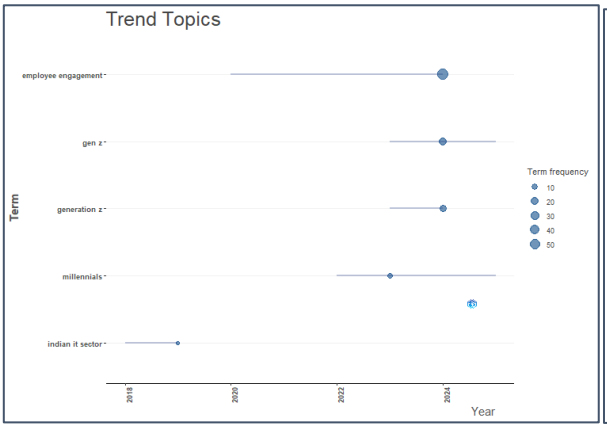

Figure 1

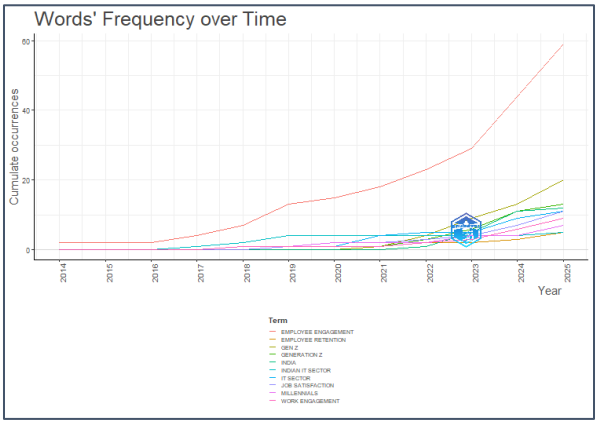

Figure 2

Thematic evolution

The studies can be classified into three main themes, each offering insights into various aspects of human resource management, employee behaviour, and organizational dynamics, particularly in evolving work environments.

3.1 Conceptualizations, Antecedents, and Outcomes of Employee Engagement

This theme encompasses research dedicated to defining employee engagement, exploring its theoretical underpinnings, identifying factors that influence it (antecedents), and examining its resulting impacts (outcomes).

Employee engagement has been a significant area of interest, despite a lack of universal definition and consistency in its measurement across studies (Kular et al., 2008). Kahn (1990) defined EE as the harnessing of an organization member's physical, cognitive, and emotional selves to their work roles, indicating that engaged individuals express their thoughts, beliefs, feelings, values, and creativity in their jobs (Kular et al., 2008; Boccoli et al., 2022). This conceptualization views engagement as a multifaceted construct (Kular et al. 2008). Other definitions describe it as emotional and intellectual commitment or the amount of discretionary effort exerted by employees (Kular et al., 2008). Some researchers simplify it to "passion for work," encompassing Kahn's three dimensions (Kular et al., 2008). The existence of various definitions makes it challenging to compare research findings reliably across different organizations, occupations, sectors, or countries (Kular et al., 2008).

Engagement is distinct from, but related to, other constructs like organizational commitment and organizational citizenship behaviour (Kular et al., 2008; Boccoli et al., 2022). The Social Exchange Theory (SET) provides a theoretical foundation, suggesting that employees reciprocate economic and socio-emotional resources received from their organization by varying their levels of engagement (Kular et al., 2008). High levels of EE are linked to increased job satisfaction, adaptivity, and creativity, as well as higher productivity, profitability, and customer satisfaction, while reducing absenteeism and turnover (Kular et al., 2008). However, studies indicate that a significant number of employees are "not engaged" globally, reinforcing the need for strategies to make work more meaningful (Kular et al., 2008).

Key theoretical frameworks used to study EE include the Job Demands-Resources (JD-R) theory, Conservation of Resources (COR) theory, Self-Determination Theory (SDT), and Affective Events Theory (AET). Measurement scales such as the Utrecht Work Engagement Scale (UWES), Job Engagement Scale (JES), and Job and Organization Engagement Scale (JOES) are commonly employed. The UWES, widely used in management, measures vigour, dedication, and absorption (Boccoli et al., 2022). Saks (2006) distinguished between job engagement and organizational engagement, finding different antecedents and consequences for each (Boccoli et al., 2022).

Antecedents of EE are broadly categorized into endogenous (perceptual factors like personal resources, positive emotions, recovery activities) and exogenous (contextual factors like job characteristics, social relations, and organizational resources) (Boccoli et al., 2022). Specific HRM practices such as job design, training and development, flexible work arrangements, work-life balance, participation in decision-making, health and safety, and career development are considered caring HRM practices that can foster an organizational climate of care and concern, leading to higher engagement (Saks, 2021). Research also suggests that work values (e.g., achievement, helping people, making money) are related to workplace behaviours and outcomes, potentially influencing engagement (Frieze et al., 2006). Individual differences, such as conscientiousness, have been found to moderate the relationship between work engagement and performance, meaning engagement more positively facilitates performance for employees high in

conscientiousness (Bakker et al, 2012). EE is dynamic, with levels fluctuating daily, influenced by social interactions, positive emotions, and recovery activities (Boccoli et al., 2022).

