

**CHALLENGES AND OPPORTUNITIES OF POST-COVID HYBRID WORK
MODEL**

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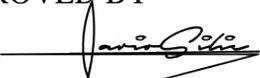
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Dedication

This thesis would not be possible without the support of:

My wife, Sandra Palas, for her patience and for understanding of my moaning when she interrupted me as I was writing this thesis.

My Parents for making it possible.

My children for following my example and continue to increase their knowledge in their own areas.

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The colleagues who made their time available for the survey, without which it would it be impossible to complete the study.

And finally, in particular, to Prof. Doctor Sasa Petar for being my tutor and supporting me during this research.

ABSTRACT

CHALLENGES AND OPPORTUNITIES OF POST-COVID HYBRID WORK MODEL

Gualdino Miguel de Jesus Vicente Cardoso
2023

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Co-Chair: <If applicable. Co-Chair's Name>

Covid 19 has changed the world in so many ways that most topics are still to be analysed. This research is based on a case study of an organization that recently adopted a hybrid working model once their workforce returned to this "new world". The objective was to identify what were the challenges managers were facing with this new work model and what they were doing to address these challenges.

It adopted the case study as a research strategy and the method adopted is based on the scientific research process using a qualitative and quantitative methodology. Fifty-six managers answered fifteen questions survey. The data was then collated and analysed.

Team cohesiveness, Cross-functional relationships, work monitoring, communication and motivation were identified as the top five challenges for managers that work under the adopted hybrid model.

The research findings corroborate with other studies and authors. Although most of these studies were done for remote working, they still apply to the hybrid working model.

Several versions of hybrid working are starting to be adopted by organisations, and many more will surface soon as companies adopt and adapt to their realities.

The organisation used in the case study adopted the office-first hybrid model, and it was found that although the number of days away from the office was limited, Team cohesiveness and communication are still impacting the teams, and managers are mitigating these using several techniques.

Nevertheless, 97% of the managers are of the view that the hybrid model of working is here to stay and will be widely adopted.

Key words: Hybrid Working, Communication, Team cohesiveness, Team.

"Get your work done. Meet your objectives.

Do that from wherever you want.

Work is not a place you go, but something you do."

(Unknown author)

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CHAPTER I: INTRODUCTION

1.1 Introduction

Even before the end of the pandemic, the new Coronavirus entered the list of the great global crises of humanity. After all, in addition to the health effects, Covid-19 brought economic, social, and political consequences that will be felt for years to come.

Considering the more than one hundred years that have passed since the Spanish Flu (1918-1919), the biggest pandemic of the 20th century, other milestones in world history have brought lessons and changes in politics, economics, and science. Some of them are:

Crash' of 1929 and the Great Depression

World War II (1939-1945)

Cold War (1947-1991)

September 11, 2001, attacks

2008 global financial crisis

The phenomenon of crisis-change, is not characterised by the cause-effect relationship in that order. Just as crises cause changes, the inverse is also real where, changes or the need for them also triggers crises. Often, in the face of crises, companies tend to protect their corporate and organisational interests to the detriment of their mission despite opportunities to propose innovative ideas, standards and models capable of questioning the "old social order" and formulating new paradigms which would better meet market demands.

A quick foray into the literature argues that the dichotomy of crisis-change is hardly evident, considering the conceptual proximity between the meaning of crisis and change. In general terms, the notion of crisis defines the interruption of something that

followed a regular course and is predictable and therefore requires modification. For example, in the course of improving an illness or the transition from a period of prosperity to depression, the doctor and the economist will provide changes. The Dictionary of Social Sciences at FGV/UNESCO (1996) attributes the crisis as a situation of social life, which occurs when the course of events reaches a point where change is imminent, regardless of whether in a positive sense, for the good or, negatively, for something bad.

Crises, therefore, are not necessarily dysfunctions since we can consider them a crucial factor in change towards improvements. In the scope of Management Science the theme of change is an ongoing issue in many areas, both in response to a crisis and anticipating them through planning. The Organizational Development discipline, for example deals with change planning, understanding that crises are part of the organisational process and therefore, changes are inevitable – for this, plan them. Likewise, economists consider crisis change a continuous process of disturbances and changes that occur throughout economic development, as they are not sporadic or isolated from the global context of the economy but rather a phase of the economic cycle.

According to Prahalad (2010), disturbances in a period of prosperity give way to the phase of depression, which makes recovery efforts towards a new prosperity phase, thus closing the natural cycle of the economy.

Demiroz and Kapucu (2012) state that knowing that crisis management is a process where it contains phases rather than just one action. We also understand the need for planning for crisis management and the critical role that leadership plays in crisis management. Although many different approaches to leadership, abilities in crisis management are extensively discussed in this literature. Key competencies including communication and decision-making, are present in many studies.

Mascarenhas (2008) even goes deeper and states that effective people management in the workplace necessitates strong leadership abilities as well as the ability to engage with a wide range of personalities. Understanding individuals' needs, personal and professional development, and employee motivation contributes to corporate development and professional progress.

Business administration has been changing its models. A new market needs to impose changes. Companies must be agile in these change processes or may be doomed to exit the market. The way of managing people has also undergone profound transformations. A strong current makes it necessary to rethink the role of people, organisations, and work relationships. It is of fundamental importance that companies recognise the need to evolve and change their management formats, especially with regards to their employees. Companies should seek to optimise their resources and especially optimise the work of their employees, which may reflect in all aspects of organisations, influencing even the organisation's culture.

Depending on the support they receive, employees work with more enthusiasm and should be considered the main foundation for achieving organisational effectiveness.

Neto e al. (2021) have also a line of thinking that managing people is not only imposing tasks but also rewarding, developing, and motivating. The pandemic has brought many changes in the field of corporate work. The old maxims no longer apply to the current context. The relationships between work and the way of working were modified.

The changes expected for the coming years are already a reality: telecommuting, telemedicine, virtual decision-making meetings, online job interviews, distance training, digital documentation of legal value, new ways of measuring productivity, artificial

intelligence for the selection of candidates, algorithms to speed up the movement of employees, greater number of freelancers, etc.

Business administration has been changing its models over the years, but the recent changes have never been experienced and any new market requirement(s) impose changes. Companies must be agile in these change processes, or they may be doomed to fail. The way of managing people has also undergone profound transformations. A strong current makes it necessary to rethink the role of people, organisations, and work relationships.

It is of fundamental importance that companies recognise the need to evolve and change their management formats, especially concerning their employees. Companies should seek to optimise their resources and especially optimise the work of their employees, which may be reflected in all aspects of the organisation and even influence its culture.

With the emergence of the new Coronavirus in the world in February 2020, it was necessary for the World Health Organization (WHO) to declare a pandemic state due to the high level of contagion of the virus over the entire world population.

On 23 March 2020, the UK Prime Minister announced a completed country lockdown to contain the spread of Covid-19. As a result, companies needed to adapt their strategies quickly to be able to continue their activities, pressured to migrate to the home-office work model, re-considering the functions that can be performed at a distance.

As a result, employees who had to migrate to this new modality, or those who were in the hybrid model and had to switch to a full-time home office suffered a great impact on their routine, in addition to the fact that many of these institutions did not have structure so that this branch of telecommuting could work properly.

In addition, it was necessary for institutions to consider all aspects related to the quality of life at work and ensure the well-being of their employees in this new scenario. This was to ensure not to generate negative impacts on health and productivity.

In this way, a journey began for both organizations and employees to adapt to this new way of performing their functions.

The new coronavirus pandemic has shaken the structures of contemporary society by surprise. The current generation has never experienced something similar. The notions of security have been revolutionized, and the way we relate has been highly impacted. Our relationship with work cannot go unpunished, and many aspects of this crisis influence labour relations and their meaning. If before COVID, the adaptation of the employee to work was already a requirement increasingly present, expressed above all in the concept highly in vogue in the corporate world of "resilience", it was then even more essential to adapt to the new conditions, however unprecedented as they were.

Telework, telecommuting, homeworking, or home office, was already a practice in some companies, and, with the new Coronavirus, it became an urgency for all, reaching many workers around the world. What until then was the exception became the rule.

In a business world that is moving towards digitization, keeping up with the demands and needs of consumers, the Covid-19 pandemic has abruptly accelerated this process, substantially increasing the flexibility of how and where work is performed (Williamson et al.,2021). Globally, it is estimated that around 81% of the workforce has been affected by the total or partial closure of the workplace (Savic, 2020), having to adapt quickly to a new reality, often unknown.

In October 2020, the Reuters Institute for the Study of Journalism linked to the University of Oxford (England), led a study conducted by Federica Cherubini, Nic

Newman, and Rasmus Kleis Nielsen with the participation of 136 news organization leaders from 38 countries. Among the main results obtained, 55% of respondents evaluated that the remote work practices adopted made staff more efficient. 77% expressed concern about difficulties found in social interactions, teamwork, creativity and with regard to physical and mental health problems of employees. Furthermore, 48% of respondents revealed that at that time, their companies had plans to decrease their physical structures (offices) after the pandemic, with a clear trend in favour of the implementation of a hybrid model, which reconciles the face-to-face and the remote.

In the same way, a report published by the Capgemini Research Institute, "The Future of work – From Remote to hybrid", with a survey of 500 organizations and 5000 employees, found that remote work is now the new normal.

Another industry report, "remote work after Covid-19 published by Gartner and Williamson & Colley (2020), was already highlighting that a vast majority of organizations were already planning a shift to a more remote working model.

Nevertheless, another report from Gomez & Paraskevopoulos (2021) for KPMG included 287 organizations with data collected between July and August 2021 to understand what measures would be implemented going forward. This found that 9% will request employees to attend the office once a week, 29% twice a week, 29% three times a week, 7% four times a week, 11% would go back to full office base, and 15% would move completely to a home office.

Over the last three years the author has been part of this radical work culture change. Before 23 March 2020, it was his company policy to have all staff in the office. The author, as part of the managing team had some flexibility, but most needed activities that required face-to-face contact were easily performed from the office. From that day

forward, the world changed, and all professional activities were to be performed remotely.

In 2019 the author published a master's dissertation with the title "Challenges of managing remote staff".

"The object of study of this research was a complex work environment in which managers work physically distant from their employees and perform their roles remotely, with the aid of modern technology. This work seeks to identify the challenges faced by managers of remote workers in coordinating and controlling goals and results, evaluating performance, motivating and guaranteeing the development of these professionals."

The models that are used in business administration have been subject to change over the years; however the most recent modifications are ones that have never been seen before, and with any new market requirements will necessitate alterations to be made. If a company cannot adapt quickly enough to these changing conditions, it is likely headed to failure. The manner in which people are managed has also been subjected to significant shifts in practise. Because of a powerful current, it is essential to reevaluate the roles that people, organisations, and working relationships play in today's workplace.

It is of the utmost importance that businesses acknowledge the requirement to develop and alter the structures of their management, particularly in relation to their workforce. Companies should strive to optimise not only their resources but also the work of their employees since this can have repercussions across the board for the firm and even shape its culture.

The master's research mentioned above concluded that:

"This research shows that despite the challenges that remote work generates for managers; it can be a good alternative for a modern company. Allied to the company's strategy, distance work reduces costs with infrastructures, allowing a company to increase its productivity and the quality of the products and services provided."

Thus, in view of the above, we conclude that remote work has become a reality with which society has learned to deal. Its characteristics and consequences may be analysed from different angles. Remote work, in general, gives a company a competitive advantage in a globalized and dynamic marketplace, demanding only from the organization that it defines a structure and working modalities to ensure a strategic alignment with the structure. In this scenario, the managers can count on teams with more qualifications and greater professional maturity."

The world has changed over the last two years; are the challenges still the same? As companies move to a hybrid work model, will managers have the same challenges as those identified in the research? Remote communication tools have evolved like never before to adapt to the new reality (Zoom, Teams....). How did that help or not the management team?

Every so often, something seismic happens to the way we work

The pandemic created a sudden shift — with lasting impact.

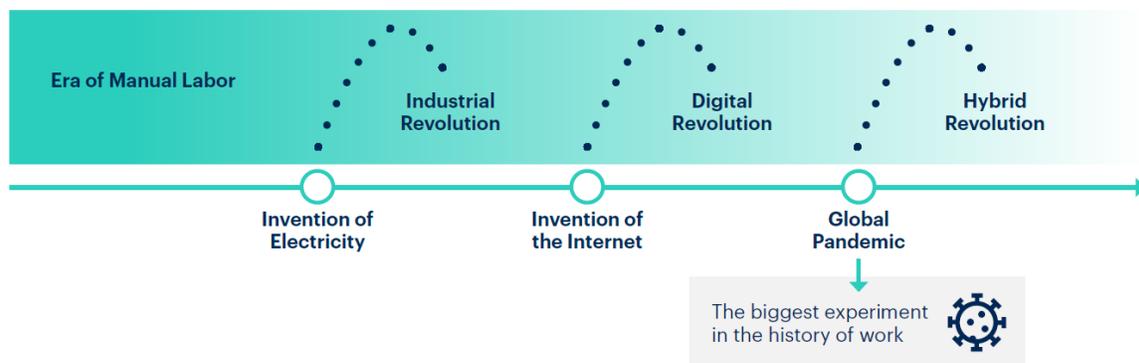


Figure 1. – The Hybrid Revolution

Source: Redesigning Work for a Hybrid Future (Gartner, 2022)

1.2 Research Problem

This research intends to advance the study of the post-Covid Hybrid work model in relation to the aspects that influence their management to focus on the technological, cognitive and psychosocial aspects.

Based on the premise that this study could contribute to increasing knowledge about the management practices of virtual and remote teams and considering the peculiarities, characteristics, size and tradition of the company studied, the question of research will guide the study: **What challenges are managers facing when dealing with hybrid workers and teams?**

There is the interaction between employees and managers, who in some cases are physically distant, as well as challenges that are not faced by workers who have lived through the fully office-based period. In addition to communication between the people who perform operational tasks, there is also the interaction between employees and managers. These problems include goal management and results control, as well as personnel management, which might involve job training, career management, and performance evaluations.

Some studies have already been published to address this new reality, but most of them focus on the employee side.

"Lastly, we have been able to illustrate those existing approaches to both employees.

Engagement metrics and workplace tools are still far from considering this emerging workplace ecosystem despite some recent adaptations (e.g., the home environment assessment).

We recognize this is a challenging task. Our research demonstrates that this is a complex subject with many variables. Future considerations of workplace ecosystems will inevitably require substantial changes in the way we think about

the relationship of 'employee engagement' to the 'workplace'. This paper has aimed to catalyse this transition.(Surma et al., 2021)

Beno (2021) published a paper where he reflects on the workplace culture of the hybrid workplace using a case study from Austria. He proposes future research using a wider sample as his research identified that the hybrid work model is in general positive, but in some cases, he was unable to determine any difference.

In the same way but already with some research made with managers.
"Our results present a mixed picture of new ways of working, exemplifying both a range of new possibilities and challenges that remote and hybrid work models pose from the employee, managerial, and organizational perspectives. Social aspects of work are among the major challenges of remote work, which is why we can expect that the offices of the future will focus more on filling that gap, becoming places for building relationships, creative forms of collaboration, and strengthening a sense of shared purpose and culture. Both employees and managers will have to develop new skills and competencies to adjust to the new ways of working and to find the best way to utilize the opportunities of hybrid work. (Chafi et al., 2022)

Chafi et al. (2022) discussions leave several questions open:

"Our discussions pose several questions and lay out several potential paths for future research. One is concerned with finding a balance between the amount of remote and office-based work for employees, depending on a variety of work-related and individual pre-conditions. Another important question is the trade-off between organizational goals and individuals' needs and preferences for sustained remote work, but also whether and how increased flexibility actually affects team and organizational performance." (Chafi et al., 2022)

And in the same way, research prepared by UNSW Canberra Public Service Research group and CQUniversity led by (Williamson and Colley, 2022) identifies the gap the author pretends to research.

"How do managers manage remote teams, on a daily basis, to ensure peak performance? But also to make sure equality and diversity are maintained? What will happen to offices as workforces become hybrid? What are the longer-term impacts of hybrid working on employees' career opportunities and on workforce diversity? What are the longer-term impacts on health and wellbeing? How will organizations need to change their EVP to attract and retain employees?" (Williamson and Colley, 2022)

In summary, the present research seeks to know the challenges faced by workers' managers in a hybrid office environment. It aims to understand how they are dealing with motivation, measuring the performance and development of their employees' careers, or even meeting the goals imposed by organizations, in short, with aspects of people management in this global context.

With this research, we intend to demonstrate if Hybrid work has created new challenges for managers.

More specifically, the following research questions need to be addressed:

1. Did the challenges managers had pre covid (onsite) change with the work model change to Hybrid working?
2. What are these new challenges, and how are managers addressing them?
3. What are the current industry practices, and how do these address current challenges?

1.3 Purpose of Research

The long-term goal of the research will seek to understand how managers are dealing with issues such as team control and coordination; achievement of goals; performance appraisal; recognition and motivation of employees; and even identify which forms of work the companies have found to adapt to the post-covid era.

To achieve the aim of the research the following objectives will be completed:

1. To understand the phenomenon of hybrid working by critically reviewing the relevant literature on the subject.
2. To collect data from management practices at a technological company which has implemented a hybrid model of working since the "return to the offices".
3. To identify challenges faced by managers when managing hybrid teams.
4. To assess the impact of tools and strategies applied by managers to overcome the challenges placed by this mode of operation.
5. To present positive contributions to the improvement of management practices of hybrid working by analysing the results of the study.

The result of this study will be valuable to industry managers in developing better practices and tools for addressing challenges raised by the new hybrid way of producing value.

1.4 Significance of the Study

Due to the constant evolution of new technologies of digital interaction, the effect of physical distance on communication and interaction within remote teams can be mitigated, albeit not entirely eliminated. The absence of a centralised and structured communication medium is one of the greatest obstacles for companies that employ remote workforces, as it can make it difficult to comprehend the specifics of what must be accomplished by the teams that will produce work remotely. Due to this distance and lack of appropriate communication channels, managers who are not specifically prepared for it may not exercise good leadership practices. This makes the management of remote work a common issue in organisations with employees in different locations. Leadership

in a company is not easy, and it becomes even more difficult when employees are geographically distant.

The leaders must keep in mind that they are interacting with human beings who are susceptible to diverse ideas and emotions. As a result, managers must have excellent people skills, as the company's results (revenue and profits) depend on their efforts.

Working at a distance has a direct impact on how team members feel about one another and what they know about one another. Because the physical address is not the same, there are no commonalities between people, no approximation between them, a lack of mutual understanding, and even the understanding that they all belong to the same reality, which can create a certain "social distance" in this context.

Therefore, we can conclude that it is crucial for leadership and team coordination for each team member to understand the function of the other team members. The greater understanding of each member's function, the fewer communication issues there will be.

It is necessary to ensure that everyone has a clear understanding of the roles, responsibilities, and actual actions of each employee to achieve good employee performance, strong revenue, and expected goals.

According to Hesselbein, Goldsmith, and Somerville (2000), "three forces are breaking down barriers": the first is demographic transformation, with the inclusion of women in the labour market; the second is the so-called "social revolution," which is causing "profound economic change from an industrial economy to a knowledge-based economy"; and the third is "the development of new technologies that are completely reconfiguring the way we work." *According to the authors, and reinforcing the ideas presented as the second and third forces: "at the height of knowledge, it makes no sense for employees of organisations to simply meet their schedules or create customised products and services while performing tasks that are not equally customised."*

(Hesselbein, Goldsmith, and Somerville, 2000). For these reasons, companies are flexible in their service to clients and in the manner in which they hire employees, thereby altering the dynamic between managers and employees.

Achieving the highest and best team productivity is one of the greatest challenges organisations face to obtain more quality and time, decrease costs, and boost performance. With the advent of advanced technology, organisations now have the option to hire remote workers. There are several economic advantages for organisations that manage distributed workforces: reduction of costs with physical space (rental, furniture, etc.) and travel; members distributed across regions can continuously deliver projects and services; and if the workforce spans multiple time zones, teams can work 24 hours a day resulting in increased productivity and revenue. This could simultaneously improve the work-life balance and quality of life for professionals.

It may appear simple to implement virtual workers or teams, but it is not. Establishing a culture of remote work, utilising technology as an investment, and establishing new work routines through an emphasis on communication are required.

However, the manager's role must change, and work practices must adapt to the reality of remote employees. In order to effectively manage his team, a manager must be aware of and confront various challenges, such as leadership, trust, control, conflict, and communication. These challenges are unquestionably present in the management of conventional teams, but they become more apparent when remote workers are involved.

In this situation, managers must implement specific measures to improve worker communication in a consistent manner to save time and boost the long-term productivity of the team.

This new organisational model demonstrates that the task at hand is more important than the location. It is a paradigm shift in the professional-organizational work

relationship. In addition, it may create more opportunities in a variety of industries, as the proper application of technology may lead to new lifestyles and substantial professional rewards. This research seeks to comprehend the difficulties managers face when managing remote workers.

This research intends to advance the study of the post-Covid Hybrid work model in relation to the aspects that influence their management to focus on the technological, cognitive and psychosocial aspects.

Based on the premise that this study could contribute to increasing knowledge about the management practices of virtual and remote teams and considering the peculiarities, characteristics, size, and tradition of the company studied. The question of research will guide the study: **What challenges are managers facing when dealing with hybrid workers and teams?**

In addition to communication between the people who perform operational tasks, there is the interaction between employees and managers, who in some cases are physically distant and with challenges not faced by workers who have lived the fully office-based period. These challenges include people management, including job definition processes, training, career management, performance, as well as goal management and results control.

The main objective of this research is to study the challenges faced by managers responsible for employees working under the hybrid model, for example, three days in the office and two days working from home.

For the construction of the research and to meet the main objective, it has defined some specific objectives that will support its development, among which the new form of working arising as a consequence of the Covid-19 pandemic. the understanding and identification of the alternatives found by managers, who will be part of the sample of

this research, motivating their remote employees, as well as coordinating and controlling the work performed, besides ensuring compliance with the goals imposed by the company.

This global and network environment generates a great physical distance between people, and in organizations, this is a common scenario and is reinforced every day. By citing a group of workers who perform work under the hybrid work model, it will be possible to visualize a scenario where the manager or leader of these workers is adapting and seeking the best way to carry out their work either remotely or in the office.

In short, this research objective is to carry out a scientific work that illustrates the reality of managers who have employees that carry their duties in a hybrid environment. It will aim to identify the challenges of managers who are away from their employees, at home or in branches located in other cities or countries but can be face to face with the same employees for a number of days of the week or month.

In summary, the present research seeks to know the challenges faced by workers' managers in a hybrid office environment. It seeks to understand how they are dealing with motivation, measuring the performance and development of their employees' careers, or even meeting the goals imposed by organizations, in short, with aspects of people management in this new global context.

CHAPTER II: REVIEW OF LITERATURE

2.1 Theoretical Framework

On 23 March 2020, the UK Prime Minister announced a complete country lockdown to contain the spread of Covid-19. As a result, companies needed to adapt their strategies quickly to continue their activities. They were pressured to migrate to the home-office work model, considering the functions that can be performed at a distance.

As a result, employees who had to migrate to this new modality, or those who were in the hybrid model and had to switch to a full-time home office, suffered a great impact on their routine, in addition to the fact that many of these institutions did not have the structure so that this branch of telecommuting could work properly.

As well, institutions needed to consider all aspects related to the quality of life at work and ensure the well-being of their employees in this new scenario in order not to generate negative impacts on health and productivity.

In this way, a journey began for both organisations and employees to adapt to this new way of performing their functions.

The new coronavirus pandemic has shaken the structures of contemporary society. The current generation has never experienced something similar. The notions of security have been revolutionised, and how we relate has been extremely impacted. Our relationship with work could not go unpunished, and many aspects of this crisis influence labour relations and their meaning. If before COVID the adaptation of the employee to work was already a requirement increasingly present, expressed above all in the concept highly in vogue in the corporate world of "resilience", it was then even more essential to adapt to the new conditions, however unprecedented as they were.

Telework, telecommuting, homeworking, or home office, was already a practice in some companies, and, with the new Coronavirus, it became an urgency for all,

reaching many workers around the world. What until then was the exception became the rule.

In a business world that is moving towards digitisation, keeping up with the demands and needs of consumers, the Covid-19 pandemic has abruptly accelerated this process, substantially increasing the flexibility of how and where work is performed (Williamson et al.,2021). Globally, it is estimated that around 81% of the workforce has been affected by the total or partial closure of the workplace (Savic, 2020), having to adapt quickly to a new reality, often unknown.

The Reuters Institute for the Study of Journalism published in October 2020 a survey linked to the University of Oxford (England) and conducted by Federica Cherubini, Nic Newman and Rasmus Kleis Nielsen. The survey had the participation of 136 news organisation leaders from 38 countries. Among the main results obtained, 55% of respondents evaluated that the remote work practices made employees and teams more efficient. However, 77% expressed concern about difficulties found in social interactions, teamwork, and creativity, and also regarding employees' physical and mental health problems. Furthermore, 48% of respondents revealed that, at that time, their companies had plans to decrease their physical structures after the pandemic, with a clear trend in favour of the implementation of a hybrid model, which reconciles the face-to-face and the remote. In the same way, a report published by the Capgemini Research Institute, "The Future of Work – From Remote to hybrid", surveyed 500 organisations and 5000 employees and found that remote work is now the new normal. Another industry report, "remote work after Covid-19 published by Gartner and Williamson & Colley (2020), was already highlighting that a vast majority of organisations were already planning a shift to a more remote working model. Another report from Gomez & Paraskevopoulos (2021) for KPMG, 287 organisations with data collected between July and August 2021

to understand what measures would be implemented going forward found that 9% will request employees to attend the office once a week, 29% twice a week, 29% three times a week, 7% four times a week, 11% would go back to full office base, and 15% would move completely to a home office.

In 2020 the Human resources Research Team from Gartner published a report titled "Remote work after Covid-19", where they forecasted the new reality of remote work would look like after Covid-19.

The abrupt shift to remote work during Covid-19 upended firmly entrenched assumptions about how work should be done. As organisations plan to resume operations, HR leaders will have a series of critical decisions around which employees should return to work sites, which should remain remote and how to navigate a potentially permanent hybrid workforce. Using current data on remote work, HR leaders will be better equipped to adapt to new employee preferences and organisational needs in the new world of remote work. (HR Team Gartner, 2020)

In order to predict what would happen after Covid, the HR Team Gartner (2020) first understood the existent remote work adoption and employee expectations using surveys, and these were the conclusions:

Before Covid-19, firms used a small amount of remote work, and it was often not a significant component of workforce strategy. Even when a policy for remote work was in place, most employees had to individually argue their case for working remotely, typically to their supervisor. This strategy frequently resulted in managers acting as obstacles to adopting remote work because many believe managing employees locally is easier than managing them remotely. The result is that only about 10% of employees regularly worked from home.

During Covid-19, Employers had to deploy remote work for all except the most needed on-site employees, forcing many physical work sites around the world to close. During the pandemic, almost half of the employees worked remotely full-time, and another 28% said they did so occasionally. This represented a fundamental shift in how work is done: Employees who had previously had to defend their decision to work remotely now had to defend their decision to come into the office.

As a result of increased remote work during Covid-19, organisational plans and employee expectations around the future of remote work implementation shifted (see Figure 1).

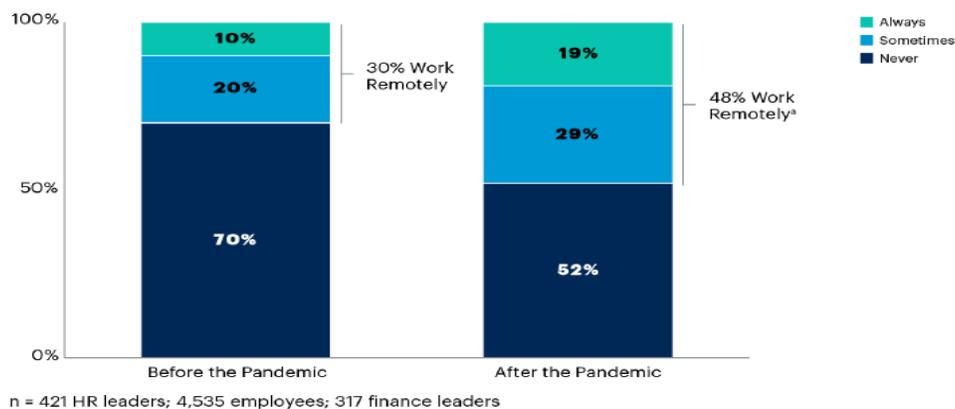


Figure 2.- Projected percentage of Employees working Remotely before and after
 Source: Landing.jobs Global Tech Trends (Moura, 2022)

After Covid-19, HR Team Gartner (2020) concluded that remote work would be a regular occurrence and would be on the rise. Long-term organisational planning and employee expectations now incorporate greater degrees of remote work. This will be encouraging for many organisations: Employees who work from home report higher

productivity and more faith in their companies than those who work in an office.

Organisations should start by putting all remote choices on the table before deciding how best to employ remote work as part of pandemic recovery.

In 2022 with the "back to the new normal", some industry reports start to be published, confirming the Gartner forecasts.

Moura (2022) produced a report for Landing.jobs called "Global Tech Talent trends 2022, where tech professionals were interviewed and the results for Remote Work status are summarised below:

"The world has changed drastically in the last two years, and the tech market is no exception. Remote work went from nice-to-have to almost mandatory. Hiring and working across borders or relocating to another country are no longer exceptions but proven trends. The scarcity of tech talent worldwide is now bigger than ever, with huge impacts on local and global tech market contexts.

These changes raise many serious questions that the Global Tech Talent Trends 2022 report aims to answer for tech professionals, companies and policymakers.

This report has an ambitious global coverage and is powered by data from 6.568 respondents worldwide. Its' sections — Demographics, Professional Roles, Tech Stacks, Remote and Global Work, Career Management and Salary & Perks—provide insights that not only allow tech professionals to make more informed career decisions from a global perspective but also help companies to better understand the new nature of the global tech market and how they should position themselves to hire and retain the talent they so desperately need. Some indicative insight nuggets to open your appetite: 14,4% of tech professionals work as contractors; 88,8% of tech professionals work full or hybrid remote; 18,6% work remotely for a company across borders, and 8.9 in 10 professionals are highly motivated for this type of work. (Moura, 2022)

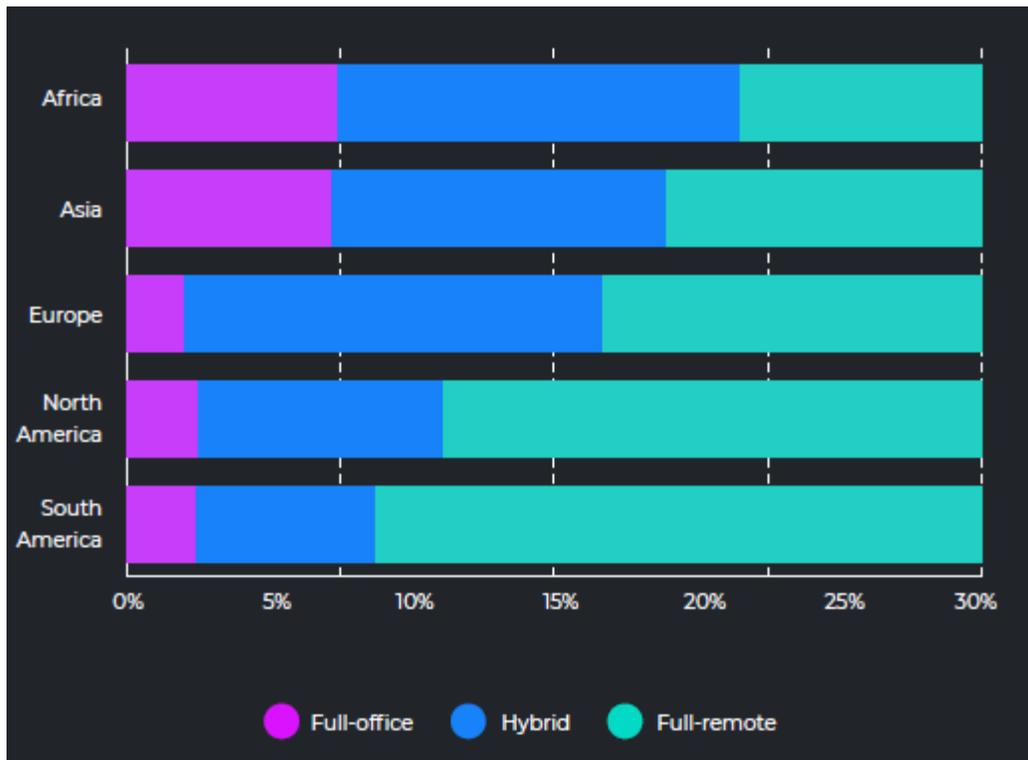


Figure 3 - Remote work Status by continent

Source: Landing.jobs Global Tech Trends (Moura, 2022)

According to Moura (2022), the world has changed toward remote work, and the full office is not what it used to be by a long shot. In the same way, a report published by PWC (2022) called "What 52,000 employees think about work today" concluded that 50% of workers report great satisfaction with working in hybrid and 63% for working full remote. When asked how would they prefer to work 12 months from now? 63% responded that they prefer a mix of in-person and remote work, and the same 63% expect their employer to offer a mix of in-person and remote work. 26% prefer remote work, and only 11% prefer in-person work. The report also concluded that companies need to find a middle ground as there is still a significant percentage of workers that cannot or report

less satisfaction in working away from the office. In the same line as the above report, Gartner (2022) identify the new employee expectations as Gartner (2022) reports add that, additionally the remote work paradigm shift has altered the preferences and expectations of employees. First, on average, employees desire to work from home longer than they did prior to the pandemic. In the 2019 Gartner Digital Workplace Survey, employees indicated that on average they would have preferred to work remotely 27% of the time. The May 2020 Gartner Reimagine HR Employee Survey reveals that forty per cent of employees now prefer to work from home.

In addition to desiring to work from home more frequently, 62% of employees now anticipate that their employers will permit them to work remotely in the future. This expectation is grounded in experience for many employees. Employees who were compelled to work remotely during the pandemic performed their duties successfully from home and developed new digital dexterity and collaboration skills to function more efficiently while away from the office. As a result, when crisis conditions subside, employees generally perceive fewer obstacles to continuing to work remotely.

To ensure that all employees have equal access to opportunities, a hybrid workforce brings new challenges. Employees who can travel to in-person meetings, for instance, may be exposed to a wider network of colleagues and clients and organisational leadership than employees who cannot travel which could be advantageous for future assignments if the company decides to limit the number of remote calls. Employees who physically attend frequent team meetings may have a better chance of being heard than those who dial in remotely. The dispersion of remote work results in diverse employee experiences across the organisation and even within teams in each of these cases. With Hybrid work becoming the norm, old challenges will need a new approach. Will managers have any say regarding workers being permitted to work from home? How can

the business make sure managers support an efficient remote workforce rather than getting in the way of it? How will remote work policies be communicated to employees? Do employees who have the option of working remotely wish to do so? How will the company handle workers who prefer face-to-face interaction?

2.2 Human Society Theory

2.2.1 The basics to narrow the problem.

What is remote working? As defined by Beauregard, Basile and Canonico (2013):

"Homeworking is an arrangement in which employees perform their usual job-related tasks at home rather than in a central workplace and do so for a regular portion of their work schedule, using electronic media to communicate with others both inside and outside the organisation." (Beauregard, Basile and Canonico, 2013):

Another definition was found in the English Cambridge dictionary, which states that:

"Remote Working - the practice of an employee working at their home, or in some other place that is not an organisation's usual place of business: Organisations have embraced remote working during coronavirus lockdowns. One of the big challenges for remote working is effective management."

(English Cambridge dictionary, 2022)

With the advent of the Covid-19 pandemic, the large-scale use of remote work has accelerated. This is a generic label for different types of jobs done online. Two stand out: telework and home office. Telework is considered to be the provision of services

predominantly outside the employer's premises, that is an office, store, or other physical location, using information and communications technologies that, by their nature, do not constitute external work. On the other hand, the home office is a form of remote work carried out occasionally at the employee's home using information and communication technologies. This, however, does not prevent the person from carrying out tasks at other workplaces. There are also two other types of remote work. Mobile work is when there is no fixed location so that work can be carried out anywhere, and telecentre work is when the employee goes to a shared office instead of going to the company's headquarters.

From the point of view of organisations, the adoption of remote work made it possible for them to continue operating and to quickly guarantee the health and safety of employees, albeit in an embryonic way. However, from the point of view of the workers and of their family life the impact of this new way of working brought some advantages, but many problems as the lines between work time and family lifetime became blurred. This new situation for workers is well described in the sentence below:

"Among some workers, Covid-19 will be forever remembered as the virus that turned their homes into office spaces. When the pandemic started, employees working remotely, even part-time, were few and limited largely to advanced Western economies. Working from home was primarily something done when a child was sick or a household repair person was at work....legions of workers cleared off their kitchen counters and dining room tables to make room for laptops, screens, and keyboards, while their employers scrambled to deploy digital tools to help them maintain the productivity they had in the office—Mckinsey Global Institute, (2021, p. 37).

In this sense, some experts are sceptical about the future of remote work as representing a breakthrough in the job market caused by the pandemic. For them, there will be a time when people will realise that remote work, in all its forms, has nothing to do with the "paradise" they dreamed of, where there would be an easy reconciliation between personal, family, and professional life. Working remotely brings new pressures, can lead to a new type of isolation, and significantly hinders communication between colleagues and teams. The social dimension of work (socialisation) may be compromised.

For others, however, this transformation resulting from the home office, with all its ills, is here to stay. This trend, which was already taking shape before the pandemic, found in it a powerful accelerator for its consolidation. This new reality was successful in many workers, in addition to offering the business sector a tutorial on the limitations and benefits of remote work.

The virus has overcome many technological and cultural barriers that held back the take-off of remote work in the past, causing a drastic structural change in where work activity should occur at least for a portion of individuals engaged in the labour market.

In any case, there is a clear perception that performing remote work covers a limited slice of the workforce. As mentioned above The McKinsey Global Institute report carried out an extensive study looking to detect where remote work can be carried out and with a chance of thriving. Among its main conclusions, the following should be highlighted:

(i) It is the actions, tasks and activities, not occupations, that determine the potential for using remote work.

(ii) This potential depends on the mix of activities developed in each occupation and its spatial, physical, and interpersonal context. This depends on whether the worker needs to be physically present to carry out the tasks; whether the employee need to interact

with other team members; or if employee need to use machines and equipment that are allocated in the physical workspace.

(iii) The pandemic has shown that although some activities can be performed remotely, they are best performed in person at the company's physical location. Some examples are negotiating and making critical decisions, teaching and training; solving problems involving creativity and personality, and developing good relationships with colleagues and customers, among others; and

(iv) Among these activities, the most emblematic is, perhaps, the "educational" activity. Theoretically, it can be performed remotely, but it seems more effective when performed in person. A recurring observation among the main stakeholders, parents, teachers and students, is that the quality of education has suffered a drop during the phase of social isolation caused by the pandemic, which is more serious among children and students with special needs.

Although there is a broad consensus that remote work, which was already a trend before the pandemic, should remain and expand after it, a balance between the advantages and disadvantages points to a slight prevalence of the latter, as shown by the table below:

Advantages	Disadvantages
<ul style="list-style-type: none"> • Improved productivity. • More focused meetings. • More time with the family. • More free time (without commuting to work); and 	<ul style="list-style-type: none"> • Loss of concentration due to family and household chores. • Lack of infrastructure (scanner, printer, etc.). • Loss of the notion of the whole (in person, it is easier to understand what is

<ul style="list-style-type: none"> • Cost reduction for the company (rent, etc.) and the employee (food and transportation). 	<p>happening; and strengthening the alignment of objectives is essential).</p> <ul style="list-style-type: none"> • Feeling of ubiquitous work with no time to finish. • Less participation of some people in meetings (some do not turn on the camera and only listen); and • It is necessary to be more active and enterprising; otherwise, things will not work out.
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Table 1. – Advantages vs Disadvantages
Source: Miceli et al. li (2020) Adapted by author

Mascarenhas, (2008) argues that leadership skills are essential for successful people management. It is necessary to have the confidence to lead a team, provide guidance, and help create a positive work environment. A leader must have excellent communication skills to help foster cooperation among employees, as well as the ability to manage conflict and provide constructive feedback. They should also be able to delegate tasks and set clear goals. People management also requires understanding individual needs. This means taking into consideration an employee's strengths and weaknesses, as well as their motivations and goals. It is important to provide support and guidance to help them reach their full potential. This includes developing individual professional development plans and providing resources for training and education. In addition to supporting individual employees, it is important to motivate the entire team. This can be done through incentives, recognition, and positive reinforcement. It is also important to provide opportunities for growth and development, such as leadership roles, mentorship programs, and career advancement opportunities. Successful people

management requires strong leadership, communication, and interpersonal skills. It also involves understanding individual needs and providing personal and professional development. Finally, motivating employees and creating opportunities for growth and development are essential components of effective people management.

Business management has been undergoing changes in its models. The new market needs to impose changes. Companies must be agile in these change processes, or they may be doomed to exit the market. The way of managing people has also undergone profound transformations. A strong current makes it necessary to rethink the role of people, organisations and work relationships.

It is of fundamental importance that companies recognise the need to evolve and change their management formats, especially with regard to their employees. Companies should seek to optimise their resources and especially optimise the work of their employees, which may reflect in all organisational aspects, even influencing the organisation's culture.

Depending on the support they receive, employees work with more enthusiasm and should be considered the main building block for achieving organisational effectiveness. Managing people is not only imposing tasks but also rewarding, developing and motivating. The pandemic has brought many changes in the field of corporate work. The old maxims no longer apply to the current context. Work relationships and the way of working have been modified (Correia Neto; Albuquerque, 2021; Silva; Macedo, 2021).

The changes expected for the coming years are already a reality: telework, telemedicine, virtual meetings for decision-making, online job interviews, distance training, digital documentation of legal value, new ways of measuring productivity, artificial intelligence for the selection of candidates, algorithms to speed up the

movement of collaborators, greater number of freelancers, etc. (Correia Neto; Albuquerque, 2021; Silva; Macedo, 2021). Since late 2022 Hybrid working has been broadly applied, and several types have started to be defined and applied by organisations.

A hybrid work model is one that mixes working in an office setting with working away from the office to variable degrees. Some businesses insist that their employees spend the majority of their time at the office, but others permit them to work from home one or two days per week. Some people are for giving workers complete leeway in deciding where they will do their jobs.

There are a number of other sorts of hybrid work models, each of which is tailored to meet the requirements of particular businesses and the unique teams operating inside those organisations.

There is no doubt that hybrid work is the hottest trend in the workplace, and it is just beginning to gain traction. Despite the fact that hybrid work is not without its challenges, such as achieving optimal communication between remote and in-office employees, hybrid work is, without a doubt, the hottest trend.

According to the findings of a comprehensive survey conducted by Microsoft (2021), 73 per cent of workers want the choice to work remotely, and firms will need to adapt to accommodate this demand.

Andjela Vidojevic (2022), Communication researcher and writer at Pumble and content editor at COING, defines six different types of hybrid and remote work models that have emerged as the predominant variants and the same line of thinking is shared by Steve Todd (2022).

These models range from ones that are largely office-bound to ones that are totally remote. In the next few paragraphs, we will briefly go through each of them, talk

about the benefits and drawbacks of using them, and determine who would benefit the most from using each one in order to show further how each model functions in actual use.

According to Vidojevic (2022) and Todd (2022), There are a lot of different iterations of remote work and hybrid work models, and every business is able to tailor the concept to their own particular tastes and requirements. It is likely that in the not-too-distant future, we will see an increase in the number of inventive and imaginative solutions for more flexible work arrangements that are suitable for everyone.

Office-first Hybrid Models - Office-first or office-based hybrid models require employees to come into the office the majority of the time while allowing them to work remotely (typically from home) for a portion of their working time. This is in contrast to office-only models, which do require employees to come into the office at the all-time. Employees typically receive either one or two days per week or multiple days per month in which they are permitted to work from home. In some instances, they are permitted to make use of this adaptability bonus anytime they see fit. In some other companies, the decision to allow employees to work from home on certain days is made on an individual basis, taking into account which is required to be present in the office and at what time. Businesses that use this strategy have a tendency to hold the belief that physical distance is one of the factors that inhibit effective team collaboration. They offer this freedom to their employees as an additional benefit rather than with the intention of working themselves remotely. The majority of this type of organization's leadership operates out of an office setting.

Pros	<ul style="list-style-type: none">• Employees are able to attend to personal concerns at home without losing time from work.
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	<ul style="list-style-type: none"> • Employees are able to reduce the amount of time spent travelling to and from work.
Cons	<ul style="list-style-type: none"> • May result in difficulties with operations. • May result in dispute. • Not applicable for businesses with a number of different locations • Restrictive for workers who are able to do their jobs entirely remotely

Table 2 – Pros and Cons of Office -First Hybrid Work Model

Source: author based on Vidojevic (2022) and Todd (2022)

This approach may be beneficial for businesses in which working remotely is impossible due to the nature of the work being performed, but it may be restrictive for businesses in which working remotely is possible, but the decision is made not to do so. However, when the former firms put it into practice, it can lead to operational and interpersonal problems in the workplace. Because of this, businesses that put it into practice should proceed with extreme caution.

Partly remote hybrid model - Some teams in the partially remote (also known as remote-ish) hybrid model work entirely from home (like the content team), while other teams are physically located in an office (e.g., the HR department). In some businesses that operate under this model, office workers are also granted the ability to work remotely in some capacity. However, the primary distinguishing feature of these businesses is the presence of totally remote teams. Companies that follow this approach have the responsibility of ensuring that they have the appropriate communication channels in place to connect office-based staff with those working remotely. In this approach, the top management often operates out of an office setting.

Pros	<ul style="list-style-type: none"> • It is possible to recruit non-local talent. • it is possible to cut costs.
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	<ul style="list-style-type: none"> • it is possible to draw closer to diverse customer groups.
Cons	<ul style="list-style-type: none"> • It is possible for teams to become compartmentalised. • it is possible for remote teams to feel inferior and cut off. • it is possible for office teams to receive preferential treatment.

Table 3 - Pros and Cons of Partly remote Hybrid Work Model

Source: author based on Vidojevic (2022) and Todd (2022)

The partially remote model offers various benefits to businesses that are trying to expand beyond their current physical range; however, it must be handled with caution in order to avoid giving the impression that the remote teams are of lower quality. Fortunately, this issue may be remedied by instituting stringent standards and giving great consideration to the needs of remote teams.

Flexible work Model - The flexible hybrid is a style of employment that offers workers the option to pick when they want to work from the office and when they want to work from elsewhere in the company or from other locations. This model has the potential to impose certain restrictions at times, such as obligatory office hours on Mondays to facilitate greater teamwork. However, this cannot be accomplished with distributed teams that are located in different parts of the world. Companies that follow this approach have the philosophy that if they give their employees the freedom to pick where they will do their job, it will result in happier and more productive workers. Hot-desking is a common arrangement in their workplaces; this means that nobody has a specific desk of their own, and rather, anyone is free to work at any available workstation. This strategy allows the leadership to be based either in an office or remotely; however, some leaders choose to reinforce the corporate policy by completely embracing flexibility in their working arrangements.

Pros	<ul style="list-style-type: none"> • Encourages employee autonomy.
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	<ul style="list-style-type: none"> • Improves job satisfaction. • Improves productivity
Cons	<ul style="list-style-type: none"> • It has the potential to lead to a diversity crisis, “ghost town” offices, and the creation of silos within teams. • It may be detrimental to the careers of individuals who prefer to work remotely.

Table 4 - Pros and Cons of Flexible Hybrid Work Model

Source: author based on Vidojevic (2022) and Todd (2022)

A flexible model has the potential to be very successful if it is implemented correctly, with strict policies that are conducive to working remotely, and with leadership located off-premises to prevent bias. However, if it is not well thought out, it has the potential to produce significant inequities in the workplace. This fact makes it a double-edged sword.

Choose your own hybrid model - The choose-your-own approach, in fact, provides employees with a number of different employment models from which they can select. At first, it might sound like the flexible hybrid model, but the primary difference is that this model requires employees to choose one of the work arrangement options that are presented and then adhere to that choice throughout their employment. The concept can include a number of different working arrangements, such as working in an office full-time, working in an office for part of the week while also working remotely, or working all of the time remotely. This is typically done in order to improve the logistics of the situation. It makes it possible for businesses to plan in advance how their resources will be distributed. The leadership, similar to the employees, has the ability to choose the arrangement that works best for them and then stick with it.

Pros	<ul style="list-style-type: none"> Enables employees to choose their desired work paradigm, ensures stability, places the company in charge of its resources, and allows for the sourcing of non-local talent
Cons	<ul style="list-style-type: none"> It is possible for there to be proximity bias and also for there to be silos within the team.

Table 5 - Pros and Cons of Chose your own hybrid Model.

Source: author based on Vidojevic (2022) and Todd (2022)

This model has the potential to function without a hitch, provided the organisation that employs it has policies and processes from the beginning that are conducive to working remotely. But, as they say, there's always a but: in this situation, a lack of sufficient management and preparation can lead to a separation between office-first teams and remote teams, as well as unequal possibilities.

Remote-first Hybrid Model - In contrast to the other available choices, the remote-first approach makes working the norm remotely for employees, whether they do it from the comfort of their own homes or some other location outside the firm. The organisation that uses this model does continue to keep some office space available so that employees can occasionally come into the office for meetings, but other than that, all of the operations and policies are tailored to the requirements of remote work. In other words, this approach does more than just permit working remotely; rather, it actively promotes employees to do so. Companies that prioritise working remotely typically rely on a wide range of solutions to facilitate their communication and collaboration, as well as to ensure that everyone receives all of the information they require on time. Companies that follow this approach feel that telecommuting is the way of the future, but they still want to provide opportunities for workers who are more comfortable working in

an office setting. The leadership in this model operates virtually all of the time. Hence there is no possibility of proximity bias occurring.

Pros	<ul style="list-style-type: none"> • It offers more equal chances for all employees. • it offers flexibility for folks who love office work. • it offers better opportunities for talent acquisition, and it reduces overhead costs.
Cons	<ul style="list-style-type: none"> • Communication can be poor and that will generate issues. • As staff are not face to face for long periods, isolation and loneliness can start to be an issue.

Table 6 - Pros and Cons of Remote first Hybrid Work Model

Source: author based on Vidojevic (2022) and Todd (2022)

The model that prioritises working remotely is an excellent example of a hybrid arrangement, and it offers a wide range of benefits to employees as well as employers. Even though issues with team communication are possible, these issues can be readily resolved by developing an exhaustive strategy for internal communication and utilising the appropriate technologies. Additionally, employees are permitted to use company spaces for the purpose of more efficiently developing communities.

In summary, there was an increase in the number of distinct hybrid work models post Covid and businesses are still experimenting with these models in an effort to identify one that is suitable for their operations. These five iterations provide the most comprehensive illustration of what is in use across a wide range of businesses. The reality is that there are as many hybrid and remote models as there are companies that rely on them. This is because the requirements of each organisation are distinct from one another. In essence, there is no work model that is universally applicable to all situations.

2.2.2 Relations and people management: post-pandemic trend

The emergence of the strategic people management pattern responded to the need to build an organisational model that would combine the economic efficiency of the Fordist pattern with respect for the peculiarities of the human being (Carvalho Neto, 2001). This model was seen as the best way to ensure the continuity of the company, its growth and development, and the promotion of the sustainability of work relations. As a result, a new pattern of labour relations between capital and labour was established, characterized by the mutual recognition of the roles of each party and the promotion of a work environment that is capable of promoting the motivation and engagement of employees, as well as ensuring their rights and well-being. Furthermore, this model has also been used to promote the development of human capital through training and professional development, as well as the implementation of measures to ensure their physical and mental health. Thus, the strategic people management pattern has contributed to the establishment and maintenance of labour relations that are both effective and respectful of the rights of the workers.

The demand for gradually more sophisticated and comprehensive skills (people management) is not simultaneously associated with an update of practices and policies of people management. On the other hand, there is the superiority of management standards that are still authoritarian (labour relations), conservative and centralising. This can be explained by the set of labour relations, founded on authoritarian aspects, of society belatedly freed from slavery but still active in the pattern of business leadership (Carvalho Neto, 2010).

Any team leader (people management) should know how important it is to create efficient and united teams. This facilitates not only the work but also the internal communication processes that will strengthen the company. Good motivation techniques

will help create bonds between the company and its employees and facilitate teamwork (work relationships), increasing the project's chances to grow and evolve positively (Fidelis; Badine, 2014). It is worth mentioning that the theme "leadership development" emerges as the main concern in the people management strategy. The main concern with leadership development (people management) is directly related to factors addressed in the field of labour relations (Carvalho Neto; Sant 'anna 2013).

From a leadership perspective, what would certainly have to be a pressing concern among leaders is the creation of scenarios and contexts in which team members can highlight the opportunities they have to grow, not only as professionals but also as people within a company. (Oliveira; Perez, 2015):

The four pillars of the human relations area were fundamental in 2021 and closely related to the ecological transition, digital transformation, equality, gender diversity and, finally, geographic and territorial cohesion. It should be borne in mind that the health of the workforce should be the top priority of organisations in managing people. The Covid-19 crisis has caused psychological disorders in the medium and long term, and for this reason, taking care of the mental health of employees is essential, even developing ad-hoc programs or measures that directly influence the management of stress or anxiety (Correia Neto; Albuquerque, 2021; Silva; Macedo, 2021).

When faced with a change in the business paradigm, companies need to reinvent themselves in a scenario that does not stop changing. Thus, for this transformation to be effective, it is necessary to involve the team through a structured procedure based on change management strategies (Musetti Júnior; Picchai, 2020; Net Belt; Albuquerque, 2021; Silva; Macedo, 2021).

Managers must ensure the implementation and compliance of non-discrimination policies, promoting talent diversity in hybrid environments. Companies must offer

reconciliation programs and provide tools that help with time management. It is essential that business transformation and staff training go hand in hand so that the objectives set by the companies are achieved and increase the motivation and development of employees (Vidal, 2020).

Although the use of technological tools for management was already a reality in large companies, in the pandemic and the trend is that it will remain in many cases in the post-pandemic era, the extension of teleworking has made these features generalised to the entire business network, allowing managers of any entity to automate most of its processes.

Finally, the new requirements in the field of people management, singularly, the intense concern of the business sphere with leadership development can be described as a result of the demands arising from the genesis of new schemas and organisational formats (internally and externally) as virtual organisations, in innovation networks, incorporation of production chains, local production schemes, the which presume new, distinct leadership schemes, as well as more qualified professionals to interact in their work relationships (Carvalho Grandson; Sant 'anna 2013).

Companies know that a better employee experience means better financial results and successful organisations work with their people to create personalised, authentic and motivating experiences that strengthen individual, team and company performance. Managers play a crucial role in shaping the employee experience. (Rodrigues, 2020; Correia Neto; Albuquerque, 2021; Silva; Macedo, 2021).

Organisations where managers facilitate a positive experience for employees, are 1.3 times more likely to report superior performance across the organisation. This has become even more important during the pandemic as organisations work to develop team

morale and a positive mindset. This is why managers must facilitate and coordinate the employee experience (Rodrigues, 2020).

Organisations can support these initiatives by helping managers evolve, strengthening the function's ability to become the architect of the customer experience. (Guimarães, 2020).

In addition, companies are experimenting with various approaches to improve how they manage performance. In a search carried out by Guimarães (2020), half of the respondents said that managing performance did not have a positive effect on the performance of employees or the organisation, and two-thirds reported implementing at least one change significantly in their performance management systems.

There are three practices - coaching managers, linking employee goals to business priorities and differentiated compensation - which increase the chances that a performance management system positively affects employee performance. Managers play an important role in incorporating these practices into the management of performance, supporting the goal-setting process, separating the discussion about remuneration and development, investing in the development of skills of the manager and incorporating technologies and analytics to simplify the process of managing performance (Guimarães, 2020).

These trends are not new, but they are approaching inflexion, putting the organisation at the top of the leadership agenda. Managers can help senior leadership transform their organisations: by developing and applying clear priorities; embracing new ways of working, including rapid interaction and testing with the company; providing explicit feedback; upgrading the skill set; and making use of digital resources, which makes it possible to print faster business processes (Vidal, 2020).

2.2.3 The old Challenges are new?

If we think of all the people we work with, we can conclude that they all have different personalities and different life stories. They are individuals with diverse characteristics, styles and communication preferences, probably resulting from various educational and cultural origins (Larsson, 2003).

All these factors can create psychological distances within teams (Lojeski & Diamante, 2013). These distances may not be important in cases where work can be completed independently but may be obstacles to productivity when collaborative team effort is required. This is a critical point that virtual team managers should pay special attention to because they must manage egos, cultures, personalities, styles, social, religious, and political differences, or simply attitudes towards neighbours and colleagues (Larsson, 2003).

One of the differences between in-person and hybrid work is how the leadership strategy is implemented. Direct leadership, in which the team leader has a controlling attitude and a greater concentration of responsibilities, becomes common in in-person teams. In hybrid teams, members must be managed through strategies that involve delegation and attribution of responsibilities. Leidner, Kayworth & Mora-Tavares (2012) speak precisely about the importance of assigning responsibilities and clarifying the roles among virtual team members. This approach describes the role of the leader of a hybrid team as different from a leader of an in-person team since it has a less controlling role and more the role of coaching and moderator.

However, it is argued by Malhotra, Majchrzak and Rosen (2007) that the notion of responsibility among team members should be encouraged. Leaders and managers must take responsibility for selecting and motivating the right members for the teams,

setting standards and preparing the team to anticipate and deal with new situations, stimulating internal communication and recognising the contributions of all elements.

Brown, Poole and Rodgers (2004) state that over the past decade, research has concluded that individuals with high levels of affiliation are more likely to transmit and generate trust within the teams in which they are embedded." These are some of the characteristics that every member of a virtual team, regardless of position, must exhibit as a member; they are essential to fostering a culture of trust within the team.

In Fleury's own words (2002), *"a person-management model is understood as how a company organises itself to manage and guide human behaviour at work."* For this, organisations, through the Human Resources area, develop and make available processes and tools that support their managers in managing people. Among these processes, we can mention the selection and training, control of the fulfilment of the goals, evaluation of performance, motivation and plans of position and salary.

According to Fischer, cited by Fleury (2002), the performance and management of staff are influenced by internal and external factors. The author refers to influencing factors such as the technology adopted by the company, the strategy of the work organisation, the culture and the organisational structure, as well as the market to which the company belongs, labour laws, the role of the State and the culture itself of the company.

The organisation's strategy must be aligned with the people management adopted by the company. For Fisher (Fleury, 2002), *"TQM (total quality management) practices, multifunctional operators and work cells will be harmless if they are not accompanied by policies and practices of people management that stimulate and guide the pattern of performance of the work management technique used."* In order to be able to adopt a

successful strategy in an organisation, it is imperative that the people who belong to it are involved and willing to work; otherwise, the chosen strategy will not be successful.

An example that reflects the consequences that can arise when an organisation does not clarify the strategy to its employees, thus alienating them, is the research done by Fernandes, Figueira and Patini (2010), whose object was to study a company in the chemical sector. This work demonstrated that structure and organisational culture are fundamental in managing people. In 2007, the company undertook a restructuring that resulted in an organisation chart without a local CEO, i.e., managers and directors, human resources, finance, accounting, logistics, production, marketing and sales.

In this research, it was proven that managers could not understand the purpose of the staff matrix, resulting in an inadequate work environment and many resignations. This reinforces the need for employee involvement in company strategies and objectives.

Also, analysing the article written by Fleury (2002), one notes a reflection on the role of the technology adopted by the company, exemplifying how employees adapt to the technologies and how the company's people management must accompany them. In two comparative examples, the author demonstrates how the pace of the machines dictates the factory work rhythm of the employees. In this case, "management could be limited to simply recording presence and providing a satisfactory reward to the worker." In the discussion of an example, Fleury also mentions that "the automation or robotisation of the process will transform this worker into a monitor of the activity under his responsibility". This means that work will become more autonomous, which implies that the management model adopted by the company needs to motivate the worker to work efficiently and effectively. These examples demonstrate how technology can define the activities of employees in the organisation and, consequently, its management model.

Remote work technology is fundamental both in defining the activity to be performed at a distance and in the way the manager will work with the employee. Some activities can be carried out from an office physically located in one country but providing services to other countries. A company's helpdesk, which supports, for example, computer users, only needs to know the hardware or software those users have, to speak the language of the users and to be available at the time compatible with users, regardless of where they are located. Such a model can be successfully developed. The same does not occur when the employee's activity requires more proximity to the client or additional knowledge involving the client's culture, for example. These situations are very common in sales teams. In these cases, having a dedicated employee, who knows clients personally, knows their culture, and who can make regular visits to clients is fundamental to accomplishing the activity. However, the fact that the employee is physically close to the client does not impose the need for his manager to be there, and in that environment, the management of this professional may be carried out remotely, counting on the support of the tools offered by human resources and developed by technology.