3.2 Hybrid and Remote Work Environments: Challenges, Factors, and Strategic Implications

This theme addresses the significant shift towards hybrid and remote work models, particularly catalyzed by the COVID-19 pandemic, examining their impacts, the factors enabling or hindering them, and the strategic implications for organizations.

The COVID-19 pandemic forced an immediate transition to remote working, disrupting labour markets and work environments globally (Woods, 2023). This shift has revealed vulnerabilities to global uncertainty and necessitated new approaches to managing health and safety, and fostering virtual collaboration (Caliguri et al., 2020) Organizations are now grappling with the challenges of transitioning from purely remote to hybrid models, which combine onsite and remote work (Kuppachi, 2023).

Research has identified several key factors for enabling employee engagement in hybrid work programs: training and learning, workspace environment, communication and collaboration technologies, culture, leadership, and communications and messaging (Woods, 2023).

- **Training and Learning:** Essential for technology tools, meeting facilitation, and online etiquette in a hybrid setup (Woods, 2023).
- **Workspace Environment:** Includes the ability to work from anywhere or a dedicated onsite space, with considerations for ergonomic quality and home internet bandwidth (Woods, 2023).
- **Communication and Collaboration Technologies:** Vital for enabling interaction, socialization, and relationship building in geographically dispersed teams. However, over-reliance can lead to technology-related anxiety and "Zoom fatigue" (Woods, 2023., p 38). Clear, transparent, synchronous, and asynchronous communication is crucial for team effectiveness and engagement (Woods, 2023).
- **Culture:** Organizational support, transparency, and trust are foundational, requiring a culture transformation that aligns with the hybrid workforce model (Woods, 2023).
- **Leadership:** Leaders play a critical role in building trust, providing clarity of goals, and ensuring inclusiveness and empathy for employees working in both physical and virtual environments (Woods, 2023; Verma et al., 2022). Leadership practices like flexibility and focusing on employee experience are also vital (Woods, 2023).
- **HR Strategy:** A proposed HRM framework for hybrid workplaces emphasizes reviewing existing policies, especially in areas like job design, training, and performance appraisal, to align with new working conditions (Verma et al., 2022).

The shift to hybrid work offers perceived benefits such as increased productivity, greater flexibility, better employer branding, and improved work-life balance (Verma et al., 2022). However, challenges include ensuring effective virtual collaboration, managing health and safety across different work locations, and adapting leadership styles to uncertain environments (Caliguri et al. 2020). Studies also highlight the need for a more nuanced understanding of how IT and physical/virtual spaces are "lived" effectively by employees, suggesting a socio-material perspective for HRM (Petani and Mengis, 2021).

3.3 Employee Well-being, Career Development, and Attrition in the Indian Context

This theme concentrates on specific human resource issues within the Indian context, including career aspirations of younger generations, factors influencing employee attrition, and the impact of work-life balance on engagement and job involvement.

Research highlights that India's socio-cultural environment uniquely influences individuals' career paths. A study on Generation Z (born 1995-2012) in India's IT industry found that their career aspirations are

initially shaped by external factors like culture, society, and economic background, often leading them to pursue engineering. Participants initially showed low self-awareness and self-efficacy in forming career aspirations. Over time, through work experiences, they adjust and re-form their aspirations, developing greater self-efficacy and self-awareness.... Family influence, for instance, can limit independent decision-making, especially in joint family structures. Despite these local influences, the findings suggest that India's Gen Z shares similar career-related attitudes and expectations with their Western counterparts, indicating a global commonality for this generation (Barhate, 2022).

Employee attrition is a significant concern, particularly in India's IT/ITES sector. Key HR factors contributing to attrition include lack of incentives for personal and professional growth, problems in professional relationships, and issues with pay and benefits. Specific HR variables influencing attrition include career prospects, promotion, compensation and benefits, performance appraisal, relationship with manager, autonomy, work environment, organizational stability, brand image, and opportunities for higher studies. Contextual factors such as gender, generation, and tenure also significantly contribute to employee attrition. For instance, a positive correlation exists between gender and better career opportunities, enriching job content, rewards, work-life balance, and appraisal processes, but a negative correlation with compensation. The generation variable shows association with career advancement opportunities and manager relationships, while tenure correlates with compensation and manager relationships (Barpanda and Athira, 2022)

Work-life balance (WLB) is identified as a critical factor in enhancing employee motivation, productivity, and job satisfaction. Studies in the manufacturing sector in India explore how flexible work arrangements and manageable workloads affect WLB. The work environment and WLB have a strong positive impact on employee engagement. Research suggests a need for deeper understanding of individual-level techniques for achieving WLB and its outcomes across different sectors and cultures. While WLB positively influences engagement, its relationship with job involvement needs further exploration (Priya and Jospa, 2025).

4. RESEARCH METHODOLOGY

In this study, a bibliometric analysis method is adopted to quantitatively explore the progression, structural characteristics, and scholarly dynamics of the research area.

About Bibliometric Analysis

Bibliometric analysis is a systematic and quantitative approach to evaluating scientific literature, widely used to map the intellectual structure, research trends, and scholarly impact of a field. By examining citation patterns, authorship, and keyword co-occurrence, it helps identify influential authors, journals, institutions, and collaborative networks (Donthu et al., 2021). In addition to measuring productivity and citation impact, bibliometric methods provide insights into knowledge diffusion and thematic evolution across disciplines.

The increasing volume of academic publications has made bibliometric approaches especially valuable, as they enable researchers to synthesize large datasets beyond the capacity of traditional literature reviews. Modern tools such as *VOSviewer* and the *bibliometrix* package in R are commonly employed for data analysis and visualization (Aria & Cuccurullo, 2017; van Eck & Waltman, 2010). R Studio, in particular, offers an accessible and flexible platform for applying the *bibliometrix* package, allowing researchers to conduct descriptive analyses, build co-citation and co-authorship networks, and perform thematic mapping with reproducible workflows. Unlike standalone software, R Studio is open-source, highly customizable,

and can be easily integrated with other statistical and data visualization techniques, making it a preferred choice for advanced bibliometric studies. This integration of bibliometrics with R Studio enhances transparency, replicability, and depth of analysis, establishing it as a robust method for exploring and evaluating the evolution of scientific knowledge.

The *bibliometrix* package provides researchers with an all-inclusive collection of tools which support quantitative studies in bibliometrics and scientometrics. The statistical approach of bibliometrics examines academic publications including journal articles and citation counts to determine field development and key contributors and research structures and emerging research patterns. The system receives extensive use from universities and government laboratories and from policymakers and administrators and librarians and scholars who assess research performance.

The *bibliometrix* tool provides researchers with three main functions which include data import and conversion into R format and bibliometric analysis of publication datasets and matrix creation for co-citation and coupling and collaboration and co-word analysis which enable network analysis and correspondence analysis and other data reduction techniques.

The package supports data from all major bibliographic databases which includes Scopus and Web of Science and the Cochrane Database of Systematic Reviews (CDSR) and PubMed/MedLine. The database Scopus which started in 2004 provides users with the ability to search through titles and abstracts and keywords and references. Scopus enables users to download data easily but sets a maximum limit of 2,000 search results for large datasets**.**

Scopus is one of the largest abstract and citation databases of peer-reviewed literature, covering journals, books, and conference proceedings across disciplines such as science, technology, medicine, social sciences, and the arts and humanities. It provides comprehensive tools for tracking citations, analysing research trends, and evaluating author and institutional impact (Elsevier, 2023). Widely used in bibliometric studies, Scopus offers structured metadata, citation counts, and advanced search features, which support systematic reviews, research evaluation, and performance benchmarking. Its wide coverage and integration with analytical tools make it a reliable source for evidence-based research assessment and bibliometric analysis.

The analysis possibilities are extensive and are separated into seven categories, which are divided in the previously mentioned analytics and graphs. The produced graphs and performance assessments may be exported to a variety of file formats, including Pajek and HTML maps, and tables that can be copied to the clipboard, saved as Excel, pdf, or printed.

- Overview
- Sources
- Authors
- Documents
- Conceptual structures
- Intellectual structure
- Social structure

For the purpose of this study Scopus Database was used to query the required documents. A combination of key words were used to shortlist 122 documents.

Key word combinations used:

- IT Sector and Gen Z

- India and Gen Z
- Employee Engagement and Gen Z
- Employee Engagement and IT Sector
- Employee Engagement and Work from home

The period chosen was from 2014 to 2025. **Figure 3** below gives a snapshot of the documents shortlisted for the study