For Horwitz et al. (2006), conventional team managers, that is to say, managers that meet in the same location with employees, use trial and error methods, managing by a walk by the office, observing, supervising directly and conducting face-to-face meetings. Virtual team managers, on the other hand. However, like the former, they also have targets and should follow policies and standards, having an incomplete view of what is happening.

However, according to Moscovici (1995), the human motivational system is very complex. It can be defined as the "set of conditions responsible for varying the intensity, quality and direction of behaviour "of each individual. Research and discoveries in the

field of motivation resulted in some motivational models, such as Content Models (force/coercion, affection/affiliation, mechanical/economic, open), Process (expectation/valence, performance/satisfaction, cognitive dissonance/interchange) and Deontic Motivation (psychoanalytic orientation) (Moscovici, 1995). Recently there has been an increased interest in studying how teams and employees become motivationally involved in the job. These studies led to two theories: the first relates engagement with the expression of conditions for psychological expressions that help express the involvement, satisfaction and enthusiasm for work; the second treats engagement at work as the antithesis of depression (Cordery & Soo, 2008). The contribution effort of the members of a virtual team depends on their motivation. On the other hand, the open expression of feelings of motivation increases interpersonal influence over the team's attractiveness (Zimmermann, 2011).

Communication, in turn, represents a major problem for the management of virtual teams, especially when participants are in different time zones and, therefore, have fewer real-time contact opportunities. Thus, their managers have to provide more support and positive messages than managers of conventional teams (Horwitz et al., 2006).

When working with remote staff, communication plays an important role in that it influences the team's effectiveness since it is a process of sharing personal information to achieve mutual knowledge shared among team members (Liu, 2010).

Communication should be honest and open, as it helps to avoid misunderstandings and increases effectiveness. Nevertheless, when the chosen communication channel is electronic mail or other asynchronous means, the message may not be interpreted correctly, especially if it is intended to convey emotional content. According to Flammia et al. (2010), social-emotional communication helps increase trust between virtual team members.

Deborah (2001) gives the example of videoconferences with delays between audio and image or exchanges through electronic mail in which text may be misinterpreted as situations that can affect the communication between managers and remote staff. Some authors have investigated remote staff use of technological media (Henttonen & Blomqvist, 2005). Even with technological advancements such as high-quality video and the possibility to project data presentations on multiple remote screens, already supported and accepted as a way of communicating in virtual environments, there are still differences between face-to-face communication and computer-based interaction. This suggests that interpersonal communication should be carefully managed whenever possible when working with remote staff (Collins et al., 2014).

Henttonen & Blomqvist (2005) state that, despite communication between managers and remote staff being currently based on various media (such as telephone, electronic mail, videoconference, forums, and repositories internal to the organisation), different team members cannot communicate synchronously and use asynchronous tools as the best way of sharing information. It should also be noted that Internet connections between group members are not always fast, so it is important and necessary to speak calmly and clearly and encourage people to be clear when something is not understood during the meetings via videoconference (synchronous).

In fact, in technology-based communication, only video conferencing provides visual clues to what speakers feel and intend with their words. However, even this synchronous form of communication cannot guarantee the correct interpretation of body language or facial expressions, elements which help team members understand each other and build trust. All these factors lead the team manager to the need to ensure the quality of communication as perhaps the most critical challenge for success. The success of a

virtual team often depends on the effectiveness of the communication between its elements (Deborah, 2001).

On the other hand, successful or predisposed teams use the time between meetings to conduct asynchronous communications via e-mail or to create and edit project documents in a team repository. This is a form to create a dynamic of contribution between the team members (Malhotra et al., 2007). Since the success of the correct management of communication in virtual teams involves planning and implementation of rules, the team manager must develop and implement a communication plan that serves as a guide for all team members. This plan should include information about all the tools used during the project. It should help maintain the frequency of synchronous meetings and help centralise all project information in a portal for all members to access (Malhotra et al., 2007). In a recent study (Bartelt & Dennis, 2014), the authors found that behaviour and results may differ, even when using the same communication tool, depending on the rules and how the group is used.

Also, according to Bartelt & Dennis (2014), previous research on the choice of a communication tool has focused mainly on the nature of the tools and how the characteristics of the tools provide behaviours and influence the results. However, this study concludes that the degree of maturation of the virtual team may be an even more relevant aspect than choosing the right tool to promote communication between managers and remote staff.

With all the above views, do managers face the same challenges as before the pandemic when dealing with remote/hybrid workers? What are they doing to mitigate these challenges? In the real world, it is believed that managers will have their own techniques and their managing profile. How do they apply these techniques when dealing with hybrid working?

The author believes that the challenges are the same, but managers need to address them differently than before, and that is what he will need to prove or disprove.

2.3 Summary

The literature review concludes that a substantial share of the working population is now using the hybrid working model. In the same way, the full remote working model used during the pandemic was a global experiment, so the hybrid model is an experiment, and the true consequences and outcomes of this new model are unknown.

In today's world, with the globalisation of the economy and the internationalisation of markets, together with technological advances that result in constant innovation, companies have no choice but to guide their strategy towards the renewal of organisational and labour resources and technical capabilities in those that establish its present and future competitive advantages.

The success of any organisation depends on several factors, mainly those related to the activity of Human Resources. It is here that great challenges arise due to the changes that are taking place in the globalised world. The need arises to acquire new skills especially applicable to planning and management in times of uncertainty and instability. Contemporary organisations must develop and implement leadership processes with motivation, based on a redesign of their competency profile that allows them to rethink their mission and redefine many of their functions, in which their human resources play a leading role. The fields of people management and work relationships find a way to evolve in leadership. A leader is a mentor and must act as such. He must exercise the leadership of the team with humility to earn the trust of all members and get employees to give their best because they feel part of something important. Team motivation techniques are aimed precisely at providing the tools to create authentic

leaders. These people do not need hierarchy or power to influence the whole group and achieve the best results.

The person's role as a leader remains the foundation of success in business, family, or team. The leader's ability to put people to work effectively must bring group synergy to achieve a common goal. Becoming an excellent leader is a daily and permanent learning process. Even if some people have better predispositions to become leaders, a person is not a leader and becomes one. So, every day, people management techniques mentioned throughout this article must be perfected because, in this way, the team will have a high chance of achieving exceptional results.

A leader is never just a person who instructs and uses the power provided by the position. It will guide and support the employee to reach the required end goal and show the right direction, thus becoming part of the journey. So, the focus is no longer only on results but also, and mainly, on processes.

Consign that a leader needs to show the future work and provide the necessary guidance to carry out the tasks. In some ways, the role of a leader is more motivational than supervisory. With guidance and support, a leader becomes the foundation to keep subordinates motivated to follow the path.

Business leaders who saw their organisations receive a profound shock from the pandemic crisis brought on by Covid-19 may struggle to understand what it all means until everything settles down. Relationships stabilise as the pandemic creates profound and immediate changes in the way societies operate and in the way, individuals interact and work.

It is a fact that a large-scale shift towards remote work, dynamic resource reallocation, acceleration of digitisation and automation has been witnessed to meet changing individual and organisational needs.

In general, organisations have faced and are still facing the challenges of this moment of crisis. However, as one moves towards the imagination of an era post-pandemic, a management system based on old rules, a hierarchy that resolves uniformity, bureaucracy and control, will no longer be effective. In its place, there must be a model that is more flexible and responsive, built around four trends—interrelated more connectivity, unprecedented automation, lower transaction costs and changing demographics.

To usher in the organisation of the future, hiring managers and other leaders must do nothing less than reinvent the organisation's basic principles. Emerging models are creative, adaptable and anti-fragile. Corporate purpose drives bold business moves. Work becomes a talent. Hierarchies become networks of teams. Competitors become partners in the ecosystem, and companies become more human: inspiring, collaborative, and committed to creating a meaningful and enjoyable employee experience. Table 2 summarises the review of the literature on the most relevant factors in a remote working environment.

Factors	Concepts
Use of information and communication	Also called Collaborative Technologies offers virtual teams the facilities to work in a secure virtual private environment. This environment is similar to an office building, however, with the flexibility to be built in different configurations and architectures and be equipped with several facilities (Gignac, 2005). In short, collaborative Technologies can play a big role in remote working.

Building trust	The issue of trust is a central point in the formation and maintenance of successful remote staff (Hunsaker & Hunsaker, 2008). Although trust is here focused on cognitive aspects, several authors consider it to belong to the psychosocial sphere, such as Henttonen and Blomqvist (2005) and Ganesh and Gupta (2010). It is important to point out that trust can be an enabler of good communication.
Building shared meaning	According to Bjørn and Ngwenyama (2009), it consists of the implicit knowledge that guides members in an organisation and shapes their interpretations of events. Efficient cooperation in a virtual team depends on shared meaning among its members. In short, interpreting events is strongly linked to the quality of the information received. As such, good communication also plays a vital role here.
Role expectation	Zimmerman (2011) Describes team members' understanding of "who" should do "what" and "when." Remote workers often deal with complex tasks that require great interdependence and, in turn, require clear definitions of roles (functions) within the team.
Clear instructions	Peters and Manz (2007) state that to achieve high performance, virtual team leaders need to provide clear instructions along with specific personal goals (Hunsaker & Hunsaker, 2008). These instructions are critical to leverage team members' knowledge and defining how they will interact.
Social networking	Building social relationships is critical to increasing the efficiency of remote workers. Many scholars have emphasised the importance of social relationships within virtual teams, states (Liu, 2011). In short, remote workers need to communicate face

	to face, or they will start feeling marginalised and separated from the corporate workforce.
Motivation	The motivation of the virtual team members is fundamental to their engagement in work (Cordery and Soo, 2008). Motivation is intricately connected to the leadership style of the virtual team (Holtbrügge et al., 2011). Overall, Cordery and Soo are correct, but how to motivate a remote worker? Leadership plays a critical role as the manager of a remote worker needs to have the correct profile to be able to manage staff that is away from him.

Table 7. - Main factors

Source: Authors based on the literature (2022)

CHAPTER III: METHODOLOGY

3.1 Overview of the Research Problem

This research intends to advance the study of the post-Covid Hybrid work model in relation to the aspects that influence their management to focus on the technological, cognitive and psychosocial aspects.

Based on the premise that this study could contribute to increasing knowledge about the management practices of virtual and remote teams and considering the peculiarities, characteristics, size and tradition of the company studied, the question of research will guide the study: **What challenges are managers facing when dealing with hybrid workers and teams?**

In addition to the interaction between those who carry out operational duties, there is also a connection between employees and supervisors, some of whom may be geographically distant. These difficulties are distinct from those experienced in the era of office-based work, including personnel management, such as creating job descriptions and salaries, providing training, managing careers, and evaluating performance. Additionally, it is important for managers and supervisors to set and monitor objectives for their teams so that progress can be tracked and goals can be met. Furthermore, managers and supervisors need to ensure that the team is working to the best of their abilities and that any issues are addressed in a timely and effective manner. Some studies have already been published in order to address this new reality, but most of them focus on the employee side.

"Lastly, we have been able to illustrate those existing approaches to both employees.

Engagement metrics and workplace tools are still far from considering this emerging workplace ecosystem despite some recent adaptations (e.g., the home environment assessment).

We recognize that this is a challenging task. Our research demonstrates that this is.

A complex subject with many variables. Future considerations of workplace ecosystems will inevitably require substantial changes in the way we think about the relationship of 'employee engagement' to the 'workplace'. This paper has aimed to catalyse this transition.(Surma et al., 2021)"

Beno, (2021) published a paper where he reflects on the workplace culture of the hybrid workplace using a case study from Austria and he proposes future research using a wider sample as his research identified that the hybrid work model is, in general positive, but in some cases, he was unable to determine any difference.

In the same way, but already with some research made with managers.

"Our results present a mixed picture of new ways of working, exemplifying both a range of new possibilities and challenges that remote and hybrid work models pose from employee, managerial, and organizational perspectives. Social aspects of work are among the major challenges of remote work, which is why we can expect that the offices of the future will focus more on filling that gap, becoming places for building relationships, creative forms of collaboration, and strengthening a sense of shared purpose and culture. Both employees and managers will have to develop new skills and competencies to adjust to the new ways of working and to find the best way to utilize the opportunities of hybrid work. (Chafi et al., 2022)

Chafi et al. (2022) discussions leave several questions open:

"Our discussions pose several questions and lay out several potential paths for future research. One is concerned with finding a balance between the amount of remote and office-based work for employees, depending on a variety of work-related and individual pre-conditions. Another important question is the trade-off between organizational goals and individuals' needs and preferences for sustained remote work, but also whether and how increased flexibility actually affects team and organizational performance."(Chafi et al., 2022)

Furthermore, in the same way, research prepared by UNSW Canberra Public Service Research group and CQUniversity led by (Williamson and Colley, 2022) identifies the gap the author pretends to research.

"How do managers manage remote teams, on a daily basis, to ensure peak performance? But also to make sure equality and diversity are maintained? What will happen to offices as workforces become hybrid? What are the longer-term impacts of hybrid working on employees' career opportunities and on workforce diversity? What are the longer-term impacts on health and wellbeing? How will organizations need to change their EVP to attract and retain employees?"(Williamson and Colley, 2022)

In summary, the present research seeks to know the challenges faced by workers' managers in a hybrid office environment. It seeks to understand how they are dealing with motivation, measuring the performance and development of their employees' careers, or even meeting the goals imposed by organizations, in short, with aspects of people management in this global context.

With this research, we intend to demonstrate that Hybrid work has created new challenges for managers.

More specifically, the following research questions need to be addressed:

1. Did the challenges managers had pre covid (onsite) change with the work model change to Hybrid working?
2. What are these new challenges, and how are managers addressing them?
3. What are the current industry practices, and how do these address current challenges?

3.2 Operationalization of Theoretical Constructs

Based on the literature review carried out, it was found that the constant and inevitable changes caused by the Covid-19 pandemic motivate the need to study the new work models adopted in this new world, as well as its influence on behaviours, motivation and satisfaction of the individuals involved with the Organizations, in order to understand better what are the challenges, how to mitigate or to address them.

The attitudes of organizational members are determined by perceptions of Climate.

Organizational (more than the "real" environment (James & Jones, 1979), allowing them to interpret what is happening around them. These are the perceptions that trigger certain individual responses, such as organizational commitment.

Given the impact of individuals' attitudes in the work context, Organizations encourage their involvement with organizational goals and values, certain that the more satisfied employees are, the greater their contribution to the organizational results and the desire to remain in the Organization. Organizational commitment is described as an effective response to the whole Organization, expressing itself in the decision to remain in it (Allen & Meyer, 2000).

Organizational commitment encompasses the affective, normative, and instrumental. The literature suggests that these three loops exert differentiated effects on

the commitment of individuals (Allen & Meyer, 2000). Most collaborators who are effectively and normatively compromised tend to perform their functions better and are more productive. Individuals with instrumental commitment will not feel likely to contribute to the Organization beyond what is necessary to maintain their jobs, so they will not make a commitment to go any further than what is strictly mandatory for them. There are studies that demonstrate that Organizational Climate and Commitment are variables that are positively related and that influence the organizational results factors, such as turnover, absenteeism and commitment (Carr et al., 2003); (Menezes et al., 2021)

According to Menezes et al. (2021), the Organizational Climate, directly and indirectly, influences the behaviours, motivation, productivity, and satisfaction of the individuals involved with the organization. In turn, Silva et al. (2004) show that the assessment of the Organizational Climate is considered an extremely important factor in order to obtain a diagnosis of the internal environment of the Organization and the dimension of the level of commitment and satisfaction of the professionals who work there. The studies by Meyer & Allen (200) demonstrate that organizational commitment is the psychological state that characterizes the relationship between the employee and the Organization and the implications that this has for him to continue as a member of the Organization, which acts as a stabilizing or facilitating force, guiding their behaviour (Meyer & Herscovitch, 2001).

Within the scope of the research carried out and in order to try to understand better what managers are challenges under operating in an organization that adopted the hybrid work model and what tools are they using to mitigate and address these challenges; this investigation has the following general objectives:

What are these new challenges, and how are managers addressing them?

Did the challenges managers had pre covid (onsite) change with the work model change to Hybrid working?

What are these new challenges, and how are managers addressing them?

Taking into account the general objectives, the following research hypotheses were constituted:

Hypothesis 1 (H1): Managers face different challenges now that the Organization has adopted the hybrid model.

Studies from Bjørn and Ngwenyama (2009), Zimmerman (2011), Peters and Manz (2007), (Hunsaker & Hunsaker, 2008), (Liu, 2011). (Cordery and Soo, 2008) Holtbrügge et al., 2011) and a more recent study by Chafi et al. (2022) describe these challenges.

Hypothesis 2 (H2): The new challenges are team members' cohesiveness, Motivation, and communication.

Studies from Bjørn and Ngwenyama (2009), Zimmerman (2011), Peters and Manz (2007), (Hunsaker & Hunsaker, 2008), (Liu, 2011). (Cordery and Soo, 2008) Holtbrügge et al., 2011) and a more recent study by Chafi et al. (2022) describe these challenges. In particular, Chafi et al. (2022) analyse two recent studies on the perceived challenges of the work environment when adopting the hybrid model.

Hypothesis 3 (H3): The hybrid work model is here to stay, and companies should embrace it and not resist it.

A recent study from Gartner (2022), PWC (2022 and Landing.jobs Global Tech Trends (Moura, 2022) reports employees' and managers' satisfaction with the hybrid model. All reports highlight that there are challenges to overcome, but all see the hybrid model as the way forward.

3.3 Research Purpose and Questions

The purpose of this study is to conduct a case study utilising exploratory and qualitative research within a private company that adopted the hybrid model of working after "returning to the office" following the Covid-19 pandemic. Working with mixed teams: face-to-face and virtual, it is possible to identify how information was processed and communicated to create knowledge, and through it, leadership emerges to transform experience into efficient action without sacrificing quality, resulting in the storage of newly acquired information.

The questionnaire survey was selected as the primary research method in accordance with the study's stated objectives and nature.

According to Quivy (1998), a questionnaire survey "consists of placing a series of questions on the social, professional, or family situation of a group of respondents, generally representative of a population, their attitude toward options or human and social issues, their expectations, their level of knowledge or awareness of an event or problem, or any other factor of interest to researchers."

- The questionnaire addresses three aspects of data collection (Tuckman, 2005):
- information or knowledge (focuses on what the respondent knows)
 - values or preferences (it is oriented to what the respondent wants or prefers)
 - Considerations and beliefs (select what the respondent thinks or believes).

In order for the questionnaire to be a reliable data collection method, respondents must cooperate, voluntarily agree to respond and be honest (they must actually say what they know, want, and think).

Obviously, there are limitations to the questionnaire as a data collection method. Frequently, the information gathered is not accurate, and respondents do not state what they know, want, or think. Occasionally, investigators receive responses that are

superficial or insufficient, leaving them without the necessary information. We must remember that respondents can never completely separate their responses from their personal or professional experiences. To be credible, the method must meet the criteria outlined by Quivy (1998): "rigour in the selection of the sample, clear and unambiguous formulation of questions, correspondence between the reference universe of questions and the universe of questionnaire administration, honesty, and professional interviewer awareness."

The construction of the questionnaire begins with the determination of the research questions and the selection of the topics to be covered, which will determine the type of questions to be formulated and the format of the responses.

According to the nature of the information to be collected, Tuckman presents seven types of responses to be selected according to the type of information desired: unstructured response; short answer (fill-in); response by categories; in a table; on a scale; in order; and by listing (Tuckman, 2005).

Before being utilised, the questionnaire must be validated. At this point, it should also be evaluated by experts (technical aspects) and tested on a sample in a setting as similar as possible to the actual sample. This is the only way to identify errors in terms of the objective and clarity of the questions, as well as whether or not they are well understood and interpreted by respondents, given the purpose of the research.

The method of questionnaire distribution is a further factor to consider. The high number of non-returns is one of the drawbacks of this method, requiring the investigator to choose the most efficient method with extra care. This distribution can be conducted in a variety of ways, including in-person, via a third party, by mail, or via email. Each possesses both positive and negative qualities. In any case, the researcher must develop an awareness and motivation "campaign" with his collaborators for the process to be

completed successfully. In our study, a pre-test was developed with the participation of some co-workers (managers) and the HR department, who were asked to identify any errors after completing it. The questionnaire, which is attached to this work, was created using the Microsoft Forms application, and it was subsequently sent via email to all the organization's managers in an effort to reach data saturation.

Saturation refers to the point at which the addition of new data and information to research does not alter the comprehension of the phenomenon being studied.

Based on theoretical models such as Romney, Batchelder, and Weller (1987) and observational research conducted by Guest, Bunce, and Johnson (2006). It was determined that the saturation point is reached in a maximum of fifteen observations across a variety of fields with varying dimensions. It was concluded that the non-occurrence of saturation within this limit indicates that the criteria for the selected items are inadequate and should be reviewed. It is a criterion that allows the validity of a set of observations to be determined. The saturation scheme is objectively valid because it meets the logical requirements of judgement in a given universe. In contrast to empirical validity, which is the correspondence of a hypothesis or theory to empirical reality, objective validity refers to the suitability of a hypothesis or theory to a logical explanation. It is accomplished by drawing valid inferences from a valid argument's premises (Tribble and Saintonge, 1999). Inference is the process by which the veracity of a statement is accepted indirectly, based on its relationship to other statements. An inference is valid if the conclusion it produces is deducible from its premises, either through a probabilistic implication or an inductive inference, i.e., by passing premises on a particular case to a general conclusion (Toulmin, 2001: 175).

The criterion of saturation is associated with objective validation and inductive inference. It is logically valid, but there are some technical limitations. It only applies

when qualitative research depends on the precise conceptualization of the categories under investigation, and their limits cannot, by definition, be predetermined. The alternative to estimation proposed here must be empirical and based on the replication of experiments.

The term 'observation' refers to any technique for acquiring data that is suited for scientific purposes. Observation, measurement, or experimentation can provide evidence for hypotheses and factual theories. The scope of this observation is the validation of the presented data. It differs from measurement in that measurement requires the establishment of a standard to determine the size or value of the same species. It differs from experimentation because experimentation presupposes active intervention on the searched object in order to verify the changes resulting from this intervention. Knowledge derived from observation presents itself, while knowledge derived from measurement and experiment is used to determine whether an object is or is not. Measurement and experiment are dependent on observation, but the converse is not true. The qualitative approach is significantly distinct from the quantitative. The logic governing quantitative research is typically that of probabilistic implication from the hypothesis, whereas the logic governing qualitative research is typically that of inductive inference from a theory.

It was also taken into account that, without conducting a questionnaire with appropriate questions, the researcher runs the risk of collecting a large amount of information that is not very interesting or whose significance will prove to be minimal for the subject of study (Yin, 2011), making it difficult to obtain the necessary data. The primary purpose of a questionnaire is to aid in answering the research questions that have already been formulated. The researcher must possess a degree of humility toward the interviewee and should request information and clarification without ever adopting a

competitive stance, competing for the demonstration of knowledge. The manner in which the subjects of the study comprehend and interpret social reality is one of the primary purposes of qualitative research. (Yin, 2011).

The following table provides a summary of the design adopted in the methodological planning of the research in order to achieve the stated objectives.

Nature of the research	How to approach the problem	Research Objectives	Tools
Applied	Quantitative	Exploratory	Survey
Basic	Qualitative	Descriptive	Case study
		Explanatory	Modelling
			Simulation
			Field study
			experiment
			Theoretical

Figure 4 - Methodological procedures of research

Source: Author

With all the above in mind, the survey used the below questions:

Question	Possible answers
What is your age?	<ul style="list-style-type: none"> • 18-24, • 25-34, • 45-54, • 55-65

What is your position level?	<ul style="list-style-type: none"> • Executive (CEO, CFO, COO, MD, Etc) • Vice President, • Director, • Manager
How many staff do you manage?	1-5, 6-10, 11-20, 20+
Select from below the top 5 challenges to manage the hybrid model.	<ul style="list-style-type: none"> • Availability, • Meetings times, • Feedback, • Work monitoring, • Communication, • Behaviour, • Motivation, • Cross functional relationships, technical challenges, • Cost increase, • Performance management, recruitment, • Setting and measuring goals and objectives, • Team members cohesiveness, • Other.
How do you mitigate the challenges you have selected?	Open question
What tools or strategies do you use to mitigate the challenges you have selected?	Open question
Did the management challenges change with the adoption of hybrid working? If so, please provide details	Open question
How do you communicate with team members?	<ul style="list-style-type: none"> • Teams, Zoom, etc. (Text, Conference, Video Conference) tools, • Email,

	<ul style="list-style-type: none"> • Phone, • Face to Face, • Other.
How do you manage team member's expectations?	<ul style="list-style-type: none"> • Determine what their expectations are, • Minimize confusion by making expectations clear, • Let staff members know why your expectations are important. • Provide examples of why expectations are important. • Get an agreement and commitment. • Other
How do you manage team member performance goals and objectives?	<ul style="list-style-type: none"> • Set clear expectations and accountability. • Communicate work schedules. • Evaluate work schedules regularly. • Communicate the benefits of each working situation and ensure fairness. • Commit equal time and focus to each member of your team. • Meet frequently with team members. • Other
How do you improve and manage the motivation of team members?	<ul style="list-style-type: none"> • Reinstate the company vision and values. • Feedback and reward. • Social activities. • Communicate with your staff. • Provide opportunities for development. • Other
How do you manage the lack of team members cohesiveness?	<ul style="list-style-type: none"> • Encourage communication. • Practice team-building activities. • Provide training and development. • Celebrate successes as a team.

	<ul style="list-style-type: none"> • Empower members of the team. • Other
<p>Do you feel any difference in exercising leadership when managing the team under the hybrid model?</p> <p>Please provide details</p>	<ul style="list-style-type: none"> • Yes, very different. • Yes, somewhat different. • No difference
<p>Please provide details to your selection on question 13</p>	Open question
<p>What do you think is the future of hybrid working? (Select all that apply and/or add other.)</p>	<ul style="list-style-type: none"> • Is expected to further increase. • Hybrid work will continue to exist indefinitely. • Hybrid work will cease to exist in a year or two. • Other

Table 8: Survey questionnaire

3.4 Research Design

Based on Nogueira's (2007) citation that "research aims to produce relevant knowledge", this research will seek to understand through bibliographic references on people management, global transformations, and work, such as today's managers are adapting to the new needs imposed by Covid.

This research will adopt the case study as a research strategy. The method adopted is based on the scientific research process, using a qualitative methodology used in a certain phase of the process based on the exploratory study. According to (Yin, 2011), qualitative research, whose definition (Ryan & Bernard, 2000) tells us to be a set of interpretive practices in which the result can translate reality, is quite difficult, making it necessary to have an open mind and maintain consistent behaviour relative to work. In

addition, the role of the researcher as a primary research instrument poses enormous challenges to the researcher himself.

The principle of triangulation is the technique used as a form of validation. The principle concerns the goal of finding at least three ways to verify or corroborate a particular event, description, or facts reported by a study. In the data collection, the ideal triangulation not only tries to find the confirmation from three different sources but also tries to find three different types of sources (Yin, 2011).

Without conducting a questionnaire with adequate questions, the researcher risks collecting much information that is not very interesting or whose importance will prove to be minimal for the object of study (Yin, 2011), making it difficult to obtain the necessary information. The main objective of conducting a questionnaire is essentially to help answer the previously constructed research questions. The researcher must possess a certain degree of humility towards the interviewee and should request information and clarification without ever adopting a competitive position, competing for the demonstration of knowledge. The way in which the people studied understand and interpret social reality is one of the central motives of qualitative research. Already the research questions should be constructed based on "why?" And "how?" (Yin, 2011).

The construction of this research will begin with the analysis of the consulted literature on human resources management and global changes, in which the consequences of work and management in different situations involving on-site, remote work and hybrid work were identified.

According to Shuttleworth (2018), "The ultimate aims of the research are to generate measurable and testable data, gradually adding to the accumulation of human knowledge."; however, it would be pretentious to believe that this research could predict a phenomenon since it is a work with time and accessibility restrictions to a more

significant sample number for a broader analysis and to obtain expressive statistical results. Thus, this research applied characteristics descriptive and explanatory in order to identify the challenges encountered by the remote managers that composed the selected sample.

Due to the amplitude of the universe, two aspects will be considered to make it feasible and, therefore, to enable the definition of this sample. Since technological development is the starting point for global transformations, it is believed that a company in this sector could present greater maturity and resources in the presence of managers and Hybrid workers. Thus, for the universe to present an acceptable volume, the company selected has offices established in the UK (London), USA(Cary), CANADA (Toronto and Granby) and SIANGAPORE, which has recently adopted a hybrid work model. This study will be conducted between November 2022 and Jan 2023.

3.5 Population and Sample

Given that the author was working full-time for "THE COMPANY" at the time the research was being carried out, access was the primary factor determining whether "THE COMPANY" would be chosen. However, to provide support for the selection of the case study that was presented by Yin (2001) and to conduct an accurate test of the theory, the research environment needed to fulfil the requirements, which were as follows:

- To preferably be a global company with multiple offices.
- To be a project-oriented company or to formally develop projects.
- To have adopted a Hybrid model of work.

- To have staff members working using the hybrid model, who must be either geographically or temporally dispersed, and whose primary means of interaction ought to be made employing electronic communication.

"THE COMPANY" is a networks products and services organization operating in the advanced metering, smart grids, smart cities, and industrial internet of things (IIOT) provider headquartered in Carry, North Carolina, in the United States of America and Bogota, Colombia (AMERICA REGION) with offices in London (EMEA REGION), Toronto, Granby (CANADA REGION) and Singapore (APAC REGION).

According to the "THE COMPANY" website, it provides the global energy industry with the only device-agnostic communications platform that enables utilities and cities to deploy any application reliably and securely on one robust network. This platform also empowers the global energy industry to become more sustainable. THE COMPANY website also mentions that Its Customers will not have to worry about being "locked in" with a single technology provider thanks to our purpose-built portfolio, which is designed to give them the freedom of choice. THE COMPANY states that they are pleased to provide solutions that are so important to the mission that they support AMI, Data & Analytics, Smart Grids, and Smart Cities. THE COMPANY Customers, which are all over the world, benefit from a one-of-a-kind combination of flexibility, sustainability, and scalability, which connects utilities and cities to the Internet of Things (IoT) and provides a more strategic path to the Energy Transition.

Before the Covid-19 pandemic, THE COMPANY operated an on-site work model. Staff members would mainly attend one of the offices five days a week. With Covid-19 contention measures implemented across the globe, THE COMPANY was forced to move to a fully remote workforce for over two years.

From October 2021, THE COMPANY officially moved to test the hybrid work model with the following guidelines:

- THE COMPANY will offer a hybrid 3-day / 2-day office work routine for designated employees.
- THE COMPANY will consider flexible hours working, but these need to be agreed upon with their supervisor.
- All employees are welcome and encouraged to work the entire five days per week in the office.
- Certain employees would be requested to work the entire five days in the office as their functions cannot be performed remotely.

At a later stage and after the survey was completed, THE COMPANY clarified in a manager's presentation that it was following the "Office First" Hybrid work model.

According to Vidojevic (2022), Office-first or office-based hybrid models require employees to come into the office the majority of the time while allowing them to work remotely (typically from home) for a portion of their working time. This is in contrast to home office models, which do not require employees to come into the office at all.

Employees typically receive either one or two days per week or multiple days per month in which they are permitted to work from home. In some instances, they are permitted to make use of this adaptability bonus anytime they see fit. In some other companies, the decision to allow employees to work from home on certain days is made on an individual basis, taking into account which is required to be present in the office and at what time.

Businesses that use this strategy have a tendency to hold the belief that physical distance is one of the factors that inhibit effective team collaboration. They offer this

freedom to their employees as an additional benefit rather than with the intention of working themselves remotely. The majority of this type of organization's leadership operates out of an office setting.

Despite having more than three hundred employees, not all work in the same office space or regions as their direct manager; however, a significant portion of these employees frequently works at other regions' offices. Because it is a provider of technical solutions and has a functional structure, THE COMPANY can be characterised as a company that operates in a highly specialized environment and is dedicated to research and development projects. The research was conducted with global managers, all of whom have members currently working under the hybrid model.

During the research, no particular industry was singled out for scrutiny; however, it was verified that each manager being interviewed currently supervises hybrid staff members.

3.6 Participant Selection

The study was based on a non-probabilistic sample, where the choice of companies did not depend on probability but on the particularities of the research and the researcher's decisions. Therefore, the chosen method was intentional selection sampling (Casal; Mateu, 2003), which consists of selecting elements that are convenient for the research work through non-random procedures, but with similar characteristics to the target population. In this case, the target population was the company where the researcher worked and was using the hybrid work model.

The units of analysis, in this case, were of two types, considering that:

The units of study are typically people but can also be families, cities, states, nations, companies, industries, clubs, government agencies, etc. In each case, the

individual units of analysis are described, and these aggregated descriptions describe the population represented by the units (BABBIE, 1999, p. 99).

Thus, the first type of analysis unit was a company, and the selection criteria were:

- That has adopted the hybrid work model.
- Availability to participate in the research. THE COMPANY HR department was contacted by the researcher and explained the purpose of the study and its objectives, and asked if they had the availability and willingness to participate. THE COMPANY showed its interest in participating and helping.

The second type of analysis unit was the people who answered the questionnaire; the selection criteria were:

- Managers must be formally employed in THE COMPANY studied and with staff adopting the hybrid work model.

Based on these criteria, THE COMPANY HR department supplied a list of sixty-eight managers linked to THE COMPANY and to whom the respective electronic questionnaire was sent (Appendix C). The Managers had a period of twenty-two days during November 2022 to answer the referred research instrument electronically. Fifty-six thoroughly answered questionnaires were returned, thus constituting the sample of this research. Understanding that the intentional selection sample may not be representative of a larger population, therefore, the results should not be generalized (MCMILLAN; SCHUMACHER, 2001).

3.7 Instrumentation

The research was carried out through a structured survey prepared in advance by the researcher, with questions oriented to achieve the objectives of this thesis.

According to Yin (2005), evidence for case studies can be presented through six different sources:

1. Documentation: For case studies, the main importance of documents is to confirm and validate evidence presented by other data sources. For this work, "THE COMPANY" HR department supplied papers relevant to the case studied. In addition, e-mails, pages on the company's intranet and internet may be used, as well as any other form of relevant documentation.

2. Archival records: essential sources of information for research, mainly in computerized form, with the advantage of providing accurate and quantitative data. This research does not use archival records.

3. Interviews / Surveys: they are usually essential sources of evidence within a case study because, in general, case studies deal with human and social issues. To reinforce the analysis in this study, directors and managers of THE COMPANY chosen for the research were contacted via email requesting to participate by filling out a survey.

4. Direct observation: the result of a field visit to the location chosen for the case study. Thus, the investigator creates the opportunity to make direct observations. Due to the geographic location of the selected participants, this research does not use direct observation.

5. Participant observation: This data source's main feature is the researcher's direct participation in the cases studied. This data collection technique is often used in anthropological studies of different cultures or social groups. Despite providing unusual data collection opportunities, participant observation has serious problems, mainly the

potentially biased (or distorted) analysis that direct participation can lead the researcher to produce. Participant observation will not be used as a data source for this work.

6. Physical artefacts: are physical or cultural artefacts – technological devices, a tool, or an instrument, for example. This physical evidence can be collected or observed as part of the survey with direct questions. In the case of this research, physical devices are the technologies used to enable hybrid work. For this research, survey questions were created to capture this information.

Data collection was carried out with primary sources, which are permanent staff managers of THE COMPANY selected for the case study. Due to the geographic location of the manager and because THE COMPANY is a global company with offices around the world, the collection of data on the challenges of managers with the hybrid work model was done using a previously structured electronic questionnaire based on the survey Microsoft forms tool. The model of the questionnaire applied electronically to all managers to collect data on the hybrid work model is incorporated in Appendix C – Questionnaires with THE COMPANY staff.

In summary, the steps followed in this research were as follows:

- Bibliographic review on Remote working, Communication practices, management practices and tools, technological, management cognitive and psychosocial aspects, organizational learning, and innovation capacity, focusing mainly on the causal relationships between these constructs.
- Construction of the conceptual research model.
- Characterization of the situation of the Hybrid working model, statistical indicators, in particular when companies return to offices after the Covid-19 pandemic, through documentary research.
- Elaboration of the questionnaire with which the data for analysis were collected.

- Sending the questionnaire and analysis of the collected data.
- Determine the characteristics of the challenges manager have while working with the hybrid work model.
- Evaluate whether these challenges are new and what tools managers use to mitigate them.

3.8 Data Collection Procedures

The current investigation is centred on the description of a real-world scenario; the size and impact are conducive to obtaining rich and relevant material that is amenable to being the object of scientific investigation employing the case study methodology.

The contribution of this case study was based on the collection of responses to a questionnaire carried out online and with exclusive access to managers. The survey was prepared and released in close collaboration with the HR department. The survey was open for one month, and weekly broadcasting emails were sent out to all managers by the HR department, asking managers to fill out the survey.

The emails were carefully written to avoid any staff concerns or even the fear that the data was being collected with the future intention of ending the hybrid work model that was adopted more than a year ago.

Management Team,

In 2021 we introduced the Hybrid Working Model to allow flexibility for our teams to be able to work remotely two days out of the week. We acknowledged this was a new way to run not only our business but also a new way for us to manage our teams. While some managers have already been managing

"remotely," not all managers have had the experience of either managing remotely or managing employees under the Hybrid Model and are experiencing some challenges.

Now that we are more than a year into our Hybrid Model we would like to understand what challenges you face or are currently facing in managing teams and the tools you're using to overcome these challenges. To provide support to our team of Managers, we would like your feedback and establish a "Managing Hybrid Tool Kit" to help us all navigate more effectively in this new working environment.

*We have put together a short survey which should take no more than 10 minutes of your time and targeting for 100% participation – this survey is for our **Management Team ONLY!** Please click on the appropriate link based on your language preference and complete it by the end of November.*

The information gathered from the survey was not only the foundation for the objective outlined, but it was also necessary for the required analysis processes, such as data triangulation, which is an important step in arriving at final conclusions.

To gauge and fine-tune the script of the questions to be asked during the surveys, a first pilot interview was done with a senior manager who had experience in the area and had previously managed remote staff. The purpose of this interview was to gather information. The present case study can be considered an ideal case to evaluate the challenges managers face when managing Hybrid teams because of the size of the company in terms of its number of employees (more than 300) and its geographic dispersion (company offices spread across the Globe).

3.9 Data Analysis

According to Creswell (2002), the purpose of analysing the gathered data in qualitative research is to determine which information is most pertinent to the study being discussed. As a consequence of this, not all of the information that was gathered will be utilised in the research. As a result, the data from the surveys were analysed to discover the categories that were the most pertinent for the subjects that were pertinent to the research.

The approach taken for the qualitative analysis that was taken into consideration for this work was based on the five phases Yin (2011) described regarding the utilisation of technological systems.

Compile, then Collect, then Regroup, then Interpret, and finally Finish.

The support method selected for the data collection, analysis, and study of the results was Microsoft Excel (MS Excel).

The first step involves organizing all the data that would be analysed into several tables in Microsoft Excel. The market has established this application as a standard for other programs. Given the limited amount of data that needs to be analysed, the author did not believe processing the data required more sophisticated tools. The second phase consists of grouping the data, typically necessary due to the need to analyse open-source surveys. Additionally, there is a requirement to develop sub-tables intended to be used as markers that group phrases or expressions that have the same meaning, making the analysis process more straightforward (Snape & Spencer, 2003). According to Yin (2011), we are attempting to code these items to begin shifting the analysis process

toward a more systematic thread to get to a slightly higher conceptual level. The reason for this is as follows:

Regrouping is the name given to the third phase, which is the phase in which the researcher gradually begins to identify emerging patterns. During this phase, the researcher may also begin to formulate hypotheses.

The interpretation of the data and making comparisons between them is the focus of the fourth phase.

The study's fifth and final phase presents definitive conclusions, including the study's results (Yin, 2011).

3.10 Research Design Limitations

The best way to verify the causal relationship of the research results would be to study a control group made up of staff from a company that applied on-site and remote work models. Consequently, results may be affected by sample restrictions and the focus of the study. It is also essential to understand that the answers will be opinions that reveal the interviewees' perspectives on the hybrid work model. In terms of the limitations pointed out by Yin (2005) concerning the case study method, the lack of research rigour stands out, the biases that the researcher can introduce in the interpretation of the collected data and the possible lack of statistical basis for generalization of the results and conclusions of the study.

To minimize the limitation, a company that previously used a full on-site work model during the pandemic (around two years) used the remote work model and now adopts the hybrid work model was chosen. This company was selected as the author has a senior role within the company and easy access to the staff required for the research.

There are limitations in the present study which need to be mentioned. The sample of managers was taken from one single company. Consequently, the results may be affected by sample restrictions and the focus of the study. It is also essential to understand that the answers are opinions expressed by the interviewees, who are directors and managers responsible for managing hybrid workers in the researched company.

3.11 Limitations of research based on the survey method.

The use of the survey method to guide the quantitative part of the research carried out in this study implies bearing in mind and recognizing the typical limitations of this method, among which the following stand out:

Because it is based on the collection of data from a sample, in this specific case, chosen intentionally, that is, Managers with the responsibility to manage hybrid workers should be formally employed in the company whose case was studied to be able to express their opinions on the hybrid work model, which was the subject studied. Data was collected through a questionnaire sent electronically to respondents. The answers depended on the degree of honesty of the respondents, who may or may not have been sincere when expressing their opinions about the phenomenon. They could answer all the questions or only part of them, having generated many losses of relevant data in the case of incomplete answers. This is a typical respondent limitation that compromises the quality of the planned data collection.

There is still a limitation arising from the planning, clarity and completeness of the questions formulated by the researcher. Generally, questionnaires that are poorly designed, incomplete or whose content of the questions are not easy for the respondent to understand end up compromising the quality of the responses obtained by the researcher. In the case of this research on the Hybrid work model, the researcher, concerned about

the quality of his data collection instrument, submitted it to a pre-test with the head of the HR department of the selected company to verify the validity and propriety of the questionnaire. Some adjustments were made based on the results of this pre-test, minimizing possible disadvantages of this method. As the electronic questionnaire was sent to all managers in the company selected, the researcher has no control over the quality of the responses he collects. Another limitation is that the use of intentional samples and, due to the respondents' adherence, does not allow the generalization of the survey's conclusions to the universe of all companies adopting the hybrid model. The researcher previously considered these limitations and sought to minimize their effects on the research results. Although the comments focus on the limitations of the survey method, it should be noted that the advantages of using it are many. For example, it allows the collection of a large amount of descriptive data on the studied phenomenon at a low cost compared to other data collection methods. Due to these advantages, it was decided to use this method in addition to the qualitative case study method previously described.

3.11 Summary

This research intends to advance the study of the post-Covid Hybrid work model in relation to the aspects that influence their management in order to focus on the technological, cognitive, and psychosocial aspects. It aims to increase knowledge about the management practices of virtual and remote teams and consider the peculiarities, characteristics, size, and tradition of the company studied. Social aspects of work are among the major challenges of remote work. The offices of the future will focus more on becoming places for building relationships and creative forms of collaboration. Both

employees and managers will have to develop new skills and competencies to adjust to the new ways of working.

The Covid-19 pandemic has motivated the need to study the new work models adopted in this new world, as well as its influence on behaviours, motivation and satisfaction of the individuals involved with Organizations. Most collaborators who are effectively and normatively compromised tend to perform their functions better and are more productive. Organizational commitment is the psychological state that characterizes the relationship between the employee and the Organization. This investigation has the following general objectives: to try to understand better what the managers challenges are under operating in an organization that adopted the hybrid work model and what tools are they using to mitigate and address these challenges. Leadership emerges as the transformation of experience into efficient action without sacrificing quality, resulting in the storage of newly acquired information.

Working with mixed teams: face-to-face and virtual, it is possible to identify how information was processed and communicated to create knowledge, and through it, leadership emerges. The researcher must develop an awareness and motivation "campaign" with his collaborators for the process to be completed successfully. The high number of non-returns is one of the drawbacks of this method, requiring the investigator to choose the most efficient method with extra care. Inference is the process by which the veracity of a statement is accepted indirectly, based on its relationship to other statements. It is logically valid, but there are some technical limitations.

The alternative to estimation proposed here must be empirical and based on the replication of experiments. This research will adopt the case study as a research strategy. The main objective of conducting a questionnaire is essential to help answer research questions. The researcher must possess a certain degree of humility towards the

interviewee and should request information and clarification without ever adopting a competitive position, competing for the demonstration of knowledge. This study was conducted between November 2022 and Jan 2023.

The company selected has offices established in the UK (London), USA (Cary), CANADA (Toronto and Granby) and SINGAPORE, which has recently adopted a hybrid work model. Since technological development is the starting point for global transformations, it is believed that a company could present greater maturity and resources in the presence of Hybrid workers. "THE COMPANY" is a global provider of advanced metering, smart grids, smart cities, and industrial internet of things (IIOT) solutions. Customers benefit from a one-of-a-kind combination of flexibility, sustainability, and scalability. From October 2021, THE COMPANY will offer a hybrid 3-day / 2-day office work routine.

The study was based on a non-probabilistic sample, where the choice of companies did not depend on probability but on the particularities of the research and the researcher's decisions. The research was conducted with global managers, all of whom have members currently working under the hybrid model. Evidence for case studies can be gathered through a number of different sources, according to Yin (2005). The main importance of documents is to confirm and validate evidence presented by other data sources. Data collection was carried out with primary sources, which are permanent staff managers of THE COMPANY selected for the study.

The case study was based on the collection of responses to a questionnaire carried out online and with exclusive access to managers. The survey was open for one month, and weekly emails were sent out to all managers by the HR department asking them to fill out the survey.

Survey: What challenges do you face managing teams under the Hybrid Model?
This survey is for our Management Team ONLY! Please click on the appropriate link based on your language preference and complete it by the end of November.

The present case study can be considered an ideal case to evaluate the challenges managers face. Microsoft Excel (MS Excel) was used for the data collection, analysis, and study of the results of the open-source surveys. The aim of such research is to determine which information is most pertinent to the study being discussed. Not all of the data that was gathered will be utilised in the research.

CHAPTER IV:

RESULTS

4.1 Introduction

During the month of November and for a period of twenty-two days, the survey (Appendix C) was made available to the sixty-eight managers from THE COMPANY. Data were collected electronically, and a bulk file in excel with all the answers was created.

Eighty-five per cent of the managers submitted answers to the survey that demonstrate an exceptional interest in the subject in the analysis of this research.

The sample of this research is constituted thus by fifty-six thoroughly answered questionnaires.

The goal of the research that will be studied in this chapter is to gain an understanding of the issues that are confronted by workers' supervisors in an office setting that contains both traditional and virtual elements. It seeks to understand how they are dealing with aspects of people management in this global context, such as motivation, measuring performance, the development of their employees' careers, or even meeting the goals imposed by organisations. In a nutshell, it wants to know how they are managing people in this context.

By doing this research, our goal is to demonstrate that hybrid work has resulted in the emergence of new issues for managers.

More specifically, the following research questions need to be addressed:

1. Did the challenges managers had pre covid (onsite) change with the work model change to Hybrid working?

2. What are these new challenges, and how are managers addressing them?
3. What are the current industry practices, and how do these address current challenges?

This chapter provides the data collection and analysis and presents the respective findings, results, and discussion.

4.2 Findings, Results and Discussion

4.2.1 Sample characterization

The characterization of the sample was carried out based on the independent variables referring to age (question one), position level (question two) and the number of staff managed (question three).

4.2.1.1 Research Question One - Age

What is your age?	
25-34	3
35-44	18
45-54	17
55-65	21
Total	59

Table 9 – What is your age?

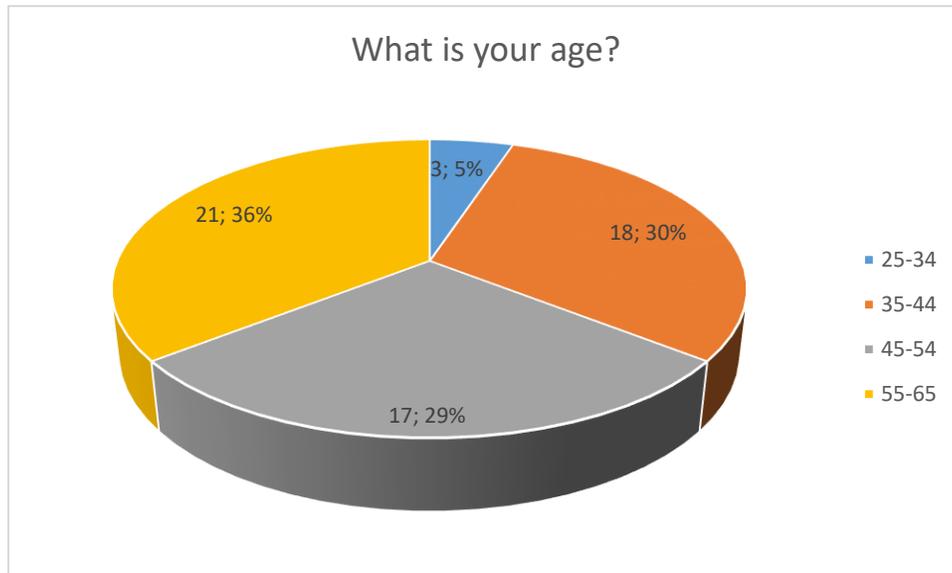


Figure 5 – What is your age?

Table 9 and figure 5 show that 59 managers participated in the research, of which 5% (n=3) have between 25 and 34 years of age, 30% (n= 18) have between 35 and 44 years of age, 29% (n=17) have between 45 and 54 years of age and 36% (n=21) have between 55 and 65 years of age. It is worst to note that the survey had the option for managers with an age bracket of 18 to 24, but THE COMPANY has no manager in that age bracket.

4.2.1.2 Research Question Two – Position Levels

What is your position level?	
Director	12
Executive	10
Manager	29
Vice President	8
Total	59

Table 10 – What is your position level?

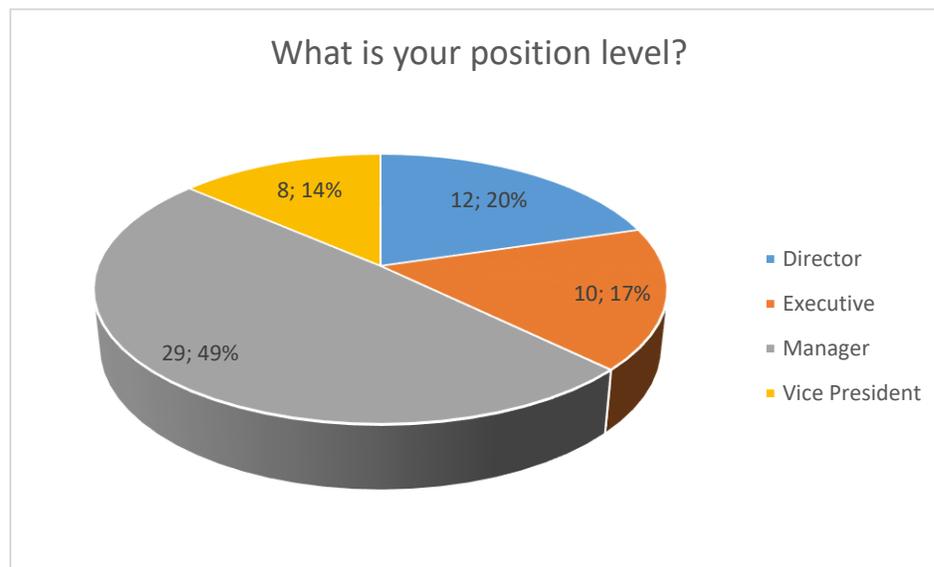


Figure 6 - What is your position level?

Table 10 and figure 6 show that 59 managers participated in the research, of which 49% (n=29) have a Manager position level, 20% (n= 12) have a Director position level, 14% (n=8) have a Vice-president position level, and 17% (n=10) have a Senior Executive position level. As expected, THE COMPANY shows a typical Pyramid organizational structure where 49% of managers are at the bottom of the managerial pyramid.

4.2.1.3 Research Question Three - Number of staff managed.

How many staff do you manage?

1-5	28
6-10	15
11-20	8
20+	8
Total	59

Table 11 – How many staff do you manage?

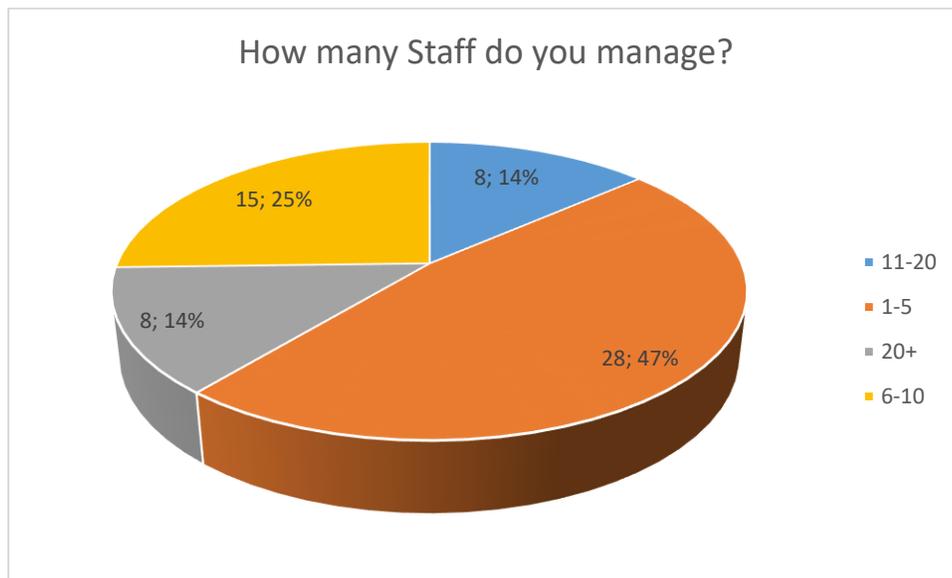


Figure 7 – How many staff do you manage?

Table 11 and figure 7 shows that 59 managers participated in the research, of which 47% (n=28) managed between 1 and 5 staff members, 25% (n= 15) managed between 6 and 10 staff members, 14% (n=8) managed between 11 and 20 staff members and 14% (n=8) manage more than 20 staff members. As shown in question 2, THE COMPANY has a typical Pyramid organizational structure where 49% of managers are at the bottom of the managerial pyramid. So, it is expected that the relevant portion of the Managers at the manager position level manages between 1 and 10 members of staff. 16 Managers manage between 1 and 5 staff members, and 8 Managers manage between 6 and 10 staff members, as shown in Table 12 below.

Row Labels	Count of How many staff do you manage?
11-20	8
Director	1
Executive	2
Manager	5
1-5	28
Director	6
Executive	2
Manager	16
Vice President	4
20+	8
Director	2
Executive	3
Vice President	3
6-10	15
Director	3
Executive	3
Manager	8
Vice President	1

Table 12- Relation between the position level and the number of staff managed.

4.2.2 Research Question Four – Top 5 Challenges

Challenges	Top 5
Team members cohesiveness	42
Cross functional relationships	32
Work monitoring	26

Communication	23
Motivation	22
Technical challenges	20
Performance management	17
Availability	16
Behaviour	15
Feedback	14
Recruitment	11
Meetings times	9
Setting and measuring goals and objectives	6

Table 13 – Top Challenges

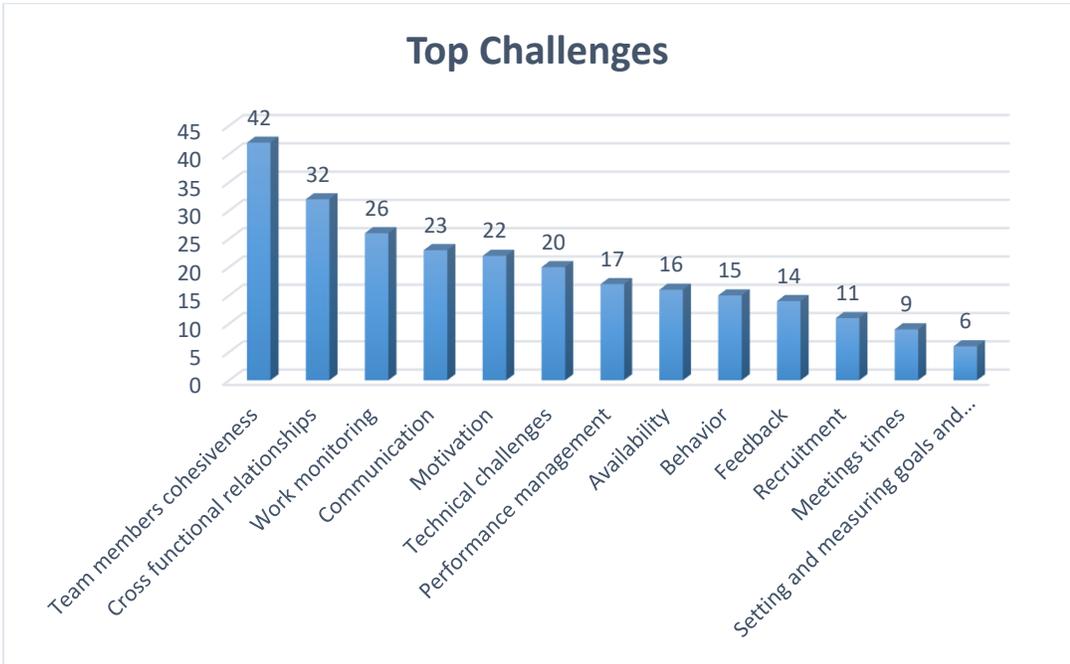


Figure 8 – Top Challenges

As table 13 and figure 8 shown, managers face a diversified number of challenges when it comes to managing their staff under the Hybrid work model. The table and the graph above clearly show what the greatest challenge for managers is. 42 of the 59 managers identified team members' cohesiveness as one of the top 5 challenges they face when managing a team under the hybrid work model. Michael Kent (2006) defines in the Oxford Dictionary

of Sports Science & Medicine that Team Cohesion is "*A dynamic process that is reflected in the tendency of a team to stick together and remain united in pursuit of its goals and objectives despite difficulties and set-backs*" as such lack of team cohesiveness will have a direct impact on other aspects of team management like motivation, performance and staff satisfaction.

Beal et al. (2003) argue that the cohesiveness of a team and the motivation of its members are two of the most important factors that contribute to the performance of a company. The growth of each member's adaptability, sense of self-worth, and personal motivation enable them to feel an increased sense of confidence and to make progress within the team. When there is cohesion in a team, there is less opportunity for members to engage in social loafing, and each individual member's motivation is significantly increased.

Studies from Mullen & Copper (1995) and Forsyth et al. (2002) have shown that performance can cause cohesion, as well as the other way around (cohesion can cause performance). There is a correlation between cohesion and performance, according to the findings of the vast majority of meta-analyses (studies that present a synthesis of the findings obtained from a number of other studies). This remains the case despite the fact that even though construed in a variety of ways. When attraction is the definition of cohesion, there is a stronger connection between cohesion and performance, to the same extent as performance is correlated with cohesion when it is defined as task commitment. However, this correlation is weaker than when cohesion is defined as an attraction. Few studies were conducted with the concept of group pride serving as the definition of group cohesion. In general, performance was found to have a positive relationship with cohesion defined in all of these different ways.

However, there is a possibility that the relationship between group cohesion and performance is stronger in some groups than in others. When compared to larger groups, smaller groups have a stronger relationship between cohesion and performance.

Also, according to a number of studies from Hogg (1992), Hackman (1973) and Hare (1994), members of cohesive groups report higher levels of overall satisfaction compared to members of no cohesive groups. This is the case in a wide variety of settings, some examples of which are the educational, athletic, and industrial settings. Members of cohesive groups also have a higher level of optimism and experience fewer issues with their social lives when compared to members of non-cohesive groups.

A group of masons and carpenters who were working on a new housing development were the participants in one study from Zelst (1952). In the study conducted by Zelst (1952), the manager assigned them to the groups in which they would be working for the first five months of the year. Over the course of fifty-five weeks, these groups underwent transformations. The men did this so that they could get to know everyone who was working on this development project, and as the men got to know one another, they naturally developed likes and dislikes for the people around them. The experimenter proceeded to form cohesive groups by putting people in the same group who enjoyed each other's company. Masons and carpenters reported higher levels of happiness when they collaborated in cohesive groups, according to the findings. According to what one of the employees said, *"When you have a companion to work alongside you, the tasks at hand become more engaging. You certainly enjoy it a great deal more, regardless."*

The second top challenge reported by managers was cross-functional relationships, with 32 managers selecting this challenge as one of their top 5 challenges. Krajewski et al. (2007) define a Cross-functional team as a *"Group of people with*

different expertise working toward a common goal". When dealing with cross-functional dependencies and peers from other functions, many teams in large organisations face difficulties in establishing an atmosphere of collaboration. These difficulties can be particularly difficult to overcome if Cross-functional collaboration among the teams is not supported by the structure of the organizations. This becomes more relevant if teams are not daily in the office.

In this situation, Communication that flows easily serves as the foundation for cross-functional teams. The team is responsible for scheduling all of the meetings and preparing the agendas for each one.