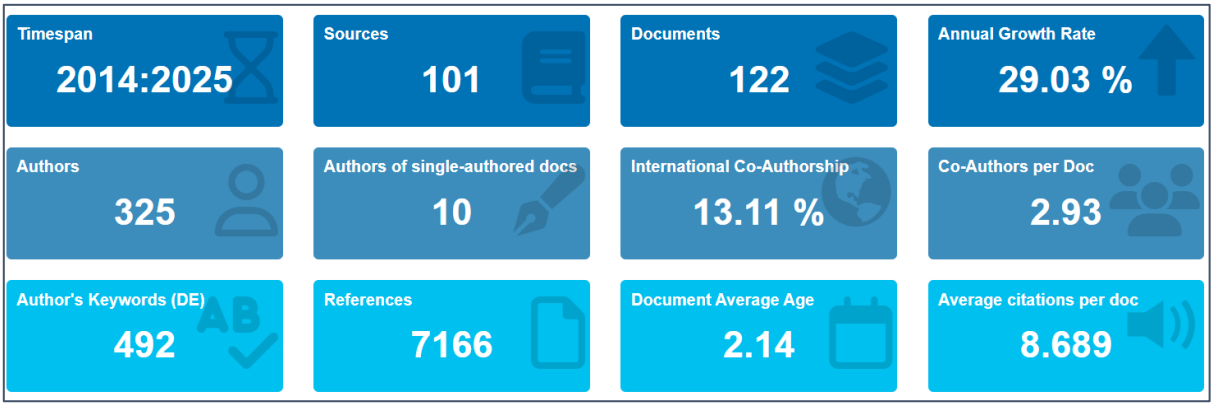

Figure 3

4.1 Analysis of documents by Occurrence

The documents analyse the trend over a period of about twelve years from 2014 to 2025. Most of the work on Hybrid mode of working and related effect on EE have increased from 2022 onwards. In last 2 years close to 70 publications, almost 57%, have been published in related areas.

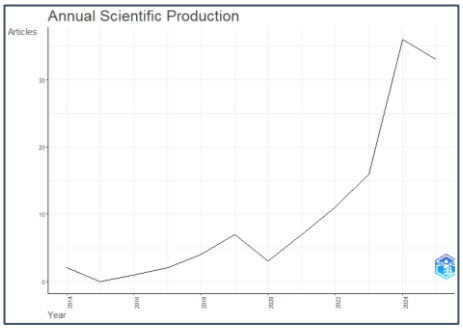

Figure 4 : ***Annual Scientific Production (Source: Scopus)***

Year	Articles	Percentag
2014	2	2%
2015	0	0%
2016	1	1%
2017	2	2%
2018	4	3%
2019	7	6%
2020	3	2%
2021	7	6%
2022	11	9%
2023	16	13%
2024	36	30%
2025	33	27%

Table 1 : ***Publications per year (Source: Scopus)***

Figure 4 and Table 1 indicate the publication over a period of 10 years. This is in Line with the increased focus of EE in the last few years post COVID, especially after there has been an increase in Hybrid working or work from home options in different sectors, especially in IT Organizations.

4.2 Analysis of Keywords

Keyword analysis is a central component of bibliometric studies, as it helps identify the thematic structure, intellectual trends, and emerging areas within a research domain. By examining the frequency, co-occurrence, and clustering of keywords, researchers can map the conceptual landscape of a field and detect shifts in scholarly focus over time. Frequently occurring keywords highlight the dominant topics, while co-occurrence analysis uncovers relationships between concepts, allowing the construction of thematic networks and knowledge maps (Aria and Cuccurullo, 2017).

Figure 5 indicates a three-field plot of Cited References – Author – Key Words. These clearly indicate that most of the authors and the references they have cited predominantly use certain key words related to the area of research – Employee Engagement, gen Z or generation Z , IT Sector. **Figure 6** gives us an indication of the keywords used by Authors in different countries. Since the research focuses on Indian IT sector, most of the authors in India also have used employee engagement, IT Sector and gen Z or generation Z as key words in these publications.

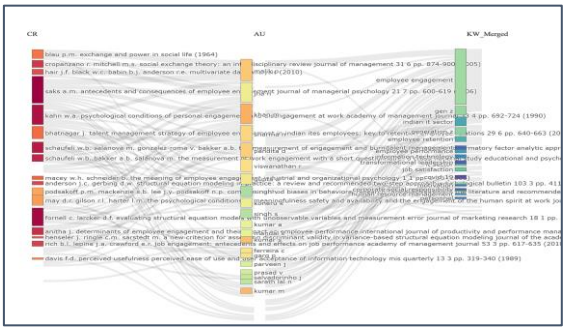

Figure 5: ***Three Field Plot (Cited References, Author, Key Words) (Source: Scopus)***