It is essential for businesses to cultivate a culture among their workforce, as well as a sense of entitlement with each of their stakeholders, in order to encourage employees to go the extra mile and work in conjunction with other groups in order to realize the organization's objectives. This is absolutely necessary for proactive collaboration, and not just during times of emergency.

With very similar answers are the remaining three challenges, Work monitoring (n=26), Communication (n=23) and Motivation (n=22).

Communication is one of the most difficult obstacles they also face. As a result, Team cohesiveness will be directly impacted, as was already explained above. In twenty-three of the responses, we discover that motivation is considered to be an obstacle as well.

When it comes to managing hybrid teams, communication is, without a doubt, one of the most difficult and delicate points to navigate. It is possible that work fluidity and productivity will suffer if there is insufficient information sharing.

Work monitoring is another challenge that has been mentioned by twenty-six managers. This is because local team management has the advantage of having a close management structure, which allows them not only to supervise but also guides teams. This is no longer as straightforward as it once was in terms of hybrid teams management.

As a reflection of the challenges mentioned above, the most significant of which is integration among employees and communication, it is possible to say that it is a challenge to establish a more effective and closer follow-up than in an otherwise traditional form of work. This could be said as a reflection of the fact that the challenges mentioned above are the primary sources of the difficulty. This may have an effect on the professionalism of the work done by the professionals and, as a result, the efficiency with which the team as a whole completes its tasks.

Another aspect of extreme importance in the management of a company's human resources is making sure that each professional is aligned with the company's culture and the environment in which the organisation operates. This factor is essential to igniting a greater level of employee engagement and for bringing workers in line with the objectives of the organisation.

When we talk about the hybrid working model, we are implicitly talking about the difficulties that come with it. Because of this, it is easy for some members of the team to fall out of step with the rest of the group if they do not actively participate in the day-to-day operations of the business and do not engage in the person-to-person interactions (which, organically speaking, build the culture of a corporate environment). (This will be mentioned again later as managers express their views on how they mitigate the identified challenges).

4.3 Research Question Five – Top 5 Challenges mitigations

This next question looked to expand on the question above and identify what techniques or tools managers were using to mitigate the challenges that are and ask how they were mitigating these challenges.

When looking at the answers provided by all managers, a common trend is detected. Words like "communication" are used by ten managers, "meetings" are used by 38, and "team" are used by 44. Other expressions are used by most managers to express some way of communication with their staff. (Monthly, Weekly, or daily meetings, 1:1's, direct engagement, calls with staff, set expectations, regular meetings, asking, giving clear instructions, occasions review and check-ins, direct calls, follow-ups, face-to-face meetings when in the office)

Managers have been creative and implemented "out of the box" methods to improve communication and mimic face-to-face interactions even when they are remote. *We have moved our daily scrum meetings to an hour that better suits the team since some are on different time zones. For the motivation we have created monthly team meetings when everyone is in the office in person, a basic open mic meeting where team can ask questions and voice opinions. No agenda nor presentations. This has helped. Also, we have dedicated 1 or 2 days which are the days that 95% of the people come in so that there is a larger group of people. Set up lunches etc. I organized an after-work team building activity at my home, potluck Happy hour around the campfire. From there we are planning one event a month just to sync up as a team.* (Manager A)

The top challenge identified by 42 managers was team cohesiveness, and as it was explained above and using Beal et al. (2003) argue, Team Cohesiveness is improved through communication. All managers use different tools and technics, but all with the same objective, to improve communication.

Manager B describes: *Give clear instructions on the management of tools such as TFS that allow us to carry out the Work monitoring carried out. Generate conversations and clarify doubts in case there are inconsistencies in the follow-ups carried out. Praise is given to people who present an outstanding performance and rewards are given to those who received the most praise. For performance and Technical challenges, continuous training is generated to clarify doubts and generate greater performance in the assigned activities. For Communication, internal groups are generated in Teams where it allows us to be aware of what is happening in our work environment, we solve doubts or support QAs that are blocked.*

In the same way, Director A: *I actually don't feel I have too many challenges. The biggest is team member cohesiveness but I have a weekly meeting with my whole team and encourage them to have many meetings with each other and ensure there is room for 'a personal touch'. I also try to have many one-on-one meetings with my members to ensure I can understand their workload, performance, motivation, behaviour, and satisfaction. When we are in the office together, we make sure we do have time together in a personal setting as well as professional. I encourage my team to be in the office the same days so we can take advantage of face-to-face.*

Another Director, B, a staff member with more experience in working with remote workers, have been mitigating these challenges using the same tools and technics that manager only recently exposed to the hybrid model are using. *Almost everyone I work with, and support is remote-to-me so this whole hybrid work model thing is actually business as usual ... and has been for the last ~10 years. Strategies I employ to ensure work proceeds effectively include:*

- *Regular calls and Team chat with individual employees.*

- *Group meetings when appropriate but quarterly at minimum.*
- *Occasional check-ins with remote employee's peers and colleagues to ensure everything is going as it should.*
- *Occasional review of work product and/or probing questions during check-in calls to ensure everything passes the smell test.*
- *Use of translation tools in Teams, Word, translate to facilitate communication.*
- *Recruitment and, more importantly, training could be a challenge if/when required but I'm sure we'll clear that hurdle.*
- *Annual or semi-annual team meetings should be sufficient to foster team cohesiveness and cross functional relationships (sales week was great!).*

And finally, an Executive addresses the challenges in the same way:

I have weekly team meetings with my two DR's and 1 contractor. I have weekly 1:1's with my DR's. I don't have issues with my two DRs with the hybrid model. I have one DR here in Cary who enjoys coming to the office 4 times a week, and my other direct is in Bogota. My contractor is also remote - I do have to stay close to him because he drifts at times. I chose five because it was required --- but feel with my two DR's there are no serious issues. I do think Staff A would thrive even more if she was not remote, but she is always 100% engaged.

In Summary, Managers are using different Technics and technological tools in a way to improve communication.

When I was recruiting to fill open positions, the hybrid model that we have was viewed upon by the candidates as a negative. The other items (other than recruitment) I do not view as challenges. The collaboration tools that my team uses allow us to be cohesive, work together, interact with other organizations, and get work done.

Communicate in a more accurate, assertive manner and more often to avoid misunderstandings.
Frequent 1-1s, Team all hands. Call with cross functional teams and brainstorming session to resolve technical issues. Planning to have someone in office/lab all days to support remote staff
We have moved our daily scrum meetings to an hour that better suits the team since some are on different time zones. For the motivation we have created monthly team meetings when everyone is in the office in person, a basic open mic meeting where team can ask questions and voice opinions. No agenda nor presentations. This has helped. Also, we have dedicated 1 or 2 days which are the days that 95% of the people come in so that there is a larger group of people. Set up lunches etc. I organized an after-work team building activity at my home, potluck Happy hour around the campfire. From there we are planning one event a month just to sync up as a team.
Mitigating these challenges requires individuals to take on more of a workload.
Using the tools available like Jira, confluence page, and Teams and communicating the schedules and time lines ahead of it and using Team meetings to discuss.
Direct engagement to dialogue - verbal/electronic - with team members and drive recurring model improvements.
Weekly Team meetings with everybody in presential
Team calls
set expectations & 1:1 with the employee,
Make myself available off hours when required.
Regular online meetings
With a constant Communication focused on monitoring the management and Motivation status of people
promoting teamwork, holding daily meetings to observe their progress and blockers promoting the participation of the entire team.
Constant communication with the team, accompaniment and asking if they need anything additional. Motivate support within the team for Communication between them.
Don regular meetings Tasks must be written and must have a deliverable List the topics and expected results of the meetings in the invitation Send the notes after the meetings
Promoting Communication between team members and between teams. Promoting activities outside of work
Attending the office on the days of face-to-face.
Short-term goals and commitments are established, and more follow-up is done on task assignments in TFS.
Today people only want to do remote work, it is increasingly difficult to recruit for hybrid or face-to-face work
I've been working from home for 5 years and I don't think there are any downsides to remote work.

<p>Give clear instructions on the management of tools such as TFS that allow us to carry out the Work monitoring carried out. Generate conversations and clarify doubts in case there are inconsistencies in the follow-ups carried out. Praise is given to people who present an outstanding performance and rewards are given to those who received the most praise For performance and Technical challenges, continuous training is generated to clarify doubts and generate greater performance in the assigned activities. For Communication, internal groups are generated in Teams where it allows us to be aware of what is happening in our work environment, we solve doubts or support QAs that are blocked.</p>
<p>Haven't had the time to think about this</p>
<p>1:1 more frequent</p>
<p>Always available and Video Team try to be always open I selected because you request but it's minor from my point of view</p>
<p>More Team meeting and using Teams tool (like a Chat) for improve communication</p>
<p>Monthly face-to-face meeting, dinner with employees when in attendance.</p>
<p>There is no hybrid mode at the team level</p>
<p>I regularly communicate with my team members through Teams.</p>
<p>By having a team's chat with all team members with the morning checks then regular discussions.</p>
<p>I actually don't feel I have too many challenges. The biggest is team member cohesiveness but I have a weekly meeting with my whole team and encourage them to have many meetings with each other and ensure there is room for 'a personal touch'. I also try to have many one-on-one meeting with my members to ensure I can understand their workload, performance, motivation, behaviour, and satisfaction. When we are in the office together, we make sure we do have time together in a personal setting as well as professional. I encourage my team to be in the office the same days so we can take advantage of face-to-face.</p>
<p>Almost everyone I work with and support is remote-to-me so this whole hybrid work model thing is actually business as usual ... and has been for the last ~10 years.</p> <p>Strategies I employ to ensure work proceeds effectively include:</p> <ul style="list-style-type: none"> - Regular calls and Team chats with individual employees. - Group meetings when appropriate but quarterly at minimum. - Occasional check-ins with remote employee's peers and colleagues to ensure everything is going as it should. - Occasional review of work product and/or probing questions during check-in calls to ensure everything passes the smell test. - Use of translation tools in Teams, Word, Translate to facilitate communication. - Recruitment and, more importantly, training could be a challenge if/when required but I'm sure we'll clear that hurdle. - Annual or semi-annual team meetings should be sufficient to foster team cohesiveness and cross functional relationships (sales week was great!).

Daily contact with the team and frequent 1:1. Weekly all hands in the office day.
Check in with direct reports via phone or direct message at least 2x / day set meetings to discuss important shared projects Set concrete and achievable short-term goals for team members - please provide x by end of day, etc. Use systems to check employee activity - # documents processed (avg in vs out of office) tell co-workers when I plan to be unavailable for periods > 30 minutes and set expectation of same
more frequent 1:1 with staff over Teams. more outbound communication. On site staff meeting with the complete team. Active agile practice: backlog grooming, daily scrums, sprint demos.
<ol style="list-style-type: none"> 1. Daily team meeting cross functional with functional leads. 2. One-to-One with subject matter experts 3. Prioritisation of activities 4. Communication the client needs, if not clear get SME's to obtain clarity.
<ul style="list-style-type: none"> - weekly team meetings - keeping tabs on if work deliverables are being completed on time - encouraging people to call each other rather than email
I try to make the most of the time of the day that we go to the office, meeting with the work team, working on issues in person, listening to people about their personal issues, having lunch with some team members. In the group meeting we discuss issues of the work that is in progress.
Opening spaces for constant Communication and working with IT and developers to overcome the technical challenges of remote work.
Through 1:1 meeting, weekly follow-ups of the entire team, promoting teamwork and activities outside working hours.
<p>Availability: I leave notes for teams so they can call me back</p> <p>Work monitoring: We have 2 weekly meetings to monitor activities</p> <p>Communication: We have an agreement to meet when required and to have a camera on at all meetings.</p> <p>Cross functional relationships: We open spaces for dialogue when people require it and we have a camera-on agreement in all meetings.</p> <p>Technical challenges: We look for forms of Communication, teams, or video calls on WhatsApp, although we really have Technical challenges when we work from the office, the internet goes down, there are micro-interruptions in the signal and in the rooms it is intermittent all the time."</p>
More 1:1, more short meetings, many chats with camera on.

Expectations setting and management, alternating scope of 1x1 meetings to personal development and project work/ commitments.
Team participation in product release meetings, assignment of tasks to facilitate release and/or predictable quality outcomes, assignment of training assignments.
Frequent communications, on-site interaction
1. Regular (min weekly) 1-2-1 with direct reports covering workload planning.2. Monthly full team meeting and quarterly (min) f-2 f meeting with key groups at prime locations.3. Clear objectives short and long term.
We are competing with companies that offer 100% work from home, even in different states. Position levels and work type does also factor in for whether working from home is possible.
Question 4 above mandates selection of 5 challenges, so I have selected 5 to complete this survey. The management challenges for our team is not resulted from hybrid working model.
Encourage people to be in the office on certain days (at least 1 day per week where the entire team is in the office). Food (lunch, donuts, candies) to attract people in the office. Use of Teams for communication. Communicate who is in the office or WFH. Use of online tools: SharePoint, Confluence, JIRA. Organize team building activities.
more often team meetings face to face in an office - for a purpose - less is more
Encourage formal and informal communications, encourage group participation in discussions, set clear expectations and deadlines, support team building events.
Flexibility across the team is important to managing meeting times across a global organization.
Coaching manager, coaching team members, spending more time on 1:1's and team meetings.
High communication levels through the org
Persistence
Find time to organise F2F meeting
Encourage people to come in the office as much as possible
I have weekly team meetings with my two DR's and 1 contractor. I have weekly 1:1's with my DR's. I don't have issues with my two DRs with the hybrid model. I have one DR here in Cary who enjoys coming to the office 4 times a week, and my other direct is in Bogota. My contractor is also remote - I do have to stay close to him because he drifts at times. I chose five because it was required --- but feel with my two DR's there are no serious issues. I do think Jessica would thrive even more if she was not remote, but she is always 100% engaged.

Table 14: How do you mitigate the challenges selected.

4.4 Research Question Six– Tools to mitigate challenges.

Question six of the survey looks to explore what tools and techniques they are already using to mitigate the challenges they have identified. Following the same pattern as for the previous question and having one of the biggest challenges always gravitates around communication, then managers also focus on exploring and improving communication.

Analysing the answers provided by the managers the word it is obvious that there is a perception that communication is vital, and there is a clear trend that managers are looking to improve it. Words like "face to face" are mentioned ten times, 1:1's 14 times. Manager C even details, *Communication is paramount. 1/1 meetings monthly. Multiple (quick) group check ins. In office days for team members. Team lunches (quarterly).*

Words like "team" (mentioned 28 times) and *Meetings* (26 times) show clearly that there is an ongoing concern for managers to address the challenges they have identified previously. Managers are more available than ever and even more in the office so that their teams see and feel their presence and availability.

Executive A: *Works in the office over 90% of the time to ensure F2F time with team members. Ensure all team members are in the office on the same day and use that day to host team meetings and social time (lunch). Encourage my team to meet F2F with others while in office. Continue to encourage team members to keep calendars up to date and communicate to the team when members will not be available.*

In the same way, Manager E is also present in the office more time to make sure it is seen by their staff, but she also recognises that for staff that is 100% remote is more challenging. *I try to be present in the office 80% of the time and go see the employees who are in the office. It is more difficult for those who are 100% teleworking.*

In general, there is a joint effort from all managers to meet face-to-face with their staff when they are in the office and to schedule team meetings when all team is in the office.

Face-to-face meetings, coordinate the activities or topics that must be dealt with in person for the day we are in the office, share a Break. (Director C)

Vice-president B goes even further and identifies communication as an existent challenge even before the pandemic and before the implementation of the Hybrid model. *The management challenges for our team is not resulted from hybrid working model. Whether Hybrid working model or not, our business operation require us to have better communications, customer-oriented attitude (both internal and external customer) and technical competencies.*

In summary, all managers have identified that the top 5 challenges can be mitigated with improved communication and with technics that make staff close to each other. In general, managers are making themselves self-more available to staff and doing it even outside working hours.

Communication tools provided by THE COMPANY are all being used, and there are even managers going outside and using external tools to improve and better manage communication with their team.

We have started using Miro as a tool (www.miro.com), it is a visual software tool that we use for planning, grooming and retrospectives. It makes online meetings much more interactive. Team enjoys it. I have scheduled more frequent (every 3 weeks) 15 minute 1:1 sessions with each member of my team. Also try to set it up when we are both in the office that we can do it face to face. If not, then via TEAMS. Days we are in the office I include room conference reservation during our meetings so that those that are there in person can meet face to face (Manager F)

4.5 Research Question Seven - Did the management challenges change with the adoption of hybrid working?

When managers were asked if they felt their challenges had changed with the implementation of the hybrid model, the answers were split as per the below graph

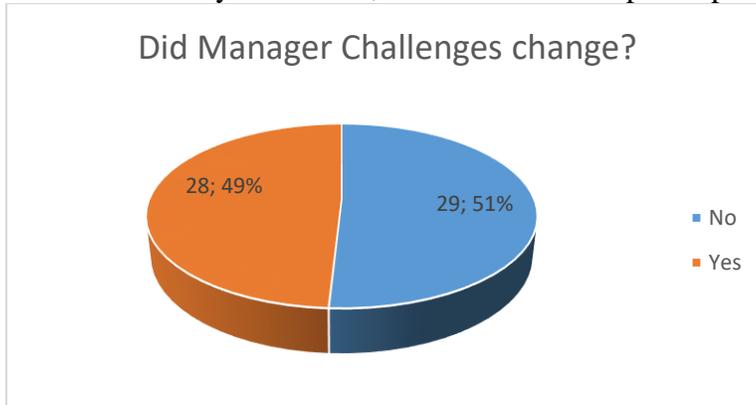


Figure 9: Did Management Challenges change with the adoption of the Hybrid model Y/N?

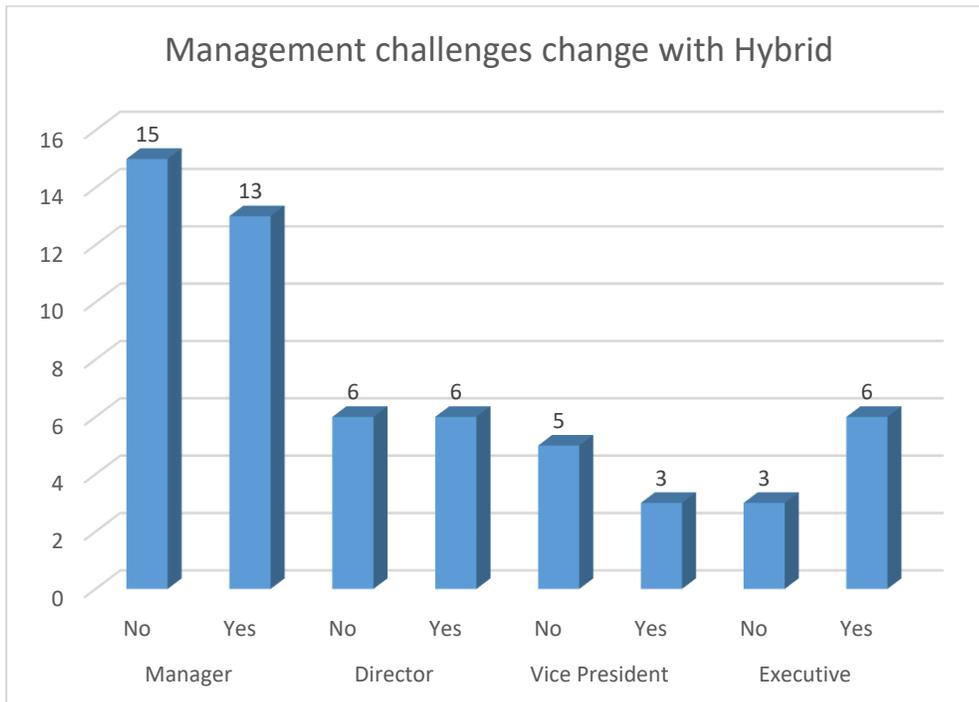


Figure 10: Management Challenges change with the adoption of the Hybrid model? Answers by Position level

Although the answers were split into 49% to Yes to 51% to No, when we analysed the data in more detail and cross-referenced with the position level than at the executive level, answers were not split, and 33.33% of the executive managers do not feel any change in the challenges, they face but on the contrary 66.66% answer that the challenges they face are different. One of the 6 Executives (66.66%) reports that there has been a change, but that it has been an improvement (it changed for the better). Three of the five Executives who believe the change will have a negative impact are between the ages of 55 and 64, while the other two individuals are between the ages of 45 and 54.

Of the 28 managers that expressed a change, 4 expressed a positive change.

Director C expresses his opinion with *Yes. Positively, since there are no interruptions all the time, the performance in the development of activities increased and is more focused. The team feels that working at home is a benefit since travel time is saved and they use it for personal issues and sometimes for work issues.* While Executive B is much more succinct but very clear with his message, "*Changed for the better*".

as it is difficult to have a good relationship without a face to face.
more teams 'touch-in' meetings.
Some good and some bad. Most of the staff are in Mon-Wed so we get the spontaneous team interactions. Most of the time devs are heads on doing work so it does not matter where they sit.
Yes, Team cohesiveness was affected. Team members started work from home and since each one of them have their own challenges at home, made communication problems arise. Communications were started to be heavily by email, and often team members found that if they don't immediately respond to a certain email, it can be buried within a few hours behind a dozen or more emails that come in, turning that to the main work of the day instead of focusing in the main subjects.
Working at cost (more time and efforts)
Incrementally, yes. I am accustomed to management of remote teams and individual contributors, so the methodology has not changed.
Yes - less visibility of work schedule, less structure, more emphasis on trust, less output?
Hybrid model limits employment development - particularly for new/underperforming employments

<p>Yes - Other team members are dependent on HR to be the "glue" cross functionally based on other teams not in office - it has increased our workload. Having to manage their workloads and coaching how to respond to several requests outside of position scope. Spending more time focused on keeping teams engaged and working together.</p>
<p>Changed for the better</p>
<p>Cross functional interactions became more challenging</p>
<p>Yes. more challenging to discuss and review designs over teams. lack of real-time white board feedback to share ideas and designs</p>
<p>Yes, nothing compare to F2F meeting and show them that you care</p>
<p>Yes....Must keep closer track on who is where, who is working and who is not....Who is being just as productive....Who is non-compliant with hybrid i.e. 0 in office</p>
<p>Yes, they did change. Initially, the number of meetings was increased to closely monitor the issues, however, as time has progressed, we have learned to optimize time and to know the results of each person, which helps to avoid having to meet for everything</p>
<p>Yes, now continuous monitoring of the development of the work must be done.</p>
<p>Yes, I think management is much more focused on meeting goals, so it is much more important to align expectations and be very clear with dates and scope.</p>
<p>Having some people in the office and others in person makes communication difficult in some cases.</p>
<p>I believe that the management challenges have changed, but there are technological tools that allow measuring and achieving the objectives of the area</p>
<p>Yes.</p>
<p>Communication is greater and face-to-face helps to resolve pending issues efficiently and effectively.</p>
<p>If they changed since before there was a follow-up of tasks several times a day, with the hybrid model the aim is to optimize time and the follow-ups are carried out 1 or 2 times a day at most.</p>
<p>The objectives and goals of the company and the team will always be the same. I change the way of measuring the performance and results of each person and the team in general.</p>
<p>Yes. Positively, since there are no interruptions all the time, the performance in the development of activities increased and is more focused. The team feels that working at home is a benefit since travel time is saved and they use it for personal issues and sometimes for work issues.</p>
<p>Teams: Being able to share the screen is really an asset.</p>
<p>Jira to define tasks and priorities.</p>
<p>Teams: Being able to share the screen is really an asset.</p>
<p>Jira to define tasks and priorities.</p>
<p>Fewer informal meetings in which it is possible to learn a lot of things other than technical issues</p>

Teams: Being able to share the screen is really an asset.
Jira to define tasks and priorities.
I have to make sure that if the presence in the office is necessary, the employee does not postpone this work just to stay at home.

Table 15: Comments from manager who replied yes, the challenges have changed.

4.6 Research Question Eight – How do you communicate with team members?

Question eight explored the tools available and in use by managers to communicate with their staff. The interviewees were given the option to select all that apply to their own situation.

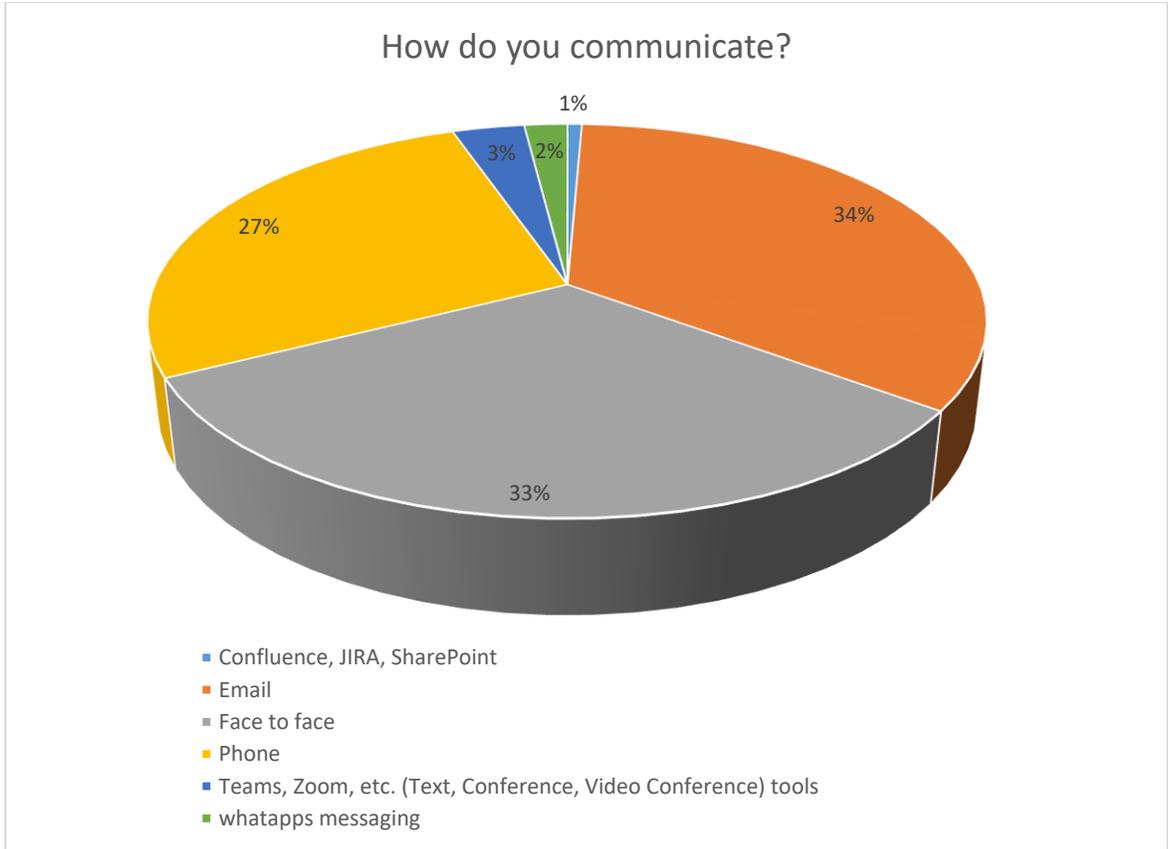


Figure 11: Use of tools to communicate. How do you communicate with your staff?

Managers continue to use email, phone, and face-to-face conversations as their main tools to communicate with their staff. It was a surprise that only 3% of the managers use Teams as a communication method, and that led to several follow-up sessions with random managers to understand in detail the why. Most managers use Teams, but they use only the tools, a simple phone tool. MS Teams is broadly used in "THE COMPANY" but is used by most managers as they would use a phone. With the above in mind, it was validated that the option the managers have made to select the phone as one of the preferred methods of communication (27%) is correct. MS Teams was only selected by 3% of the managers as only these managers are taking full advantage of the technology. MS Teams enabled them to mimic a face-to-face meeting and use it in full with the video camera, screen sharing, whiteboards, etc.

It is worth noting that there continues to exist a major preference for synchronous tools (63%) (phone, face-to-face, MS Teams) in opposition to Asynchronous tools (37%) (email, Confluence, Jira, SharePoint and messaging tools)

4.7 Research Question Nine – How do you manage team members' expectations?

Question nine looked to explore how managers were managing their team's expectations. The objective of this question was to understand the correlation between the challenges managers were facing with the way they were communicating with their respective teams in setting up the correct expectations. Managers were able to select all the suggested answers and even propose others that apply to their specific situation.



Figure 12: Top answer to the question "How do you manage team member's expectations".

Forty-six managers selected "*Minimize confusion by making expectations clear.*"

Thirty-seven managers selected "*Get an agreement and commitment.*"

29 Managers selected "*let staff members know why **your** expectations are important.*"

26 Managers selected "*Determine why **their** expectations are important.*"

And 21 managers also selected "*Determine why your expectations are important.*"

Analysing the top 5 answers, it is clear that there is an ongoing effort from managers to not only set up the correct expectations but also to understand what their staff expectations are. The most selected answer is "*Minimize confusion by making expectations clear*" It is the one that correlates directly to several of the top 5 challenges (Team Cohesiveness and Communication).

4.8 Research Question Ten - How do you manage team member performance goals and objectives?

In the same way as question 9, this question looks to explore in more detail how managers are mitigating one of the top 5 challenges identified by them (Work monitoring performance management). The question allowed managers to select all that apply to their own situation and even select those that were relevant to their role as team managers.