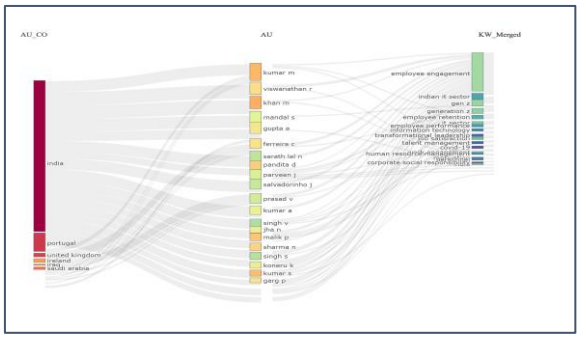

Figure 6: ***Three Field Plot (Country, Author, Key Words) (Source: Scopus)***

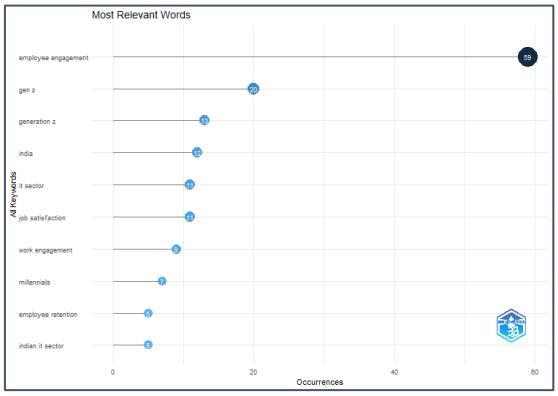

Figure 7: ***Most Relevant Words (Source: Scopus)***

Figure 8: ***Word Cloud of Key Words (Source: Scopus)***

Figure 9: ***Tree Map of Key Words (Source: Scopus)***

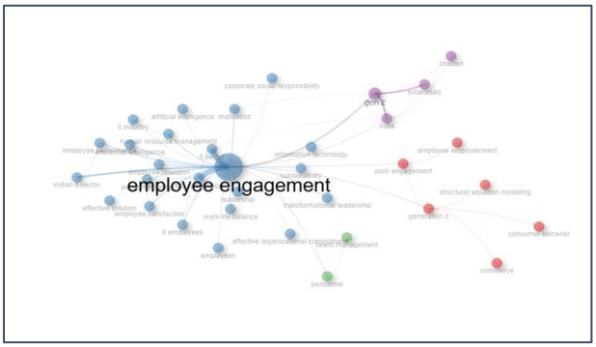

Figure 10: ***Co- word Netwrok (Source: Scopus)***

Figures 7, 8 and 9 indicate the most relevant words used by authors, word cloud of key words and Tree Map of Key words. These further reinforce the use of EE and Gen Z or Generation Z as most prevalent key words used by the authors.

Figure 10 indicates that employee engagement has been used most along with other key words in the publications which further indicates EE as an emerging theme in recent years.

4.3 Analysis of Authors

Identifying the most relevant authors is a key part of bibliometric analysis. It shows who has contributed most to a specific research area. Usually, this is measured using indicators like the number of publications, total citations, and the h-index. These factors together reflect an author's productivity and impact (Donthu et al., 2021). By ranking authors based on these metrics, researchers can find out whose work has significantly influenced the field and trace the intellectual roots of the discipline.

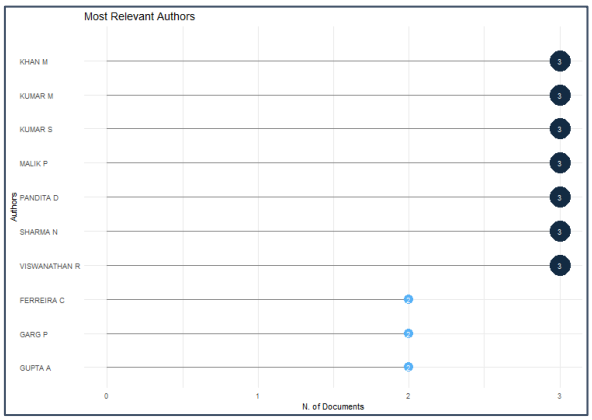

Figure 11: ***Most Relevant Authors (Source: Scopus)***

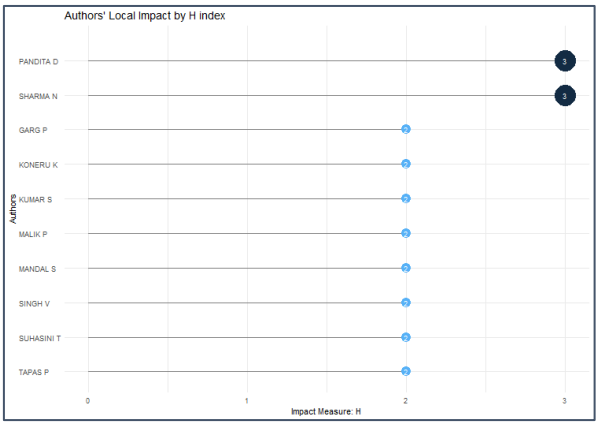

Figure 12: ***Authors Local Impact (Source: Scopus)***

Figure-11 illustrates the most prominent authors who have contributed to the published work on employee engagement and hybrid work in Indian IT Sector. Among them, Khan M., Kumar M., Kumar S., Malik P., Pandita D., Sharma N., Vishwanathan R., have three publications each. Over and above this, three other authors have each contributed two articles.

Bibliometric analysis utilizes the H-index to assess scholarly influence and productivity, as it simultaneously accounts for the quantity of an author's publications and the impact reflected through citations concerning a defined field. The authors Pandita D. and Sharma N. maintain an H-index of 3 according to **Figure-12** which shows their extensive impact on the academic field. Most of the other authors achieve an H-index of 2 which shows they have consistent research output and receive academic recognition. The findings demonstrate that the authors who were identified have made vital contributions which advance research in this particular field.