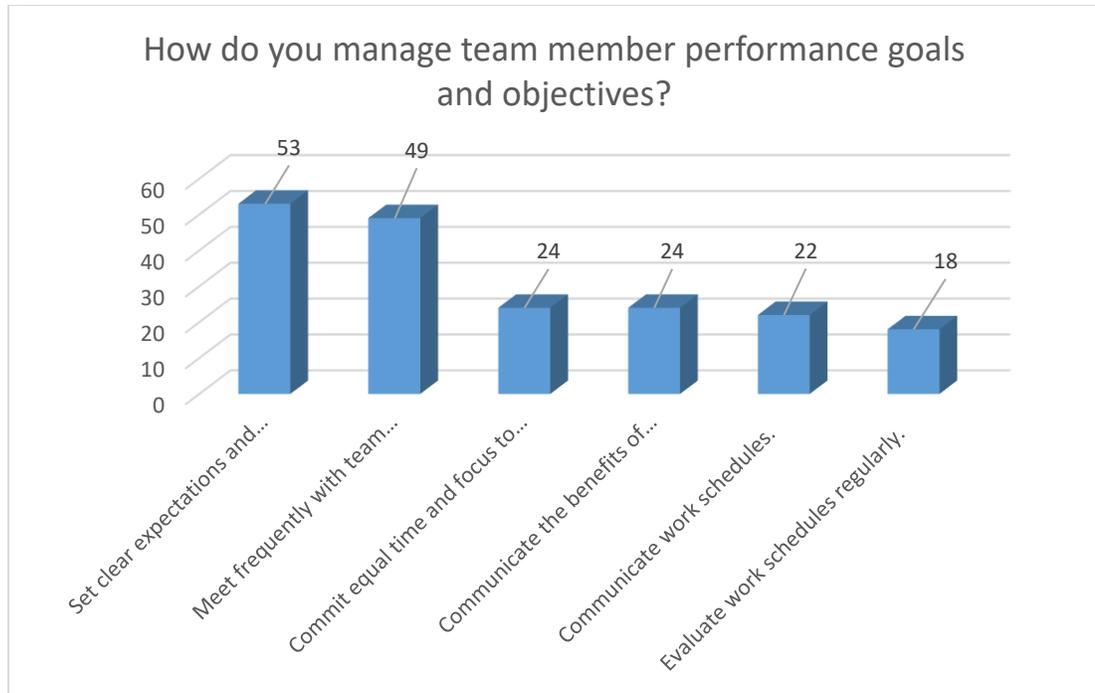


Figure 13: How managers address staff performance and objectives

Fifty-three managers selected "Set clear expectations and accountability", and forty-nine answered, "Meet frequently with team members".

"Commit equal time and focus to each member of your team" and "Communicate the benefits of each work situation and ensure fairness" were also selected by 24 managers.

Twenty-two managers also selected "communicate work schedules", and 18 managers also selected "Evaluate work schedules regularly".

Other answers were provided by managers, and it is found very relevant to the conclusion on the subject.

Communicate the benefits of each work situation and ensure fairness.
Meet frequently with team members
Agree on specific objectives and revise priority regularly
Also, when we do our planning, have each team member sign off on what we want to deliver. Gives accountability
Coach, Meet more frequently with non-performing
Discuss at weekly 1x1s
Meeting in person
Review goals and objectives in context of business priorities
setting clear deliverable dates (not a work schedule, but a due date for the final work product)

Table 16: Other answers on team members' performance and objectives.

In line with Question 9, managers put focus on setting clear expectations with their team members and how they communicate with their staff.

4.9 Research Question Eleven – How do you improve and manage motivation of team members?

Question eleven, like the previous two questions, seeks to explore another challenge identified by managers as one of the top five challenges. Again, managers were allowed to select all that apply and to select others.



Figure 14: Results to question how do you improve and manage motivation

55 of the 56 managers that participated in the study selected "Communicate with your staff", 43 also selected "Feedback and reward", and 40 also selected "provide opportunities for development.

From the other answers provided by the managers, it's worth noting a few that are relevant to reinforce the conclusion of the research.

I'm really hoping my Team is motivated and achieving. If they're not then they've been lying to me and the people I check in with on the quality of their work product and state of mind are lying to me, and I'm also a bad reader of people.
Keeping everyone in the loop on activities/program status, and providing lots of positive feedback and coaching/mentoring
Let the team know about future plans/sales. Get their feedback for decisions I have to make (make them feel are an important part of the company). Make sure they know I give MD feedback on how they benefit the company.

Table 17: Other answers to How to improve and manage Motivation.

4.10 Research Question Twelve – How do you manage the lack of team members cohesiveness?

Question twelve looks to explore and understand what managers are doing to address the top of the top 5 challenges identified by managers during this research. Team

member cohesiveness was selected by 42 managers as one of their challenges with the hybrid model.

A definition of Team member's cohesiveness was already provided when presenting the results of question four, but it is of vital importance to repeat it in this question as it addresses the cohesiveness challenge.

Michael Kent (2006) defines in the Oxford Dictionary of Sports Science & Medicine that Team Cohesion is "*A dynamic process that is reflected in the tendency of a team to stick together and remain united in pursuit of its goals and objectives despite difficulties and set-backs*" as such lack of team cohesiveness will have a direct impact on other aspects of team management like motivation, performance and staff satisfaction.

Managers were also able to select all that apply and others if they felt there was any other option that could apply to their own case.

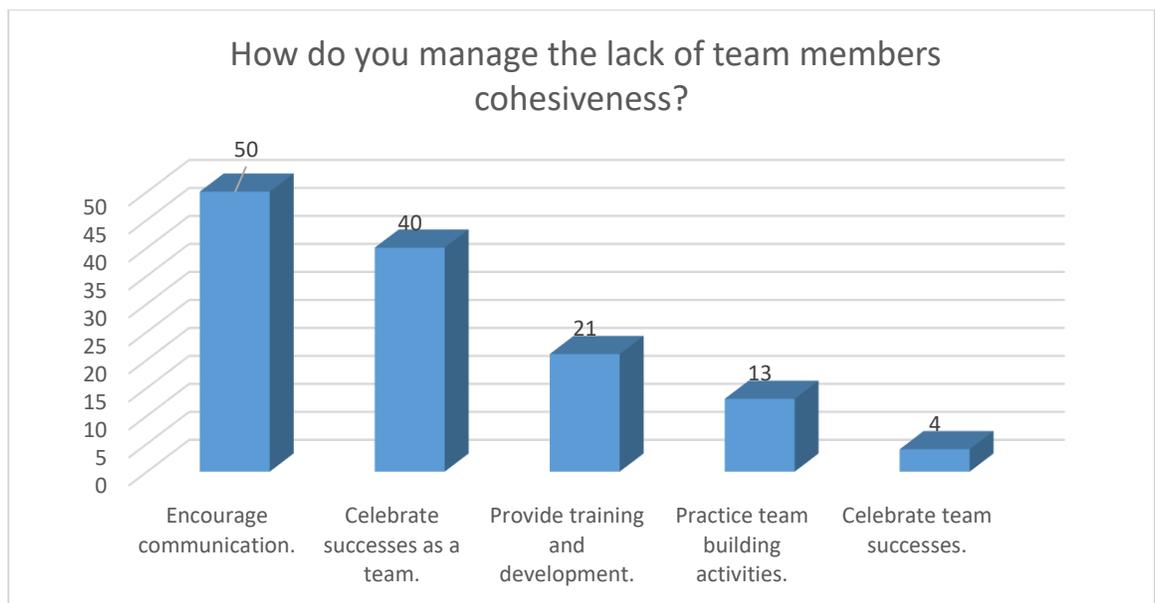


Figure 15: How do you manage team cohesiveness

Fifty managers responded that they addressed Team members' cohesiveness by "encouraging communication", and 40 managers also selected "*Celebrate success as a team*". 21 managers also would "*provide training and development*", and 13 "would *practice Team building activities*".

4.11 Research Questions Thirteen and Fourteen – Do managers feel any difference in exercising leadership under the hybrid work model and why.

Question thirteen looks to understand if managers feel any difference in exercising leadership under the hybrid work model. Question fourteen explores the details of the answer they have given to question thirteen.

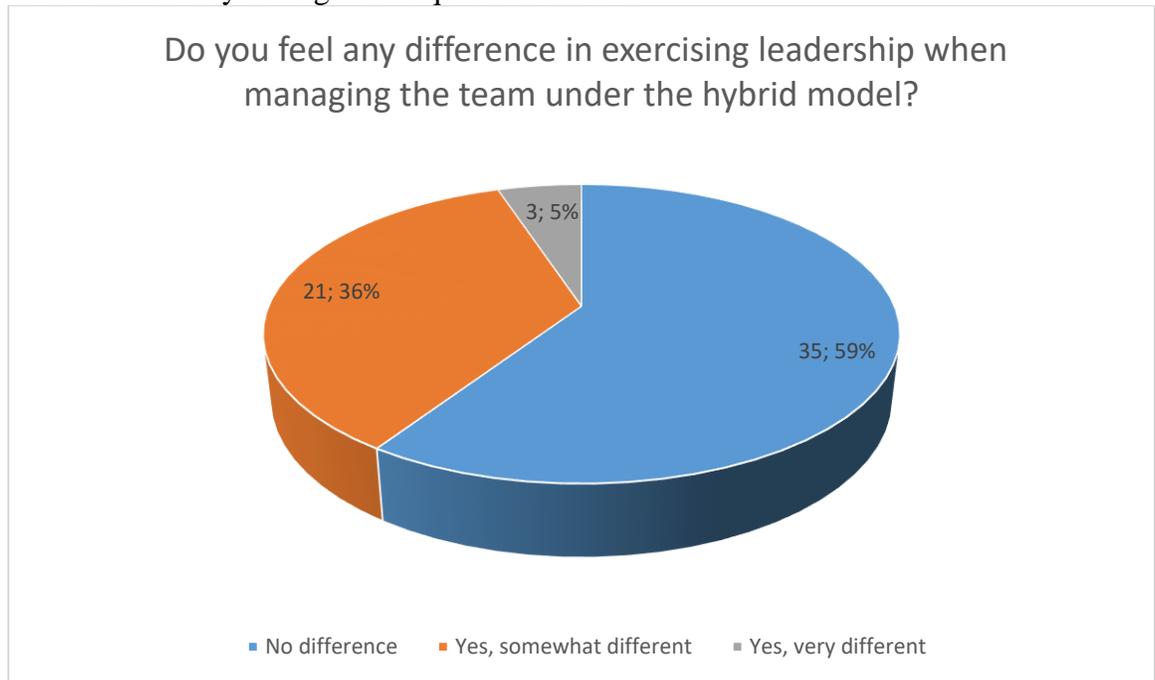


Figure 16: Difference in exercising leadership under the hybrid work model.

59% of managers responded that they do not feel any difference, while 36% responded that yes, they feel some difference, and only 5% responded that they feel it is very different.

In question fourteen, managers were asked to provide details to the answer they selected in question thirteen.

Comments to the answer to question thirteen were divided into 3 tables below:

It is all about attitude - when we set clear objectives and outcomes, rather than task management focus - whether together or apart - folks know what they need to do and care to achieve that outcome - and most of the time put the effort in to making it happen regardless of 9-5 or 24/7 working
Regardless of where we are sitting, we communicate often and ensure we see each other face to face.
We are a global company and that means most of time, our work involves working with people remotely. The tools today (i.e. Microsoft Teams) allows collaboration to occur very easily. Engineering & QE teams are often located in different countries. If we did not have good collaboration tools, then I would certainly feel different.
I have not noticed any difference since clear expectations setting, empowerment and ongoing communication make this model work.
From a leadership perspective, goals, objectives and results to be communicated and reviewed in person and/or remotely. The use of Teams with Audio and Video is a big step forward from the days of just email and telephone. In an ideal world, face to face communication is an advantage, but in our industry is not essential or a limiting factor. Apart from leadership, technical people still need to have some level of hands on experience and everyone does benefit from sharing that experience in person.
I don't see much difference other than we don't see and talk to them in person at the office all the time but the tools we have like Teams are replacing most parts of this issue so don't see really any difference as it is only a Hybrid model.
With a veteran team - not seeing any appreciable difference in the hybrid model.
I've been working under a remote model for almost a decade ... so no difference?
Leadership is a skill that can be exercised easily remotely. If the team recognizes the leader, then they will follow him remotely or in person
As a remote manager I have always managed my team under a hybrid model so the implementation of the hybrid model had no impact on my leadership approach.
With regular communication via Zoom or face to face, the hybrid model works no differently than before
My team understands the hybrid model, and I lead by example
With constant communication, challenges are minimal
2 of my 3 employees have been working from home full-time since they got hired. And they are based in Malaysia. So the hybrid model made no impact whatsoever. For the 3rd one, we communicate regularly and as required via Teams, sometimes face-to-face.
Work is an activity not a location. Giving clear objectives (reinforced at least weekly) and regular communication (using all available tools...Teams, email, instant messaging etc

I've worked in both environments, even a 100% work-from-home where none of the team was in the same state. I do think that having quarterly in-person meetings to socialize and review strategy, projects and having exposure to executive staff
Team is based in multi-location and different time-zone and already collaborates virtually among team members and cross-functionally pre-Hybrid model
Team was working in different geographical locations and time zone so these challenges were already present
I had been working in a hybrid model prior to joining Trilliant, as well as had DR's in 4 different regions so was very accustomed to working virtually and effectively and was fortunate to have reports I trusted 100% to be autonomous in their regions, empowered to build out their plans and strategies and communicate them to me, and report on results regularly. Having a team you trust is half the battle in a hybrid/virtual environment.
The challenges remain the same and the level of independence that has been managed in the company allows employees to continue their work without interruption despite the distance and no physical contact.
I have not felt any difference since the Communication in our team has been fluid during most of the time we have been working at home and as long as the Communication works, there are no drawbacks in leading the team
The only difference is that you don't have the team together at all times, but in general the task is the same.
In general, we should always accompany the assigned people, both in person and virtually.
The use of technological tools allow measuring, monitoring and achieving the objectives of the area without the need for the work to be 100% face-to-face.
I selected No Difference because my experience leading a team has only been under the hybrid model.
My teams have adapted to the remote work model, which allowed me to carry out my role without problems in all its functions.
Using Jira to track tasks and priorities makes it easy for us to track day-to-day activities.

Table 18: Comments from managers that felt **no difference** with exercising leadership under the Hybrid model.

There is a need to have a mutual understanding while managing remotely. Performance is the same no matter where people are working. Giving a sense of trust helps with the morale.
Need to do more short meetings as spontaneous group brainstorming / discussions with the whole team present rarely happen
Team was more proactive when working face to face, supporting each other and give feedback more often, to solve issues in a timely fashion way.
I feel having team onsite makes it more human and powerful

Not much difference because we have team members on different time zones so TEAMS calls and meetings were already implemented. We may have a few more.
Tendency for staff to assume it is now a 4 day week, with everyone WFH on a Friday. Many times, I am the only person in the office on Friday.
High performers will perform under any work model. Developing employees need to be interacting locally, building relationships and working with their managers frequently to enhance their work performance
I think the team in Cary being in the office provides a core for the broader accounting team - leadership is able to coordinate, discuss accounting issues for the team, float solutions locally to be applied more broadly, develop culture, etc. With the hybrid model that base is a bit weakened due to the certainty of the whole team being in different locations at least 1 day / week.
The ad-hoc interactions and exchanges are not as frequent as in the office. Some staff do not feel as motivated when not surrounded by peers. Hybrid model is needed to recruit best talent wherever they are. I have been working with remote teams for the last 15 years (India, Vietnam, Russia, Ukraine, Poland, France, USA..) The coordination across time zones can be challenging when different teams work on the same code base at different times.
limited face time
not due to 'hybrid' model. But managing remote employees or ones from a different office is different than managing employees in the same office. A lot more trust is needed, and need to work harder to ensure regular communication.
For me the big difference is Communication, it has been necessary to establish more fluid Communication channels in order to have better Work monitoring.
in one to one communication there is no major difference, when there are several it is more complex if the camera is not used
I feel that the activities and/or tasks are solved faster.
With the hybrid model, the work team has been empowered even more, this is positive because people have managed to develop new soft skills that generate better results in the processes.
Since hybrid work presents most of the time remotely, this generates more meetings, more time is required to get the team aligned, sometimes the time during business hours is not enough to attend to each of the team members. team and answer for the assignments that must be executed as a leader. When working in the office, doubts are resolved more quickly, and it helps to improve the work environment.
The only difference that I see is in terms of Communication, we have agreements to send messages when we cannot answer a call and the commitment to return the call as soon as we are available.
more autonomy and freedom - relationship of trust towards the employee
Fewer face-to-face contacts
We need to schedule more time official with people to make sure we communicate enough. When 100% on site, a lot of it was happening naturally without the need to

<p>schedule time for it. Team building activities become even more important than before.</p>
<p>It is more difficult to use nonverbal in distance communications. The use of words and language in general (tone of voice, enthusiasm, silences, etc.) becomes very important.</p>

Table 19: Comments from managers that felt **Somewhat different** with exercising leadership under the Hybrid model

<p>It's forced me to focus more on the team and individuals. I find myself scheduling and keeping my 1:1 meetings more than prior to Hybrid.</p>
<p>2-dimensional world is tough. Don't get to know people you never see in....Lacking teamwork...Extremes of work ethic behaviours...Lack of availability during work hours i.e. doing home or social stuff</p>

Table 20: Comments from managers that felt **very different** with exercising leadership under the Hybrid model

It is also very important to note that the three managers that replied "yes, very different" are all from the executive level.

4.12 Research Question Fifteen – What is the future of hybrid working model.

The last question of the questionnaire look to understand the genal view of managers about the hybrid work model. Managers were asked what they thought was the future of hybrid working.

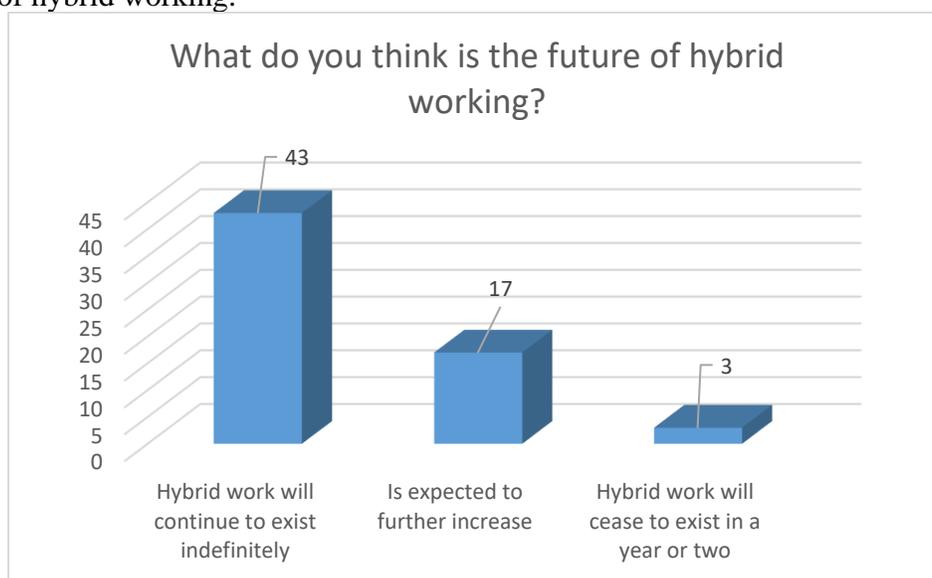


Figure 17: What is the future of hybrid working

Only three managers, or 3.5%, are of the view that Hybrid work will cease to exist in the very near future. 96.5% of the managers are of the opinion that Hybrid work will continue, and of those, 17 (27%) even expect that hybrid work models will further increase.

It must also be noted that some comments are very relevant for the edge cases that led to some answers.

Hybrid work will certainly continue in many high-tech industries. The need to have F2F team gatherings is good for building team morale and comradery.
We should look at each team's role. One should not apply a Hybrid or remote model for all roles
Hybrid work should be a privilege/benefit reserved for high performers.
I think the labour trend is to migrate to 100% work at home
It is expected that there will be a further increase
There is no hybrid mode at the team level
It is expected that there will be a further increase
Cary office availability is an issue - difficult to get folks via Teams etc
With the tools that have been created, WFH has become much more effective. I personally spend what would have been commute time and start my day earlier and end later
There is still an expectation that there will be an increase
hit is day, is popular with staff and provides a more support work force

Capacity to hybrid work should be assessed against a role's function and the specifics of the scenario. For example, an engineer that requires daily access to specialized equipment should probably be in the lab most days. A sales executive who is meant to be at client sites/conventions/otherwise-traveling should probably be expected in office only a couple of times a quarter. A position that requires frequent cross department interaction should probably be in office a day or two a week or a week or two a month in order, primarily to develop and maintain relationships. New employees should be expected to be in office more regularly in first 3 to 6 months of job to facilitate learning and relationship building. Individual managers should be able to set specific targets based on their employee's performance, workload, responsibilities, etc. I do not think the one size fits all approach is efficient/effective.

Table 21: Comments to What do you think is the future of Hybrid working

4.13 Summary of Findings

42 of the 59 managers identified team member's cohesiveness as one of the top five challenges they face when managing a team under the hybrid work model. Michael Kent (2006) defines in the Oxford Dictionary of Sports Science & Medicine that Team Cohesion is "a dynamic process that is reflected in the tendency of a team to stick together". There is a correlation between cohesion and performance. When compared to larger groups, smaller groups have a stronger relationship between cohesion and performance. This is the case in a wide variety of settings, and some examples are the educational, athletic, and industrial settings. Members of cohesive groups also have a higher level of optimism and experience fewer issues with their social lives when compared to members of non-cohesive groups. Communication that flows easily serves as the foundation for cross-functional teams. It is possible that work fluidity and

productivity will suffer if there is insufficient information sharing. Local team management has the advantage of having a close management structure, which allows them not only to supervise but also guides teams. This is no longer as straightforward as it once was in terms of hybrid teams management. It is possible to say that it is a challenge to establish a more effective and closer follow-up than in an otherwise traditional form of work. This could be said as a reflection of the fact that the challenges mentioned above are the primary sources of the difficulty. Making sure that each professional is aligned with the company's culture and environment is essential to igniting a greater level of employee engagement.

The top challenge identified by 42 managers was team cohesiveness and using Beal et al. (2003) arguments that Team Cohesiveness is improved with communication. Question five looked to identify what techniques or tools managers were using to mitigate the challenges, and it was asked how they were mitigating these challenges. A Director even stated that the biggest challenge is team members' cohesiveness, but he has a weekly meeting with his whole team and encourages them to have many meetings with each other and ensure there is room for a personal touch. When they are in the office together, they make sure they do have time together in a personal setting as well as professional. Managers are using different technics and technological tools in a way to improve communication. One manager even stated that he has one staff member in the head office in Cary who enjoys coming to the office four times a week.

Team member cohesiveness was selected by 42 managers as one of their challenges with the hybrid model, and lack of team cohesiveness will have a direct impact on other aspects of team management like motivation, performance and staff satisfaction. Fifty managers responded that they addressed Team Cohesiveness by "encouraging communication", and 40 managers also selected "Celebrate success as a

team". 21 managers also would "provide training and development", and 13 "practice Team building activities".

Managers also focus on exploring and improving communication. There is a perception that communication is vital, and there is a clear trend that managers are looking to improve it. Managers are more available than ever and even being more in the office so that their teams see and feel their presence and availability. Words like "face to face" are mentioned ten times, 1:1's 14 times, and Communication is paramount. Managers are making themselves more available to staff and doing it even outside working hours. Managers have started using Miro as a tool (www.miro.com), it is a visual software tool that we use for planning, grooming and retrospectives. Some managers are scheduling more frequent (every three weeks) 15-minute 1:1 sessions with each member of their team.

55 of the managers surveyed in the study on how managers communicate with their staff selected "Communicate with your staff" as one of the top three priorities, followed by "feedback and reward" and "provide opportunities for development".

Of the 28 managers that expressed a change, 4 expressed a positive change. Positively, since there are no interruptions all the time, performance in the development of activities increases and is more focused. One manager expressed that his team feels that working at home is a benefit since travel time is saved, and they use it for personal issues and sometimes for work issues. Since each one of them has their own challenges at home, sometimes communication problems arise. The number of meetings was increased to monitor the issues closely. However, as time has progressed, they have learned to optimize time and to know the results of each person. Their aim is to optimize time, and the follow-ups are carried out one or two times a day at most. Communication is greater, and face-to-face helps to resolve pending issues efficiently and effectively. Fewer

informal meetings in which it is possible to learn a lot of things other than technical issues. Being able to share the screen is really an asset.

MS Teams is broadly used in "THE COMPANY" but is used by most managers use it as they would use a phone. There continues to exist a major preference for synchronous tools (phone, face-to-face, MS Teams) over Asynchronous tools (email, Confluence, Jira, SharePoint and messaging tools).

Only three managers, or 3.5%, are of the view that Hybrid work will cease to exist in the very near future. Of those, 17 (27%) even expect that hybrid work models will further increase. The need to have Face to face team gatherings is good for building team morale and comradery. With the existing technological tools, working from home has become much more effective.

4.14 Conclusion

In the early 1950s, Rupert M. Moralee was the first person to present the idea of team cohesiveness to the general public. The group dynamics and the elements that lead to group cohesion were the subjects of Moralee's research, which he conducted as a British psychologist and researcher. He gave the following definition of team cohesiveness: "the degree to which the members of a group are attracted to each other and are motivated to remain in the group." This definition laid the foundation for the modern understanding of team cohesiveness and has since been expanded upon and refined by other researchers and practitioners in the field of organisational behaviour. In addition, this definition laid the foundation for the modern understanding of team cohesiveness.

Over the course of the last ten years, researchers have paid a significant amount of attention to the concept of teams and teamwork. Companies increasingly depend on

teams, whether they are physical or virtual, to meet their organisational goals as a result of the increased global competition and improvements in technology. As a consequence of this, the development of sound methods for addressing the foundations of work-team phenomena is of the utmost importance. One example of this kind of occurrence is group cohesion. According to Bollen and Hoyle's (1990) definition of perceived cohesiveness, "an individual sense of belonging to a specific group and his or her sentiments of morale connected with participation in the group," perceived cohesion is "an individual's sense of belonging to a particular group" (p. 482). According to Bollen and Hoyle (1990), members of a group would have no motivation to associate with their cohorts if they did not have a core sense of belonging to the group. The motivation to accomplish organisational goals and objectives would be significantly reduced in the absence of feelings of morale.

The cohesiveness of a team can be thought of as the bond or unity that exists inside a group. It refers to the degree to which members of the team collaborate, trust one another, and work toward common objectives. A cohesive team is one that accomplishes its goals via strong collaboration, clear and effective communication, and mutual support for one another. The following are traits that are characteristic of cohesive teams:

- Goals that are shared by the entire group Each member of the team is fully aware of the group's objectives and is fully dedicated to the team's success in accomplishing those objectives.
- The members of the team have confidence in one another and rely on one another to execute duties successfully and provide support for one another.

- **Communication:** Members of the team communicate with one another in a way that is both effective and open. This helps to build a sense of understanding and collaboration among the group.
- **Interdependence** occurs when individual members of a team recognise that the accomplishment of the team as a whole is essential to the achievement of their own individual goals and, as a result, collaborate with one another to achieve those goals.
- **Positive relationships:** All the members of the team get along well with one another and offer support to one another no matter what kind of situation they find themselves in.

Having a cohesive team can result in increased productivity, increased job satisfaction, and overall success in reaching the goals that have been set for the team. It is also possible for it to establish a positive and supportive work atmosphere, which can increase the morale and motivation of the employees.

42 of the 59 managers identified team cohesiveness as one of the top 5 challenges they face managing a team under the hybrid work model. Managers are using different technics and technological tools in a way to improve communication. Making sure that each professional is aligned with the company's culture and environment is essential. Lack of team cohesiveness will have a direct impact on other aspects of team management like motivation, performance and staff satisfaction.

On the top 5 challenges, we can find “communication” as well with 23 answers. As described above, communication is a key pillar of team cohesiveness, so it would be

expected that communication would be at the top of the manager's list. As such, Hypothesis 2 (H2) is proven to be true.

Although when answering the question "Did Management Challenges Change," the results were split between 49% yes and 51% No when analysing the remaining questions, it becomes clear that managers agree that the challenges are different. The name of the challenges is the same (like team cohesiveness, communication and cross-functional relationships), but the general situation is completely different (Hybrid Work), so the way to achieve and mitigate the referred challenges is also completely different. As such, we have also proven Hypothesis 1 (H1) as true.

Hypothesis 3(H3) is proven almost by unanimity in question 15, where 96.5% of managers agree that the Hybrid work model is a new way forward.

CHAPTER V:

DISCUSSION

5.1 Discussion of Results

The emergence of the new Coronavirus in February 2020 caused the WHO to declare a pandemic state due to the high level of contagion of the virus over the entire world population. Companies needed to adapt their strategies quickly to be able to continue their activities, and employees who had to migrate to the home-office work model suffered a great impact on their routines. It was necessary to consider all aspects related to the quality of life at work and ensure the well-being of their employees in order not to generate negative impacts on health and productivity. Telework, telecommuting, homeworking, or home office became an urgency for all, reaching many workers around the world. The Covid-19 pandemic has significantly increased the flexibility of how and where work is performed, with 81% of the workforce affected by total or partial closure

of the workplace. In October 2020, a survey by the Reuters Institute for the Study of Journalism found that remote work practices made vehicles more efficient, but 77% expressed concern about difficulties found in social interactions, teamwork, and creativity. Companies had plans to decrease physical structures after the pandemic, with a clear trend in favour of a hybrid model. Business administration has been undergoing changes in its models over the years, but the recent changes have never been experienced, and companies must be agile in these change processes, or they may fail. Companies should recognize the need to evolve and change their management formats, especially with regard to their employees. Remote work gives a company a competitive advantage in a globalized and dynamic marketplace, and managers can count on teams with more qualifications and professional maturity.

This research aims to advance the study of the post-Covid Hybrid work model in relation to the aspects that influence their management, focusing on the technological, cognitive and psychosocial aspects. It will focus on the challenges faced by managers when dealing with hybrid workers and teams, such as people management, job and salary definition processes, training, career management, performance and goal management and results control. It will also look at how existing approaches to both employee engagement metrics and workplace tools are still far from considering this emerging workplace ecosystem. Future considerations of workplace ecosystems will require substantial changes in the way we think about the relationship of 'employee engagement' to the 'workplace'. Chafi et al. (2022) and Williamson and Colley (2022) discuss the challenges of remote and hybrid work models from employee, managerial, and organizational perspectives. They discuss the balance between remote and office-based work for employees, the trade-off between organizational goals and individuals' needs and preferences for sustained remote work, and the longer-term impacts of hybrid

working on employees' career opportunities and on workforce diversity. They also discuss the challenges faced by workers' managers in a hybrid office environment, such as dealing with motivation, measuring the performance and development of their employees' careers, and meeting the goals imposed by organizations.

With this research, the author intends to demonstrate what challenges Hybrid work has created for managers.

The following research questions were addressed with the research:

1. Did the challenges managers had pre covid (onsite) change with the work model change to Hybrid working?
2. What are these new challenges, and how are managers addressing them?
3. What are the current industry practices, and how do these address current challenges?

This research aims to understand the phenomenon of hybrid working, collect data from management practices at a technological company, identify challenges faced by managers, assess the impact of tools and strategies, and present positive contributions to the improvement of management practices of hybrid working.