The Author Collaboration Network presented in **Figure 13** visualizes the co-authorship relationships found throughout the reviewed literature. Each node in this network stands for an author while edges show collaborative relationships between authors and clusters demonstrate tight researcher groups. The analysis reveals twelve separate research clusters and one cluster displays larger node sizes which points to a highly productive and active research group. Despite the significant research activity in this particular cluster limited connections between clusters indicate weak cross-group collaboration which creates potential for future interdisciplinary and international research partnerships**.**

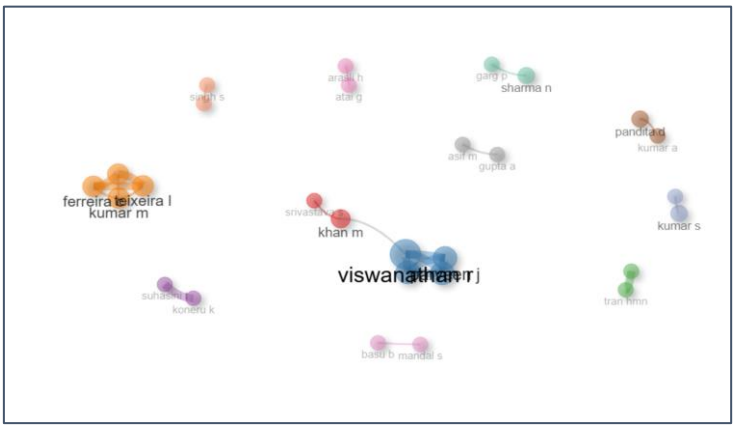

Figure 13: ***Authors Collaboration Network (Source: Scopus)***

4.4 Analysis of Sources

Analyzing sources is an important part of bibliometric studies. It helps identify the journals, conference proceedings, or books that are the main channels for sharing scholarly work in a specific area. Source analysis typically uses metrics like the number of publications, total citations, impact factor, and the h-index of journals. Together, these metrics give insights into the influence and visibility of these outlets (Donthu et al., 2021).

Tools like bibliometrix in R and VOSviewer support the study of source productivity, source growth over time, and Bradford's Law distribution. This distribution helps categorize journals into core, relevant, and peripheral groups (Aria and Cuccurullo, 2017). By mapping citation networks and co-citation patterns, researchers can uncover the foundational ideas in a field and identify key journals that drive the spread of knowledge.

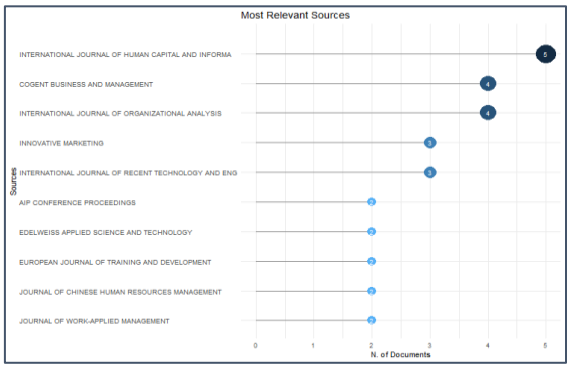

Figure 14: ***Most Relevant Sources (Source: Scopus)***

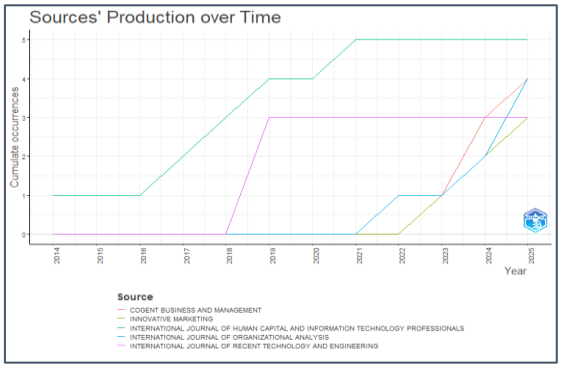

Figure 15: ***Sources Production Over Time (Source: Scopus)***

The research presents the top ten academic journals which produce studies about employee involvement factors and hybrid work models and Gen Z employees and Indian IT sector operations in **Figure-14**. The International Journal of Human Capital and Information together with Cogent Business and Management and International Journal of Organizational Analysis and Innovative Marketing and International Journal of Recent Technology and Engineering maintain steady publication activity in this area which establishes them as essential academic resources for advancing research in the field.

The graph in **Figure-15** displays how publications distribute through time across top journals while showing a major increase in output during the last three years especially in the leading three sources. Academic interest and research activity in the field has grown which shows through the increasing number of publications in these journals. The research findings provide important support for academics to find essential sources of information and direct their work toward these particular journals for their upcoming studies. The process of finding the Most Relevant Sources functions as a vital tool which researchers need to progress their studies and generate new work in this field.