The absence of a centralised and structured communication medium is one of the greatest obstacles for companies that employ remote workforces, as it can make it difficult to comprehend the specifics of what must be accomplished. This makes the management of remote work a common issue in organisations with employees in different locations, and it is important for leadership and team coordination for each team member to understand the function of the other team members in order to achieve good employee performance, strong revenue, and expected goals. The authors Hesselbein, Goldsmith, and Somerville (2000) argue that three forces are breaking down barriers: demographic transformation, the so-called "social revolution," and the development of

new technologies that are reconfiguring the way we work. With the advent of advanced technology, organisations now have the option to hire remote workers, resulting in increased productivity and revenue. However, the manager's role must change, and work practices must adapt to the reality of remote employees. To effectively manage his team, a manager must be aware of and confront various challenges, such as leadership, trust, control, conflict, and communication. To improve worker communication in a consistent manner, managers must implement specific measures to save time and boost the long-term productivity of the team. This research seeks to understand the difficulties managers face when managing remote workers and teams, focusing on the technological, cognitive and psychosocial aspects. The main objective is to study the challenges faced by managers responsible for employees working under the hybrid model, for example, three days in the office and two days working from home (THE COMPANY current hybrid model). This research seeks to understand the challenges faced by workers' managers in a hybrid office environment, such as motivating remote employees, coordinating and controlling work, and meeting goals imposed by organizations. It will use a group of workers who perform work under the hybrid work model to illustrate the reality of managers who have employees that carry out their duties in a hybrid environment.

The Covid-19 pandemic has led to the need to study the new work models adopted in Organizations, as well as their influence on behaviours, motivation and satisfaction. Organizations encourage employees to participate in organizational goals and values, and organizational commitment is an effective response to the whole Organization, expressing itself in the decision to remain in it. Affective, normative and instrumental commitment exert differentiated effects on the commitment of individuals, with most collaborators effectively and normatively compromised tending to perform their functions better and are more productive. Organizational climate and commitment

are positively related and influence organizational results factors, such as turnover, absenteeism and commitment. Menezes et al. (2021) found that the Organizational Climate, directly and indirectly, influences the behaviours, motivation, productivity and satisfaction of the individuals involved with the organization. Meyer & Allen (200) showed that organizational commitment is the psychological state that characterizes the relationship between the employee and the Organization.

This study conducted exploratory and qualitative research within a private company that adopted the hybrid model of working after the Covid-19 pandemic. The questionnaire survey was selected as the primary research method in accordance with the study's stated objectives and nature. The questionnaire addresses three aspects of data collection: information or knowledge, values or preferences, and considerations and beliefs. To be credible, the method has met the criteria outlined by Quivy (1998): rigour in the selection of the sample, clear and unambiguous formulation of questions, correspondence between the reference universe of questions and the universe of questionnaire administration, honesty, and professional interviewer awareness. To achieve data saturation, a pre-test was developed with the participation of co-workers and the HR department. The saturation point was reached in a maximum of fifteen observations across a variety of fields with varying dimensions. It is a criteria that allows the validity of a set of observations to be determined. Objective validity is the suitability of a hypothesis or theory to a logical explanation. Inference is the process by which the veracity of a statement is accepted indirectly, based on its relationship to other statements. The criterion of saturation is associated with objective validation and inductive inference, but there are technical limitations. Observation, measurement, or experimentation can provide evidence for hypotheses and factual theories. Qualitative research differs from measurement in that it requires the establishment of a standard to

determine the size or value of the same species, while experimentation presupposes active intervention on the searched object. Qualitative research is significantly distinct from quantitative research, as the logic governing quantitative research is typically that of probabilistic implication from the hypothesis, whereas the logic governing qualitative research is typically inductive inference from a theory. Without conducting a questionnaire with appropriate questions, the researcher runs the risk of collecting a large amount of information that is not very interesting or whose significance will prove to be minimal for the subject of study. The primary purpose of a questionnaire is to aid in answering research questions, and the researcher must possess a degree of humility toward the interviewee and request information and clarification without ever adopting a competitive stance.

5.2 Discussion of Research

According to Creswell (2002), the purpose of conducting an analysis of the acquired data in qualitative research is to determine which material is the most pertinent to the topic that is being discussed. As a consequence of this, the research will not make use of all of the material that was gathered. As a result, the information gathered from the interviews was analysed in an effort to identify the categories that best represented the research topics of interest.

The approach that was taken for the qualitative analysis that was taken into consideration in this work was founded on the five phases that were outlined by Yin (2011) with regard to the utilisation of technological systems. For the purposes of data collection, data analysis, and the study of the results, Microsoft Excel was selected as the support method.

5.2.1 Questions One, Two and Three – Sample Characterization

The interviewees' present job titles, ages and the number of staff they managed were three of the questions that were thought to be important enough to include in the questionnaire. This was a significant aspect to consider because it would ultimately determine the reliability and worth of their responses.

In summary, the study included 59 managers, of which 5% (n=3) were between the ages of 25 and 34, 30% (n=18) were between the ages of 35 and 44, 29% (n=17) were between the ages of 45 and 54, and 36% (n=21) were between the ages of 55 and 65. The average age of the managers was 45.8 years. The fact that the survey offered a choice for managers in the age group of 18 to 24, but THE COMPANY does not employ any managers in that age bracket is the most disappointing finding.

From the 59 managers interviewed, 49 per cent (n=29) hold the position level of Manager, 20 per cent (n=12) hold the position level of Director, 14 per cent (n=8) hold the position level of Vice President, and 17 per cent (n=10) hold the position level of Senior Executive. As was to be expected, THE COMPANY demonstrates an organisational structure in the form of a Pyramid, with around 49 per cent of managers located at the base of the managerial pyramid.

Furthermore, finally, in terms of the number of staff managed, 47% (n = 28) manage between 1 and 5 staff members, 25% (n = 15) manage between 6 and 10 staff members, 14% (n = 8) manage between 11 and 20 staff members, and 14% (n = 8) manage more than 20 staff members. As was demonstrated in question 2, THE COMPANY has an organisational structure in the form of a standard pyramid, with around 49 per cent of managers located at the base of the managerial pyramid. It is, therefore, to be anticipated that the relevant fraction of managers at the manager position level will oversee between one and ten members of staff. There are 16 managers who

oversee between one and five staff members, and there are eight managers who are in charge of between six and ten staff members.

5.2 Discussion of Research Question Four – Top 5 Challenges

5.2.1 Team Cohesiveness

When it comes to managing their workforce in accordance with the hybrid work paradigm, managers are confronted with a diverse range of issues. Both table eight and graph seven present in topic 4.2.2 make it obvious what the most difficult obstacle is for managers to overcome. When it comes to managing a team under the hybrid work paradigm, 42 of the 59 managers surveyed said that one of the top five issues they face is maintaining the cohesiveness of the team members. A lack of team cohesiveness will have a direct impact on other aspects of team management, such as motivation, performance, and staff satisfaction. Michael Kent (2006) defines "team cohesion" as "A dynamic process that is reflected in the tendency of a team to stick together and remain united in pursuit of its goals and objectives despite difficulties and setbacks" in the Oxford Dictionary of Sports Science & Medicine. Cohesion is "A dynamic process that is reflected in the tendency of a team to stick together and remain united in

According to Beal et al. (2003) research, the cohesiveness of a team and the motivation of its members are two of the most essential aspects that contribute to the performance of a company. They are able to have an enhanced feeling of confidence and to make success within the team as their adaptability, sense of self-worth, and personal motivation continue to develop. When a team is cohesive, there are fewer opportunities for individual members to engage in social loafing, and the overall level of motivation among all the team members is greatly increased.

Research conducted by Mullen and Copper (1995) and Forsyth et al. (2002) has demonstrated that performance can cause cohesion and that this can also work in the opposite direction (cohesion can cause performance). According to the findings of the vast majority of meta-analyses, there is a correlation between cohesion and performance (studies that present a synthesis of the findings obtained from a number of other studies). This is still the case, regardless of the fact that it can be interpreted in a number of different ways. The relationship between cohesion and performance is strengthened when attraction serves as the criterion for determining what constitutes cohesion. When cohesion is seen to be task commitment rather than attraction, there is a correlation between performance and cohesion; however, this association is weaker than when cohesion is understood to be the attraction. There has not been much research done using the idea of group pride as the defining factor for group cohesion. In general, it was discovered that performance had a favourable association with cohesiveness defined in all of these many ways.

However, there is a chance that the correlation between performance and group cohesion is stronger in certain groups as compared to others. When compared to bigger groups, the relationship between cohesion and performance in smaller groups is found to be significantly stronger.

Members in cohesive groups report higher levels of overall satisfaction, according to the findings of a number of studies, including those conducted by Hogg (1992), Hackman (1973), and Hare (1994). This contrasts with members of organisations that lack any cohesiveness. This is the situation in a wide range of different contexts, some examples of which are the educational environment, the sporting environment, and the industrial setting. Members in cohesive groups also have a higher level of optimism and encounter fewer troubles with their social lives as compared to members of non-cohesive

groups. This is because non-cohesive groups tend to lack a sense of community among their members.

Participants in a study conducted by Zelst included masons, carpenters, and other construction workers who were engaged in the creation of a new housing development (1952). In the research carried out by Zelst (1952), the participants were sorted into teams with which they would be collaborating for the first half of the year based on the manager's assignments. These groups went through significant shifts over the course of fifty-five weeks. The men did this so that they could get to know everyone who was working on this development project, and as they got to know one another, they naturally developed likes and dislikes for the people who were around them. The men did this so that they could get to know everyone who was working on this development project. The experimenter proceeded to build cohesive groupings by placing individuals in the same group who enjoyed the company of each other. According to the findings, masons and carpenters experienced higher levels of enjoyment when they collaborated in cohesive groups. According to the testimony provided by one of the workers, *"When you have someone to work beside you on the tasks at hand, the activities take on a more interesting quality. In any case, you find that you appreciate it significantly more as a result."*

5.2.2 Cross-functional connections

Cross-functional connections ranked as the second most difficult obstacle that managers encountered, with 32 managers naming it as one of their top 5 obstacles. "Group of people with varied expertise working toward a shared goal" is how Krajewski et al. (2007) define a cross-functional team. When dealing with cross-functional dependencies and peers from other functions, many teams in large organisations struggle

to build an atmosphere of collaboration. This is because of the nature of the problems they are attempting to solve. If the structure of the organisations does not promote cross-functional collaboration across the teams, it can be particularly challenging to overcome these challenges. When teams are not present every day in the workplace, this becomes an even more important consideration.

In this context, communication that is natural and fluid serves as the basis for cross-functional teams. The team is in charge of arranging the times and locations for all of the meetings as well as developing the agendas for each one.

It is essential for businesses to cultivate a culture among their workforce in addition to a sense of entitlement with each of their stakeholders in order to encourage employees to go the extra mile and work in conjunction with other groups in order to realise the organization's goals. This will help employees feel as though they have a stake in the success of the business. Not only in times of crisis but also for proactive collaboration, this is an absolute requirement.

The above is corroborated by Fidelis; Badine (2014) when they state that it is the responsibility of any leader of a team (personnel management) to be aware of how essential it is to build teams that are both effective and cohesive. Not only does this make the task easier, but it also makes the processes of internal communication, which will ultimately make the firm stronger. The use of effective motivational strategies will contribute to the formation of links between the organisation and its staff members, as well as to the facilitation of collaboration (relationships at work), so enhancing the project's potential to develop and advance favourably.

According to Brown, Poole, and Rodgers (2004), during the past ten years, research has come to the conclusion that people who have high degrees of attachment are more likely to transmit and produce trust within the teams in which they are embedded.

These are some of the characteristics that every member of a virtual team, regardless of status, is required to demonstrate as a member; they are vital to the process of cultivating a culture of trust inside the team. In the same way, according to Fisher and Fleury's research (2002), "TQM (total quality management) practises, multifunctional operators and work cells will be harmless if they are not accompanied by policies and practises of people management that stimulates and guide the pattern of performance of the work management technique that is being used." In order for an organisation to be able to implement a strategy that will be effective, it is absolutely necessary that the individuals who are a part of that organisation are involved and willing to work; otherwise, the strategy that is chosen will not be successful.

5.2.3 Work Monitoring, Communication and Motivation.

The other three challenges, Work monitoring (n=26), Communication (n=23), and Motivation (n=22), all had responses that were extremely comparable to one another.

Communication is one of the most challenging challenges that they must also contend with. As a direct consequence of this, the cohesiveness of the team will suffer, as was discussed above. Within twenty-three of the responses, we found that the lack of motivation was deemed to be an additional impediment.

According to Horwitz et al. (2006), managers that meet in the same location as their employees use methods such as trial and error, managing by a walk by the office, observing, supervising directly, and conducting face-to-face meetings. Additionally, conventional team managers meet with their employees in the same physical location. On the other hand, are the managers of the hybrid teams. However, like the previous

example, this one, too, has targeted and should adhere to policies and standards, but they have a limited understanding of what is going on while the staff member is remote.

Moscovici (1995) asserts that the human motivational system is extremely nuanced and intricate. In recent years, there has been a growing interest in the investigation of how groups of individuals and teams become emotionally invested in their work. These studies resulted in the development of two hypotheses: the first relates engagement with the manifestation of conditions for psychological expressions that contribute to the expression of involvement, satisfaction, and enthusiasm for work; the second treats engagement at work as the antithesis of depression (Cordery & Soo, 2008). These studies proved that the level of motivation felt by members of a virtual team is directly correlated to the amount of effort they contribute. On the other side, expressing one's thoughts of motivation openly might boost one's interpersonal influence, which in turn can increase the attractiveness of the team (Zimmermann, 2011). As such it is accepted and understandable that motivating teams while they are hybrid or remote can pose a challenge to managers.

In turn, communication poses a significant challenge for the administration of virtual teams, which is especially problematic when team members are in various time zones and, as a result, have fewer opportunities for real-time contact. As a result, the managers of these teams have a greater responsibility to offer encouragement and upbeat messages than the managers of traditional teams (Horwitz et al., 2006).

When working with remote staff, communication plays an important role because it influences the effectiveness of the team because it is a process of sharing personal information to achieve mutual knowledge shared among team members. This means that communication is an important factor in the success of the project (Liu, 2010).

Since it is important to minimise misconceptions and maximise productivity, communication should always be sincere and transparent. However, if the chosen method of communication is electronic mail or another asynchronous means, the message might not be interpreted correctly. This is especially likely to occur if the message is intended to communicate emotional content. According to Flammia et al. (2010), increasing trust between members of a virtual team can be accomplished through social and emotional communication.

Deborah (2001) cites the example of videoconferences in which there are delays between the audio and the image, as well as exchanges through electronic mail in which the text may be misinterpreted, as examples of situations that have the potential to disrupt communication between managers and remote employees. Several authors have conducted research on the usage of technology media by distant personnel (Henttonen & Blomqvist, 2005). Even with technological advancements such as high-quality video and the ability to project data presentations on multiple remote screens, which are already supported and accepted as a way of communicating in virtual environments, there are still differences between face-to-face communication and interaction that takes place through a computer. This indicates that careful management of interpersonal interactions ought to be practised whenever it is practicable when dealing with distant personnel (Collins et al., 2014).

According to Henttonen and Blomqvist (2005), even though communication between managers and remote staff is currently based on a variety of media (such as the telephone, electronic mail, videoconference, forums, and repositories internal to the organisation), different members of the team are unable to communicate synchronously and must instead use asynchronous tools as the most effective way to share information. During the group meetings that are held through videoconference, it is crucial and

necessary to speak slowly and clearly and encourage individuals to be clear when something is not understood. It should also be remembered that the Internet connections between group members are not always quick (synchronous).

In fact, video conferencing is the only one among the various technological modes of communication to offer visual cues as to what the speakers are feeling and what they mean to convey with their words. However, even this sort of real-time communication cannot guarantee the accurate interpretation of a person's body language or facial emotions, both of which are important in ensuring that members of a team comprehend one another and develop a sense of trust in one another. When all of these aspects are considered, the manager of the team realises that ensuring the quality of communication is perhaps the single most important task they face in order to be successful. The success of a virtual team frequently is contingent on the efficacy of the communication that occurs between its many components (Deborah, 2001).

On the other hand, teams that are more likely to be successful making use of the time in between meetings to carry out asynchronous interactions through the use of e-mail or to produce and edit project documents in a shared online repository. This is a form that can be used to foster a culture of contribution among the members of the team (Malhotra et al., 2007). Since the proper planning and execution of rules are required for the success of the correct management of communication in virtual teams, the manager of the team is responsible for developing and executing a communication plan that acts as a guide for all members of the team. This plan needs to include details about every tool that was utilised over the course of the project. It should help sustain the frequency of synchronous meetings and assist in the consolidation of all project information into a single location that all members can view (Malhotra et al., 2007). A recent study (Bartelt & Dennis, 2014) demonstrated that behaviour and results might vary, even while utilising

the same communication technology, based on the rules that are in place and how the group is utilised.

Another difficulty that has been brought up by 26 managers is of monitoring the work being done. This is due to the fact that local team management has the advantage of having a close management structure, which not only enables them to supervise teams but also enables them to guide those teams. In terms of managing hybrid teams, this process is no longer as simple as it was in the past. Even while remote workers are not under the direct supervision of their supervisors, this does not mean that their work cannot be monitored or that the quality of their output cannot be evaluated. To begin, it is essential to be aware of the fact that not everyone possesses the characteristics necessary to function effectively in a setting that allows for remote work. Some people are easily distracted, while others need to be closely watched at all times in order to remain productive. As a result, it is unreasonable to anticipate that all individuals will have the same performance when working from a distance, just as it is a fallacy to choose a remote office team at random. It is essential to provide employees with trial periods so that they can adjust to their new roles and so that managers can accurately assess their employees' actual performance.

Businesses are well aware that enhancing the work experience will lead to improved financial results. Successful businesses collaborate with their employees to design individualised, genuine, and inspiring experiences that boost the individual, team, and overall company performance. The experiences of individual workers are significantly influenced by their managers. (Rodrigues, 2020; Correia Neto; Albuquerque, 2021; Silva; Macedo, 2021).

Organizations in which managers make it possible for their staff to have a positive experience are approximately one and a third times more likely to indicate that the

organisation as a whole has higher performance. As organisations strive to improve team morale and adopt a more optimistic outlook in the midst of the pandemic, this has become an even more crucial consideration. Because of this, managers have the responsibility of facilitating and coordinating the employee experience (Rodrigues, 2020).

These activities can be supported by organisations that provide assistance in the development of managers, thereby improving the capacity of the function to become the architect of the customer experience. (Guimarães, 2020).

In addition, businesses are attempting to enhance how they manage performance by experimenting with a variety of different methods. According to the findings of an investigation that was carried out by Guimares (2020), fifty per cent of the respondents stated that managing performance did not have a positive effect on the performance of employees or the organisation, and sixty-three per cent of the respondents stated that they had significantly altered their performance management systems in at least one way.

There are three strategies that can be used to boost the likelihood of a performance management system having a good impact on employee performance. These activities are coaching managers, tying employee goals to business priorities, and providing differentiated compensation. Managers play an important part in the process of incorporating these practices into the management of performance, which includes providing support for the goal-setting process, keeping the discussion about remuneration and development separate, investing in the development of the manager's skills, and incorporating technologies and analytics to simplify the process of managing performance (Guimares, 2020).

Although these developments have been going on for some time, they are rapidly approaching a tipping point that will put the organisation at the forefront of the leadership

agenda. The following are some of the ways in which managers can assist senior leadership in transforming their organisations: developing and applying clear priorities; embracing new ways of working, including rapid interaction and testing with the company; providing explicit feedback; upgrading the skill set; and making use of digital resources, which makes it possible to print faster business processes (Vidal, 2020).

Even though they are not physically present in the office where the company is located, remote workers are nonetheless required to participate in all of the meetings that are held. If the manager gets together with customers and other members of staff on a weekly basis, those working remotely should also be invited to participate in these meetings. Therefore, the attention to numerous specifics that are required to ensure the smooth flow of work is extremely crucial in order to prevent bottlenecks. One of the ways in which this can be accomplished is through the use of communication.

The majority of the challenges and roadblocks are caused by a lack of communication both within the organisation and with remote workers. Since it will not always be possible to plan meetings to handle some issues that require immediate attention and that influence the service provided by the entire team, it is essential that managers and remote workers have a reliable channel of communication to use when resolving problems.

Additionally, many businesses struggle when it comes to tracking and analysing their employees' levels of productivity. This is due to the fact that the majority of them are micromanaging their time in an effort to compete with employees working from remote offices. Having pre-established duties and dates for compliance is, nevertheless, the best course of action that may be taken. As a result, it is a great deal simpler to evaluate each of the jobs, monitor how far they have progressed, and ensure that the delivery date is met at all times.

5.2.4 Summary of Top 5 challenges

As a reflection of the challenges mentioned above, the most significant of which is integration among employees and communication, it is possible to say that it is a challenge to establish a more effective and closer follow-up than in an otherwise traditional form of work. The most significant of these challenges is integration among employees, and communication is the most significant of these challenges. This could be interpreted as a reflection of the fact that the difficulties that were discussed earlier are the principal causes of difficulty in the situation. It is possible that this will have an impact on the level of professionalism displayed by the experts who are working on the project and, as a consequence, the effectiveness with which the team as a whole completes the duties at hand.

When it comes to the management of a company's human resources, another factor that is of the utmost significance is ensuring that each professional is compatible with the culture of the company as well as the environment in which the organisation functions. This component is vital to kindling a higher degree of employee engagement and for bringing workers into alignment with the objectives of the organisation.

When we discuss the hybrid working paradigm, we are inadvertently discussing the challenges that are associated with using it. Because of this, it is simple for some members of the team to go out of sync with the rest of the group if they do not actively participate in the day-to-day operations of the business and do not engage in the person-to-person interactions that take place (which, organically speaking, build the culture of a corporate environment).

The main conclusion from analysing the top five challenges provided is that maintaining team cohesiveness is a crucial issue for managers when it comes to managing their workforce in the hybrid work paradigm. This is because team cohesion

has a direct impact on other aspects of team management, such as motivation, performance, and staff satisfaction. Research shows that team cohesion and motivation are two essential aspects that contribute to the performance of a company, and there is a correlation between cohesion and performance. In addition, members in cohesive groups report higher levels of overall satisfaction and optimism and encounter fewer troubles with their social lives as compared to members of non-cohesive groups. Therefore, managers should focus on building and maintaining team cohesion to ensure the success of their teams and their organizations.

In the same way, cross-functional connections and collaboration are important but challenging for managers and teams in large organizations. Effective communication, a culture of collaboration, and strong leadership are crucial factors in overcoming these challenges and building successful cross-functional teams. Motivational strategies and cultivating trust among team members are also important aspects of building cohesive teams. Finally, for any strategy to be effective, the involvement and willingness of the individuals within the organization are necessary.

Communication is considered one of the most significant challenges and is closely related to the team's cohesiveness and cross-functional connections. Videoconferencing is the most effective form of synchronous communication that allows for visual cues. However, even this mode of communication cannot guarantee the accurate interpretation of body language or facial emotions, both of which are essential for team members to comprehend each other and develop trust. Ensuring the quality of communication is perhaps the single most important task that managers face when dealing with hybrid or virtual teams.

5.3 Discussion of Research Questions five, six and eight – How managers mitigate the Top 5 challenges and what tools they use.

The following two questions attempted to expand on the previous question and determine what strategies and tools managers were using to minimise the challenges that were identified and asked how they were mitigating these challenges.

When the responses given by all of the managers are taken into consideration, a consistent pattern emerges. Words such as "communication," "meetings," and "team" are used by ten, thirty-eight, and forty-four managers, respectively, in their daily work. The majority of managers today utilize other forms of expression while attempting to communicate in some fashion with their employees. (monthly, weekly, or daily meetings, 1:1's, direct engagement, calls with staff, setting expectations, regular meetings, asking, giving clear instructions, occasional reviews and check-ins, direct calls, follow-ups, face-to-face meetings when in the office) Managers have been creative and implemented "out of the box" methods to improve communication and mimic the face to face interactions even when they are remote.

Manager A states, *“We have moved our daily scrum meetings to an hour that better suits the team since some are in different time zones. For the motivation, we have created monthly team meetings when everyone is in the office in person, a basic open mic meeting where team can ask questions and voice opinions. No agenda nor presentations. This has helped. Also, we have dedicated 1 or 2 days which are the days that 95% of the people come in so that there is a larger group of people. Set up lunches etc. I organized an after-work team building activity at my home, potluck Happy hour around the campfire. From there we are planning one event a month just to sync up as a team.*

The cohesiveness of the team was ranked as the top challenge by 42 managers, and as has been explained above and using the arguments of Beal et al. (2003), which state that team cohesiveness can be improved with communication, all managers are

utilising different tools and techniques, but all with the same goal in mind, which is to improve communication.

As a result of this, a number of industry professionals have expressed their doubts regarding the viability of remote work in the long run as a solution to the pandemic's effects on the labour market. For them, there will come a time when people realise that remote work, in all of its forms, has nothing to do with the "paradise" they dreamed of, where there would be an easy reconciliation between personal, family, and professional life. This time will come when people realise that remote work, in all of its forms, has nothing to do with the "paradise" they dreamed of. Working remotely introduces additional challenges and stresses, introduces the possibility of a new kind of isolation, and creates substantial barriers to communication between co-workers and teams.

However, Malhotra, Majchrzak, and Rosen (2007) contend that the concept of accountability among team members needs to be fostered. Leaders and managers have a responsibility to ensure that the correct people are selected for teams, that those members are motivated, that the team is prepared to anticipate and respond to new events, that internal communication is stimulated, and that all elements' efforts are recognised. This is exactly what the interviewed managers describe when finding solutions to mitigate the challenges they identified. Manager A expands that *No agenda nor presentations. This has helped. Also, we have dedicated 1 or 2 days which are the days that 95% of the people come in so that there is a larger group of people. Set up lunches etc. I organized an after-work team building activity at my home, potluck Happy hour around the campfire. From there we are planning one event a month just to sync up as a team.*

And in the same line of thinking, Manager B states: *Give clear instructions on the management of tools such as TFS that allow us to carry out the Work monitoring carried out. Generate conversations and clarify doubts in case there are inconsistencies in the*

follow-ups carried out. Praise is given to people who present an outstanding performance and rewards are given to those who received the most praise for performance and technical challenges, continuous training is generated to clarify doubts and generate greater performance in the assigned activities. For Communication, internal groups are generated in Teams where it allows us to be aware of what is happening in our work environment, we solve doubts or support QAs that are blocked.

It is, in fact, obvious and proven that all managers mitigate the top 5 challenges by increasing communication with their staff members and making sure that the communication is effective. This is confirmed by Horwitz et al. (2006) and Liu (2010) when they state that communication poses a significant challenge for the administration of virtual teams, which is especially problematic when team members are located in various time zones and, as a result, have less opportunities for real-time contact. As a result, the managers of these teams have a greater responsibility to offer encouragement and upbeat messages than the managers of traditional teams. When working with remote staff, communication plays an important role because it influences the effectiveness of the team because it is a process of sharing personal information to achieve mutual knowledge shared among team members. This means that communication is an important factor in the success of the project.

However, since it is important to minimise misconceptions and maximise productivity, communication should be sincere and transparent at all times. If the chosen method of communication is electronic mail or another asynchronous method, the message may not be interpreted appropriately. This is especially true if the message is meant to communicate emotional content. Flammia et al. (2010) state that trust between members of a virtual team can be increased through the use of social and emotional communication, and Deborah (2001) uses the example of videoconferences in which

there are delays between the audio and the visual, or exchanges over electronic mail in which the text may be misconstrued, as examples of scenarios that can impair the communication between managers and remote personnel.

Manager C is a clear example of the ways used to mitigate the challenges identified.

"Communication is paramount", and the most common tool used by all managers is to use the days in the office to reinforce face-to-face communication.

Collins et al. (2014) corroborate that same idea, and even with technological advancements such as high-quality video and the ability to project data presentations on multiple remote screens, which are already supported and accepted as a way of communicating in virtual environments, there are still differences between face-to-face communication and interaction that takes place through a computer. This indicates that careful management of interpersonal interactions ought to be practised whenever it is practicable when dealing with distant personnel.

In the same way, this is confirmed by Henttonen & Blomqvist (2005), where despite the fact that managers and remote staff are currently able to communicate through a variety of media (such as the telephone, electronic mail, videoconference, forums, and repositories that are internal to the organisation), different members of the team are unable to communicate with one another in real-time and must instead rely on asynchronous tools as the most effective method of sharing information. During the group meetings that are held through videoconference, it is crucial and necessary to speak slowly and clearly and encourage individuals to be clear when something is not understood.

All the above is also confirmed by the answer to question eight, where managers were asked how they communicated. For the most part, managers will continue to

connect with their personnel via traditional methods such as email, the phone, and face-to-face conversations. It came as a shock to learn that only three per cent of managers make use of Teams as a communication channel, which prompted a number of follow-up meetings with various managers to comprehend the reasoning behind this statistic better. The vast majority of managers use Teams, but the only feature they make use of is a basic phone tool. MS Teams is utilised extensively throughout out, but yet the vast majority of managers use it in the same way that they would use a phone. In light of the aforementioned information, it has been demonstrated without a reasonable doubt that the decision that 27 per cent of managers have taken to select the phone as one of their preferred methods of communication was the correct one. MS Teams was only chosen by 3% of the managers since only these managers are able to take full benefit of the technology. MS Teams enables people to simulate a face-to-face meeting and can be utilised to its maximum potential with features such as video cameras, screen sharing, whiteboards, and so on.

It is important to take note of the fact that there is still a significant preference for synchronous tools (63 per cent) (phone, face-to-face, MS Teams) in contrast to asynchronous tools (37 per cent) (email, Confluence, Jira, SharePoint and messaging tools)

Malhotra et al. (2007) describe that proper planning and execution of rules are required for the success of the correct management of communication in virtual teams. The manager of the team is responsible for developing and executing a communication plan that acts as a guide for all members of the team. This plan needs to include details about every tool that was utilised over the course of the project. It should help sustain the frequency of synchronous meetings and assist in the consolidation of all project information into a single location that all members can view.

A recent study by Bartelt & Dennis (2014) demonstrated that behaviour and results might vary, even while utilising the same communication technology, based on the rules that are in place and how the group is utilised. This was discovered by the authors of the study.

Also, according to Bartelt and Dennis (2014), previous research on the selection of a communication tool has primarily concentrated on the nature of the tools and how the characteristics of the tools provide behaviours and influence the results. This is because researchers believe that the nature of the tools is the most important factor in the decision. The findings of this study suggest, on the other hand, that the degree to which a virtual team has matured may be an even more important consideration than selecting the appropriate tool in order to facilitate communication between managers and distant employees.

As such, we can conclude that although managers look for different ways to improve communication when dealing with remote workers, there is still a great focus on maintaining face-to-face communication, when possible, to make sure that the top 5 challenges are mitigated properly. Different tools and technologies are being used when the workers are remote, but face-to-face communication remains the best way to ensure effective communication is achieved.

5.3 Discussion of Research Question nine, ten, eleven and twelve

The questions in analyses have been put forward to all interviews to understand in more detail how they were managing the most common challenges identified.