4.5 Analysis of Affiliation

The analysis of affiliations in bibliometric studies focuses on identifying the institutions and organizations that significantly contribute to research in a specific domain. By examining the number of publications, citation counts, and collaboration networks linked to different affiliations, researchers can find out which universities, research institutes, or companies are the top producers of knowledge in the field (Donthu et al., 2021).

Affiliation analysis also reveals patterns of collaboration among institutions at both national and international levels. Using tools like bibliometrix in R, VOSviewer, and CiteSpace, researchers can visualize networks that show partnerships between institutions, productivity rankings, and the geographic spread of research activity. These insights highlight centers of excellence, regional research strengths, and chances for broader collaboration (Aria and Cuccurullo, 2017).

Figure 16 indicates the top institutions affiliated with the reviewed literature work. Symbiosis International University, University of Aveiro, FPT University are the top institutions with 15, 6 and 5 publications each. The high level of research outputs from these institutions indicate that researchers can refer to the work from these Universities for future collaboration or in-depth research in related field.

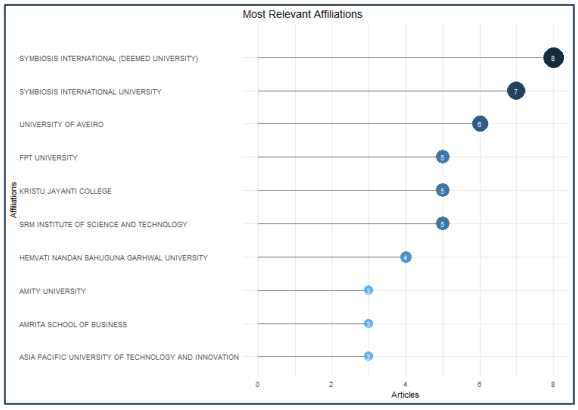

Figure 16: ***Most Relevant Affiliations (Source: Scopus)***

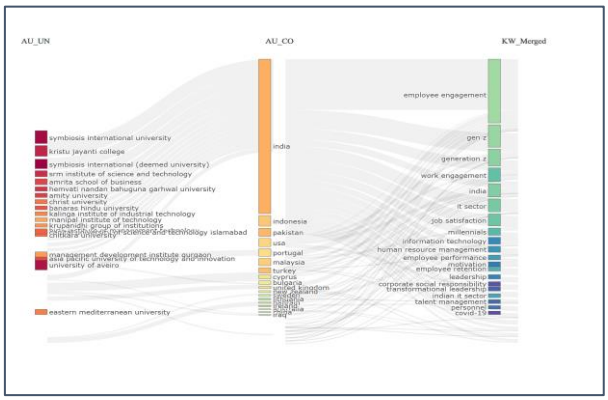

Figure 17: ***Three Plot Map Affiliation- Author- Key words (Source: Scopus)***

Figure 17 shows a Three – plot map which also shows the authors work from these institutions and also the relevance to the Key words for research which again shows a dominance for EE, Gen Z as Top 2 keywords in publications from these institutions.

4.6 Thematic Analysis

Thematic analysis in bibliometric research helps reveal the key structure of a field by identifying main themes, new topics, and how they connect. It mainly uses co-word analysis. This method looks at the co-occurrence of keywords in publications to show the main research areas and thought patterns in the field (Aria & Cuccurullo, 2017).

By clustering keywords and mapping them into thematic networks, researchers can see how different topics are organized, linked, and changing over time. Bibliometric tools like bibliometrix in R, VOSviewer, and CiteSpace offer techniques for thematic mapping. They include strategic diagrams that group themes into four quadrants: motor themes (well-developed and central), niche themes (specialized but outside the main focus), basic themes (foundational and broad), and emerging/declining themes (topics that are developing or becoming less relevant) (Donthu et al., 2021).

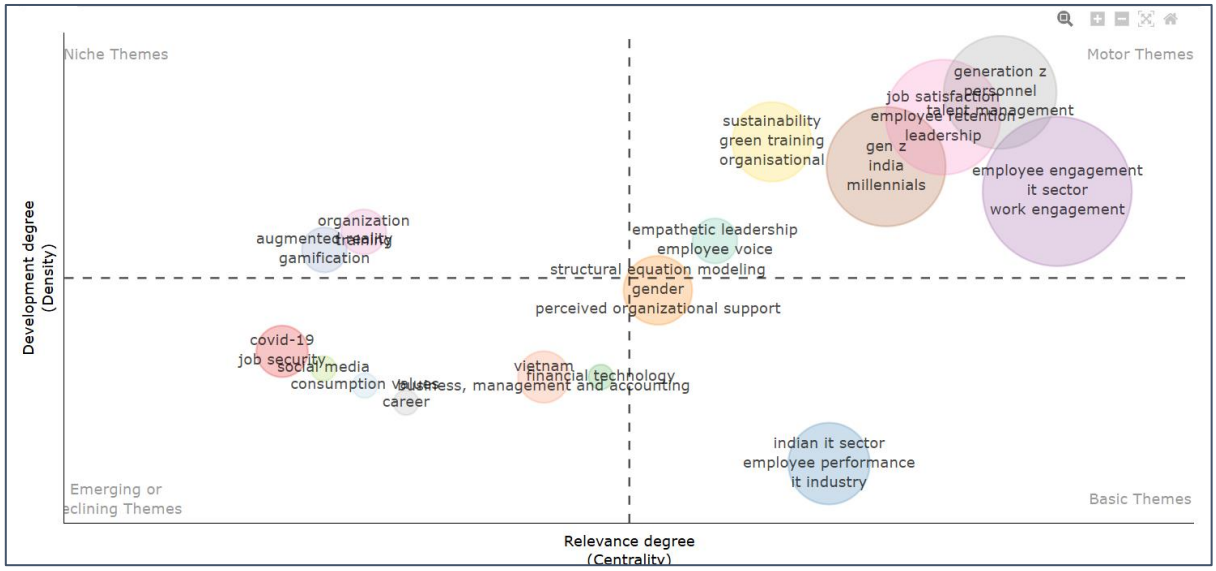

Figure 18: ***Thematic Map (Source: Scopus)***

Figure 18 displays the thematic map generated through bibliometric analysis in RStudio.

- The upper-right quadrant shows core themes which include employee engagement in IT work and Gen Z and Millennial demographics in India and job satisfaction and green training and empathetic leadership and employee voice because these subjects receive high field attention while showing mature development.
- Basic Themes: The Indian IT sector along with employee performance in IT industry and gender-related perceived organizational support stand as important subjects yet they require more academic investigation because they lack sufficient development.
- Emerging Themes: Research themes in the lower-left quadrant include COVID-19 and job security and social media consumption values and workplace spirituality because they show minimal current development yet possess strong research potential for future studies.

The thematic map functions as a visual representation of the field's structure and establishes directional paths to find new research areas and unexplored domains.

5. CONCLUSIONS AND IMPLICATIONS

The research study performed an extensive bibliometric investigation of studies which explore how hybrid work models affect employee involvement within the Indian information technology industry. The researchers examined 122 articles which appeared between 2014 and 2025. The research shows that scholarly articles increased rapidly during 2021 to 2024 while five major academic publications received most of the published work. The research concentrates on the Indian IT sector which leads to most studies emerging from India but Pakistan, Turkey, Indonesia, Malaysia, the USA and Portugal have produced several important studies.

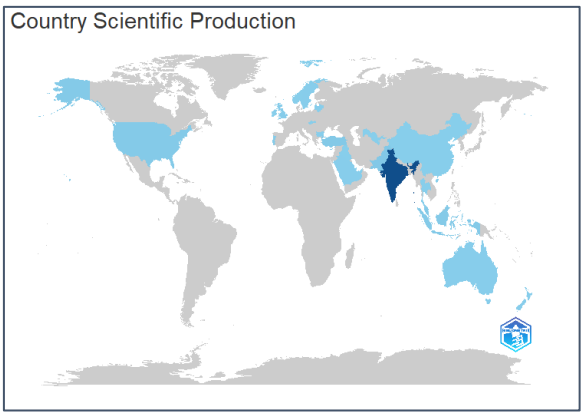

Figure 19: ***Country Specific Production (Source: Scopus)***

The institutional analysis revealed that Symbiosis International University together with the University of Aveiro and FPT University stand as the three main academic institutions which advance research in this field. Researchers analyze keywords to determine that 'employee engagement' and 'Gen Z' and 'Generation Z' and 'IT sector' have become essential topics in contemporary research.

Thematic analysis showed that people started to focus on job security and social media consumption values and workplace spirituality. These subjects lack sufficient exploration but their rising importance shows they will become important research areas in the future.

The research results deliver essential practical knowledge to HR professionals who work on creating new policies for Gen Z employee engagement within the Indian IT sector's hybrid work setup. The research

provides academic value to current knowledge through its study of repeated terms and main patterns and key authors and how institutions work together. The method establishes a structured system which helps researchers discover partnership prospects and direction for upcoming studies and knowledge development about Gen Z workers in hybrid work environments.

LIMITATIONS

The research faces a significant constraint because it depends solely on the Scopus database for conducting its systematic literature search. The study depends on Scopus for trustworthy academic sources but the decision to exclude Web of Science and ScienceDirect and ABDC seems to have limited the range of literature available for review. The bibliometric analysis would have reached greater depth by including these additional sources because they would have revealed the entire research environment.

In addition, the analysis was limited to the Indian IT sector, excluding other emerging hubs such as Southeast Asia and Latin America, which have also become significant providers of cost-effective IT talent. Expanding future research to include literature from these regions would enrich the analysis, broaden theoretical and empirical perspectives, and offer deeper insights for developing a more robust framework for subsequent studies.

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