9. How do you manage team members' expectations?

10. How do you manage team members' performance goals and objectives?

Top7

11. How do you improve and manage the motivation of team members? Top5

12. How do you manage the lack of team member cohesiveness? Top1

Gayeski (2023) defines the term "setting expectations of hybrid workers" as the practice of establishing clear and detailed standards and requirements for employees who operate both remotely and on-site. In other words, hybrid workers combine elements of both remote and on-site employment. Employees who perform their duties in the traditional workplace as well as in alternative settings, such as their own homes or shared office spaces, are referred to as hybrid workers.

The norms for communication, scheduling, work hours, task completion, collaboration, and performance management may be included in the expectations that are set for hybrid workers. Employees should have a clear understanding of what is expected of them in their roles, and these expectations should guarantee that employees are aligned with the organization's aims and objectives.

Because they contribute to the promotion of accountability, productivity, and collaboration among members of a team, open communication and the establishment of appropriate expectations are two of the most important factors in determining the success of hybrid work arrangements. Employers have a responsibility to their staff to establish policies and guidelines that are in line with the organization's culture and values, and they also have a responsibility to provide employees with regular feedback and support in order to assist them in meeting and exceeding these expectations.

However, Spataro (2022), Corporate Vice President, states that it will not be easy to keep up with all of these increased expectations placed on employees. Moreover, doing so will be impossible in the absence of managers. These personnel have the most visibility into problems and solutions because they are the ones who are most closely connected to the workforce. However, if managers are unable to put that information into

action, it does not matter how much insight they have. For instance, despite the evident demand for flexibility that we see in our study, fifty per cent of leaders report that they have plans for a full in-person return to the workplace this year. This is the case even though we observe this desire. The burden of this tension is being placed on managers: fifty-four per cent of managers believe that leadership is out of touch with the expectations of their employees, and seventy-four per cent of managers do not believe that they have the influence or resources necessary to bring about change for their team. It is in everyone's best interest to remove roadblocks and provide managers with authority to direct the work of their respective teams if they want to see improved results. In his book "The Five Dysfunctions of a Team," Lencioni (2002) emphasizes the importance of building trust within a team and ensuring that team members have a clear understanding of their roles and responsibilities. He also suggests that leaders should communicate regularly with team members to ensure that everyone is on the same page and that expectations are being met.

Lencioni (2002) suggests the following as important considerations for effectively managing the expectations of team members:

- It is crucial to be truthful with your team about what you expect from them, what they may anticipate from you, and what the team's aims and objectives are. It is also important to set clear expectations from the beginning. This should be done right from the start, regardless of whether you are adding a new member to the team or beginning a new project with the team that you already have.
- It is crucial to follow through on the expectations that you have set in a consistent manner once you have established them. This helps develop

trust and confidence in your team and ensures that everyone is operating from the same playbook.

- Encourage open communication: In order to encourage open communication, you should encourage your team members to be upfront and honest about their issues, feedback, and expectations. This not only helps to establish a culture of trust and collaboration, but it also gives you the opportunity to address any problems or misconceptions as soon as they arise.
- It is crucial to provide members of the team with regular feedback in order to assist them in understanding how they are functioning as members of the team and what they can do to improve. This should be accomplished in a manner that is helpful and constructive, and attention should be placed on particular behaviours and outcomes.
- Be adaptable: While it is vital to establish clear expectations and maintain consistency, it is also important to be able to adjust to changing circumstances and to be flexible. This entails keeping an open mind to criticism and re-evaluating goals and objectives as new information or shifting conditions emerge.

Lencioni (2002) is of the opinion that leaders may effectively manage the expectations of their team members and establish a powerful and high-performing team by adhering to these principles.

In fact, it is abundantly evident that there is a continual effort made by managers to not only establish the appropriate expectations but also gain an understanding of what it is that their employees anticipate from them. The response "Minimize misunderstanding by clearly communicating what is expected of you" has been chosen

the most. It is the only one of the top 5 obstacles that have a direct correlation with several of the others (Team Cohesiveness and Communication).

The top 5 answers to manage team expectations were "*Minimize confusion by making expectations clear.*"(46), "*Get an agreement and commitment.*"(37), "*let staff members know why your expectations are important* (29), "*Determine why their expectations are important*"(26) and "*Determine why your expectations are important.*"(21). All these top five have several common factors with what Lencioni (2002) describes. Encourage open communication and provide feedback.

Setting the correct expectation then leads to the top selection of question ten, where it was asked how team member's performance goals and objectives are managed.

Even though hybrid workers are not under the direct supervision of their supervisors, this does not mean that their work cannot be monitored or that the quality of their output cannot be evaluated. To begin, it is essential to be aware of the fact that not everyone possesses the characteristics necessary to function effectively in a setting that allows for remote work. Some people are easily distracted, while others need to be closely watched at all times in order to remain productive. As a result, it is unreasonable to anticipate that all individuals will have the same performance when working from a distance, just as it is a fallacy to choose your home office team at random. It is essential to provide employees with trial periods so that they can adjust to their new roles and so that managers can accurately assess their employees' actual performance.

Eikenberry & Turmel (2018), in their book titled "The Long-Distance Leader: Rules for Remarkable Remote Leadership," offers advice on how to define goals for members of a remote team, how to track their progress, and how to provide them feedback on their performance. Eikenberry & Turmel (2018) place a strong emphasis on the significance of creating clear expectations for remote team members, maintaining

regular communication with those people, and offering feedback on a consistent basis. He also highlights the obstacles that come with managing a remote team, such as establishing rapport and trust, navigating time zones and cultural differences, and fostering a feeling of belonging and community among the members of the team.

Even though staff may not be physically present in the office every day of the week, Hybrid workers are nonetheless required to participate in all of the meetings that are held. If the manager gets together with customers and other members of staff on a weekly basis, those working remotely should also be invited to participate in these meetings. Therefore, the attention to numerous specifics that are required to ensure the smooth flow of work is extremely crucial in order to prevent bottlenecks. One of the ways in which this can be accomplished is through the use of communication.

The majority of the challenges and roadblocks are caused by a lack of communication both within the organisation and with remote workers. Since it will not always be possible to plan meetings to handle some issues that require immediate attention and that influence the service provided by the entire team, it is essential that managers and remote workers have a reliable channel of communication to use when resolving problems.

Most managers "*Ser clear expectations and accountability*" (53) and "*meet frequently with their team members*" and, above all, communicate more often, as 24 managers replied to "*communicate the benefits of each work situation to ensure fairness*" and 22 selections of "*communicate work schedules*".

In an environment where the interaction of a team is carried out remotely, motivation is critical to success and for ensuring high levels of performance from its members. Question eleven explores in more detail what managers are doing to manage and increase their team motivation.

"It is essential for the members of the virtual team to be motivated in order for them to be engaged in the task" (Cordery and Soo, 2008). According to Holtbrügge et al. (2011), the leadership style of a virtual team has a significant impact on employees' levels of motivation. Cordery and Soo (2008) are generally correct, but it can be not easy to keep a remote worker motivated. Leadership is very important since a manager of a remote worker needs to have the right profile in order to be able to manage staff members who are not physically present with him.

What triggers motivation may vary from person to person, and, at different times, it varies for the same individual. Some factors, such as cultural differences, social and economic forces, as well as the individual characteristics present in each of the members, should be taken into account when making a motivational analysis.

The sense of isolation is an issue that members who work remotely need to face and that frequently occurs during the course of remote tasks. This isolation can easily cause apathetic reactions in remote workers, and therefore, it is very important to map out if any of these people are unmotivated in order to prevent a negative impact on performance.

As for the motivational factor, Levin and Rad (2002) classify people into three profiles: People-oriented to power, people-oriented to achievements and people-oriented to relationships.

The person who has a power-oriented profile has the need to control and a great taste for making decisions, forcing people to perform tasks in their own way, whether or not they are responsible for them, and always trying to persuade others. People who have this profile perform much better remotely, doing tasks like pointing out opportunities, leading meetings, and determining strategic objectives where others only see the risks around them.

The challenges of success and the fear caused by failure are the characteristics found in people who have a high need for accomplishment. Typically, these people set goals for themselves with a high level of challenge. They assume calculated risks and need to see evidence and concrete facts so that the work can be completed. These are people whose acts are driven by attainment and who usually have a greater focus on personal goals, being less concerned about gaining recognition for success. To test their ability, the members within that profile need to be challenged and not given administrative tasks, as this can cause demotivation.

For relationship-oriented profile elements, tasks that do not require personal contact become a major difficulty. People within this profile perform much better when they have a friendly involvement and can cooperate with others, as their sensitive and sensible characteristics make them seek to establish relationships.

The interviewed managers, in general, have no knowledge of how to identify motivation profiles and mainly motivate their teams by simply "sailing by sight", being more reactive than proactive when it comes to motivating remote workers. Nevertheless, most managers identify that regular communication is the major factor that helps motivate hybrid workers.

However, it is not sufficient to speak the same language in order to have effective communication. As a result of the cultural component, in addition to the involvement of many other factors, different people can have very diverse interpretations of the same information. The way in which information is interpreted by different people is not consistent, and it is important to take into account how a message will be read, independent of the method that was used to write it down or communicate it in any other way.

People cannot always be understood by others during everyday interactions, and communication failures can be caused by a wide variety of factors, including a lack of mutual trust, the utilisation of technical languages, and factors that are not common to all cultures, such as institutional barriers, the limitations of people, amongst other things.

The application of relevant context can frequently make the entire process of communication easier and contribute to the dissemination of the information in a manner that enables it to be easily comprehended.

The utilisation of a universal language is one of the most important success factors that can facilitate communication. The leader of a team of hybrid workers has a responsibility to be mindful of the significance of language in ensuring that their team fully comprehends what is truly expected of them. In order to ensure that the desired message is communicated in the appropriate format, it is the responsibility of leaders to provide the appropriate context.

The presence of a wide variety of people in each group serves to highlight its unique qualities. A person's personal experience, professional knowledge, cultural background, geographic variety, personal goals, and professional aspirations are some of the aspects that need to be evaluated and taken into consideration.

When it comes to accomplishing goals shared by a group, the connections that its members have with one another are critically crucial. (Team cohesiveness)

Workers that are located in remote areas frequently have communication gaps. In most cases, individuals are handed documents and communications that must be interpreted on their own, without the presence of the sender or any assistance from them. Even if the information is being transmitted in real-time, the geographical separation of the recipients is made clear.

According to Gould (1997), a significant communication issue can arise when someone is unable to receive a message at the desired moment because of slow transmission speeds. In situations in which an answer is not provided, the perception of the one who is seeking a response might become skewed, and this distortion can give the impression that the other party does not intend to react.

Sometimes it can be very challenging to decipher what someone is attempting to convey in a text message, particularly if they are using sarcasm or insinuation as their primary mode of communication.

When communications are written while under the influence of various emotions, it might be challenging to determine what the sender's true goal is. Examples of written communications that are confusing include the use of emoticons such as grins, tears, and sad faces, as well as exclamation marks, which communicate extremely positive or negative thoughts.

However, communication, professional inexperience, and the need for greater monitoring of remote workers by their managers are also seen as concerning factors. The majority of the expressions and phrases from the questionnaire attribute communication as a general concern, in particular with Team Cohesiveness management, where the top selection was "Encourage communication"(50).

According to Bergum (2009), the information and knowledge transfer process in the context of a virtual corporation should be designed, codified, specified, and clear. At the same time, remote workers should be disciplined to the point where they achieve particular goals and objectives, and they should supply their superiors and subordinates with straightforward and easy data that makes it easier to carry out their duties (HUWS et al., 1990)

It should come as no surprise that working remotely has an effect on communication, Bergum (2009) states that virtual communication can be as efficient as face-to-face communication provided that sufficient alternative means are in place to meet the communication needs, lends credence to this fact by stating that it is possible for virtual communication to be as efficient as face-to-face communication however we have proven in this case study that the staff and management of "THE COMPANY" are still a long way from this achievement although a great effort is being made to improve communication.

5.4 Discussion of Research Questions five, six and fourteen – Did the management challenges change with the adoption of the hybrid working and why?

Do managers feel any difference in exercising leadership under the hybrid work model, and why?

Several authors like Kropp (2021), Gratton & Scott (2021), Kohll (2021) and Lipman (2021) discuss that the use of hybrid working arrangements has brought up new management issues and the need for a strategy that is different from the conventional office-based management approach. The method in which managers lead their teams, communicate with their employees, and cooperate has been significantly impacted by hybrid working, which blends working remotely with working in an office setting.

The use of hybrid working arrangements has given rise to a number of new issues for management. All the authors are unanimous in identifying the challenges, and among others, the below are relevant for this research:

- Communication is essential in every workplace, but in a hybrid working environment, it takes on an even greater significance. It is the responsibility of managers to guarantee that all lines of communication are unblocked and that all

- members of the team, regardless of where they are physically located (in the office or at home), have access to the same information.
- Collaboration is also very important, and managers need to create ways to encourage teamwork and collaboration among members of a team who are working remotely as well as those who are working in the office.
 - Productivity is something that needs to be monitored by managers at all times, even when employees are telecommuting or working from home. This is providing employees with the instruments and resources they need to perform their jobs effectively, outlining objectives and deadlines, and keeping track of their progress.
 - Engagement: Managers must maintain staff engagement and morale in a hybrid work environment. Providing opportunities for social engagement, acknowledgement and feedback, and professional advancement are all part of this.
 - Management of performance: Managing performance in a hybrid work environment demands new ways, such as assessing output instead of hours spent, defining clear goals, and offering regular feedback.

The answer to this relevant question of the research was viewed by the researcher with surprise as the responses were divided between 49 per cent who said yes (The challenges have changed) and 51 per cent who said no (the challenges have not changed). When we analysed the data in greater detail and cross-referenced it with the position level, we found that the answers were not divided at the executive level, and then the age was also cross-referenced.

Although 33.33 per cent of the executive managers do not feel any change in the challenges they face, 66.66 per cent of them answer that the challenges they face are

different. Of these 66.66 per cent (6 Executives), one states that there is a change, but it is a positive change (it changed for the better). Of the five that stated that there is a negative impact in the change, three are in the age bracket of 55-64, and the other two are in the age bracket of 45-54

When exploring the "Why" in the answer then, it becomes obvious the reason for the split. These managers have been previously exposed to some type of management of remote or hybrid teams either in "THE COMPANY" or in previous jobs.

"I had been working in a hybrid model prior to joining Trilliant, as well as had DR's in 4 different regions so was very accustomed to working virtually and effectively and was fortunate to have reports I trusted 100% to be autonomous in their regions, empowered to build out their plans and strategies and communicate them to me, and report on results regularly. Having a team you trust is half the battle in a hybrid/virtual environment."

"From a leadership perspective, goals, objectives and results to be communicated and reviewed in person and/or remotely. The use of Teams with Audio and Video is a big step forward from the days of just email and telephone. In a ideal world, face to face communication is a advantage, but in our industry is not essential or a limiting factor. Apart from leadership, technical people still need to have some level of hands on experience and everyone does benefit from sharing that experience in person."

The common factor among these managers (51%) is that there is a focus on their teams and how they communicate with them.

Although most of these managers identified "Team cohesiveness" and communication as a challenge, it is evident that these managers are mitigating the challenges and do not see any difference in the challenges when working with the Hybrid Model.

In contrast, 49% of the managers answered that the challenge is different, and there is a clear trend that points to the reason.

"Team cohesiveness was affected. Team members started work from home and since each one of them have their own challenges at home, made communication problems arise. Communications were start to be heavily by email, and often team members found that if they don't immediately respond to a certain email, it can be buried within a few hours behind a dozen or more emails that come in, turning that to the main work of the day instead of focusing in the main subjects."

"Communication is greater and face-to-face helps to resolve pending issues efficiently and effectively."

"...as it is difficult to have a good relationship without a face to face."

Deborah, (2001) states that the success of a virtual team often depends on the effectiveness of the communication between its elements, and Bjørn and Ngwenyama (2009) define "Building Shared meaning" in other words, Team cohesiveness is made up of the tacit knowledge that members of an organisation rely on to direct their decisions and determine how they make sense of the world around them. The members of a virtual team need to have a common meaning in order for their collaboration to be productive. In a nutshell, the quality of the information that is obtained has a significant bearing on how well events can be interpreted. As a result of this, effective communication also plays an extremely important function in this situation.

As such, the managers that state the challenges are different than before are mainly the ones that selected "Communication" as one of the Top 5 Challenges.

The topic above and discussed in questions five and six is intrinsically related to the one explored in survey question fourteen.

In general, the hybrid work model calls on managers to adopt a leadership style that is more adaptable, communicative, and collaborative in nature. The transition to a hybrid work paradigm may present some difficulties, but it also presents an opportunity for managers to build stronger, more resilient teams that are able to thrive in a fast-changing work environment.

Some researchers believe that in order for managers to effectively manage remote workers and keep the team as a whole cohesive, they will need to modify their leadership styles to accommodate the hybrid work paradigm. For instance, a study conducted by Beno (2022) discovered that managers in hybrid work settings needed to place a greater emphasis on communication, the establishment of expectations, and the development of trust with members of remote teams. In a separate piece of research, Raghuram et al. (2021) found that managers in hybrid work environments had to find a way to strike a balance between the benefits of remote work, such as increased flexibility and autonomy, and the requirement for face-to-face interaction in order to construct social capital and preserve team cohesion.

In fact, with a hybrid work model, in which some workers work remotely while others work in person, managers may need to change their approach to leadership in order to guarantee that all members of a team are motivated, engaged, and doing quality work. The following are some examples of potential disparities that managers may encounter:

- **Communication:** If managers want to guarantee that remote team members are involved in meetings, decision-making processes, and team-building activities, they may need to be more intentional and deliberate in their communication with those team members. Additionally, it is possible that they may need to make use

of a variety of communication methods and technologies in order to maintain contact with members of a remote team.

- Trust: In a hybrid work model, managers may need to trust their team members to perform effectively and efficiently even when they are not physically present in the office. This is due to the fact that hybrid work models are becoming increasingly popular. In order to accomplish this, it is necessary to move away from the traditional leadership style of "command and control" and toward a style that places a greater emphasis on empowerment, autonomy, and accountability.
- Flexibility is a quality that may be required of managers in their approach to leadership in order to meet the varied requirements and preferences of the members of their team. This may involve making changes to members' work schedules, providing a variety of feedback, and providing tools and support in order to assist them in striking a balance between their personal and professional life.

When answering the survey, 59% of managers said that they do not notice any difference in exercising leadership, 36% responded that they do notice some difference and only 5% responded that they noticed a significant difference.

When exploring the details of the answers provided by the managers that answered that they did not notice any difference, it is clear that these managers already use tools and techniques to mitigate the challenges identified and put much emphasis on communication and maintaining Team cohesiveness.

"From a leadership perspective, goals, objectives and results to be communicated and reviewed in person and/or remotely. The use of Teams with Audio and Video is a big step forward from the days of just email and telephone. In a ideal world, face to face communication is a advantage, but in our industry is not essential or a limiting factor.

Apart from leadership, technical people still need to have some level of hands on experience and everyone does benefit from sharing that experience in person.”

“I have not felt any difference since the Communication in our team has been fluid during most of the time we have been working at home and as long as the Communication works, there are no drawbacks in leading the team”.

“The use of technological tools allows measuring, monitoring and achieving the objectives of the area without the need for the work to be 100% face-to-face”

On the other hand, those managers that state that there is somewhat different (36%) or different in exercise leadership (5%) cite communication as one of the major factors that make the difference.

“The only difference that I see is in terms of Communication, we have agreements to send messages when we cannot answer a call and the commitment to return the call as soon as we are available.”

“For me the big difference is Communication, it has been necessary to establish more fluid Communication channels in order to have better Work monitoring”.

“It is more difficult to use nonverbal in distance communications. The use of words and language in general (tone of voice, enthusiasm, silences, etc.) becomes very important.”

“2-dimensional world is tough. Don't get to know people you never see in....Lacking teamwork...Extremes of work ethic behaviours...Lack of availability during work hours i.e. doing home or social stuff”

All things considered, the challenges changed and exercising leadership under the hybrid model is different, but those managers that are able to mitigate the top 5 challenges, mainly communication and team cohesiveness, are able to perform their management roles in a better way and get the best of their teams.

5.5 Discussion of Research Question Fifteen - What is the future of hybrid working model.

Many authors and researchers have produced written works on the subject of the potential of hybrid work arrangements in the future. The following are some examples:

Golden, T. D. (2021). Journal of Business and Psychology, volume 36, issue 3, pages 397–405, "The Future of Work after Covid-19."

Jackson, S. E., Ruderman, M. N., & Brach, S. (2020). Moving past the crisis while managing in the new normal presented by Covid-19. 1083-1091 in Journal of Management's 46(6) edition.

Kurland, N. B., & Bailey, D. E. (2021). Journal of Business and Psychology, volume 36, issue 3, pages 285–292 The future of work and organisations in the wake of Covid-19.

Laumer, S., Maier, C., Eckhardt, A., & Weitzel, T. (2021). Directions that research will take in the future about digital work and the change of work. The Journal of Business and Psychology, Volume 36, Issue 3, pages 347-356.

The authors above anticipated that the future of the hybrid working model will be moulded by several factors, including the changing nature of work, the shifting tastes of employees, the continual improvement of technology, and the culture of the business.

Greater flexibility: As employees become more accustomed to working remotely, there may be an increased demand for greater flexibility in terms of work hours, location, and work arrangements. This could be since working remotely is becoming increasingly common. If employers want to recruit and keep the best personnel, they may need to embrace rules and processes that are more flexible.

Increased use of technology advancements such as video conferencing, collaboration tools, and cloud-based applications are likely to play an even greater role in enabling effective communication and collaboration in a hybrid work environment. This is because of the increased use of technology. In order for employers to be able to accommodate this transformation, they may need to invest in new technology and infrastructure.

The hybrid work paradigm can help develop better cooperation and teamwork by enabling employees to work together in new ways. This can be accomplished by placing emphasis on collaboration and teamwork. It is possible that companies need to rethink their performance management systems in order to put more of emphasis on the goals and results that are achieved by teams.

Alteration in organisational culture the hybrid work paradigm may also bring about an alteration in the culture of an organisation, with employers placing a higher focus on trust, autonomy, and accountability. Because of this, there is a possibility that leadership styles, communication protocols, and decision-making procedures will be altered.

Overall, a variety of variables are likely to determine the future of the hybrid working model, and businesses will need to be flexible and adaptable to suit the ever-changing demands and preferences of their workforce.

The answer to the final question did not surprise the author as all the case studies read during the bibliography review and published after point in that direction.

Only 3% of the managers stated that hybrid work would cease to exist in a year or two, and from the 96.5 that agree that hybrid working is the future, 27% even expressed that it is expected that it will further increase.

As such, and because of a number of different causes, it is quite possible that the number of hybrid jobs may expand in the years to come. As a result of the Covid-19 pandemic, the rate at which hybrid work models are being adopted has increased. This is due to the fact that many employers have been forced to adapt to remote work in order to keep their firms operating during lockdowns and restrictions. As a direct consequence of this, a significant number of workers have become increasingly acclimated to working from home, and some of them may even enjoy the freedom that this arrangement affords them.

Additionally, developments in technology have made it far simpler than ever before for workers to work remotely, and many businesses are investing in new tools and technologies to accommodate hybrid work arrangements. These include programmes that are hosted in the cloud, collaboration tools, and video conferencing software, all of which make it possible for employees to operate efficiently from a variety of places.

In conclusion, the hybrid work model is advantageous for both employees and companies in a variety of ways. Increased productivity, decreased overhead expenses, and enhanced staff retention are all potential outcomes for businesses as a result of this trend. Greater flexibility, improved work-life balance, and shorter commuting times are some of the benefits enjoyed by employees as a result.

Although there is a possibility that hybrid work will not be appropriate for all job categories or industries, its use is anticipated to increase across a wide range of vocations in the years to come. It is feasible that new best practices and standards may develop, as already described above with the different flavours of hybrid working (2.2.1), to support this transformation as businesses and employees continue to experiment with hybrid work models. This experimentation will take place as hybrid work models become increasingly prevalent in the workplace.

CHAPTER VI:
SUMMARY, IMPLICATIONS, AND RECOMMENDATIONS

6.1 Summary

The new Coronavirus pandemic brought itself to the list of the great global crises of humanity, with economic, social, and political consequences that will be felt for years to come. The phenomenon of crisis-change is complex and not characterized solely by a cause-effect relationship, as changes can trigger crises, and crises can lead to changes. Crises are situations where change is imminent and can be a crucial factor in bringing about improvements. Management Science and Organizational Development fields deal with change planning and understanding that crises are part of the organizational process. Similarly, economists view crisis change as a continuous process of disturbances and changes that occur throughout economic development. Crisis management is a process that involves phases and requires planning and leadership. Communication and decision-making are key competencies for effective crisis management, as many studies discuss.

According to Demiroz and Kapucu (2012), crisis management is a process that consists of multiple phases rather than a single action. Mascarenhas (2008) argues that effective management of people in the workplace requires strong leadership skills and the ability to interact with various personalities. Business administration has been evolving, and the way of managing people has undergone significant transformations. Companies that fail to adapt to these changes may risk being forced out of the market. The Covid-19 pandemic has brought about numerous changes in the corporate work environment, including the need to reconsider the roles of individuals, organizations, and work relationships.

In 2020, most industrialized countries announced a complete country lockdown to contain the spread of Covid-19, forcing companies to adapt their strategies quickly and migrate to the home-office work model. This greatly impacted employees who had to migrate to this new modality, and institutions needed to consider all aspects related to the quality of life at work and ensure the well-being of their employees in order not to generate negative impacts on health and productivity. Telework, telecommuting, homeworking, or home office became an urgency for all, reaching many workers around the world. The Covid-19 pandemic has significantly increased the flexibility of how and where work is performed, with 81% of the workforce affected by the total or partial closure of the workplace. In October 2020, a Reuters Institute for the Study of Journalism survey found that 55% of respondents evaluated remote work practices as more efficient, but 77% expressed concern about difficulties encountered in social interactions, teamwork, and creativity.

A Research Team from Gartner published a report titled "Remote work after Covid-19" in 2020, which forecasted the new reality of remote work after the pandemic. The report found that before Covid-19, firms used a small amount of remote work, but it was often not a significant component of workforce strategy. Then during the pandemic, almost half of the employees worked remotely full-time, while only 28% reported they did so partially.

This represented a fundamental shift in how work is done, as employees had to defend their decision to work remotely instead of defending their decision to come into the office. As organisations planned to resume operations, HR leaders had to make decisions about which employees should return to work sites, which should remain remote and how to navigate a hybrid workforce. Remote work has become increasingly popular, with 50% of workers reporting great satisfaction and 63% expecting their

employer to offer a mix of in-person and remote work. 62% of employees now anticipate that their employers will permit them to work remotely in the future. This expectation is grounded in the experience of many employees who were compelled to work remotely during the pandemic.

The changes expected for the coming years include telecommuting, telemedicine, virtual decision-making meetings, online job interviews, distance training, digital documentation of legal value, new ways of measuring productivity, artificial intelligence for the selection of candidates, algorithms to speed up the movement of employees, greater number of freelancers, etc. Companies must be agile in these change processes and consider all aspects related to the quality of life at work and ensure the well-being of their employees in order not to generate negative impacts on health and productivity.

Business administration has been undergoing changes in its models over the years, but the recent changes have never been experienced. Companies must be agile in these change processes, and it is essential to rethink the role of people, organizations, and work relationships. Remote work can be a good alternative for a modern company, as it reduces costs and increases productivity. However, the world has changed over the last two years, and managers will face the same challenges as those identified in the research.

Remote communication tools have evolved to adapt to the new reality, but how does that help or not the management team? This research aimed to advance the study of the post-Covid Hybrid work model in relation to the aspects that influence their management, focusing on the technological, cognitive, and psychosocial factors. It has focused on the challenges managers face when dealing with hybrid workers and teams, such as people management, career management, performance, goal management, and results control. It has also examined how existing approaches to employee engagement metrics and workplace tools are still far from considering this emerging workplace

ecosystem. Future considerations of workplace ecosystems will require substantial changes in the way we think about the relationship of 'employee engagement' to the 'workplace'.

The results present a mixed picture of new ways of working, exemplifying both new possibilities and challenges. Social aspects of work are among the major challenges of remote work, so future offices will focus more on building relationships, creative forms of collaboration, and strengthening a sense of shared purpose and culture. Chafi et al. (2022) discussed the balance between remote and office-based work for employees, the trade-off between organizational goals and individuals' needs and preferences for sustained remote work, and how increased flexibility affects the team and organizational performance. As such, this research seeks to understand the challenges workers' managers face in a hybrid office environment, such as motivation, performance and development, and meeting goals imposed by organizations. It aimed to demonstrate if Hybrid work has created new challenges for managers and to address current industry practices to address current challenges.

In more detail, this research aimed to understand how managers were dealing with issues such as team control and coordination, achievement of goals, performance appraisal, recognition, and motivation of employees, and identify which forms of work have adapted to the post-covid era. The results are valuable to industry managers in developing better practices and tools for addressing challenges raised by the new hybrid way of producing value.

The absence of a centralised and structured communication medium is one of the greatest obstacles for companies that employ remote workforces, as it can make it difficult to comprehend the specifics of what must be accomplished. This makes remote work management a common issue in organisations with employees in different

locations. Leaders must have excellent people skills, as working at a distance directly impacts how team members feel about one another and what they know about one another.

Leadership and team coordination need to ensure that everyone clearly understands the roles, responsibilities, and actual actions of each employee to achieve good employee performance, substantial revenue, and expected goals. To implement virtual workers or teams, it is necessary to establish a culture of remote work, utilise technology as an investment, and establish new work routines by emphasising communication. The manager's role must change, and employment practises must adapt to the reality of remote employees in order to effectively manage his team.

The literature review concludes that a substantial share of the working population is now using the hybrid working model, which is an experiment, and the true consequences and outcomes of this new model are unknown. Companies must develop and implement leadership processes with motivation based on a redesign of their competency profile that allows them to rethink their mission and redefine many of their functions. Team motivation techniques are aimed at creating authentic leaders who do not need hierarchy or power to influence the whole group and achieve the best results. The role of a leader is essential for success in business, family, or team, as they must bring group synergy to achieve a common goal. They must guide and support the employee to reach the required end goal and show the right direction, thus becoming part of the journey. Leaders must reinvent the organisation's basic principles to create a more flexible and responsive model built around four trends: more connectivity, unprecedented automation, lower transaction costs and changing demographics.

When it comes to managing a team under the hybrid work paradigm, 42 out of 59 managers surveyed for this research said that one of the top five issues they face is

maintaining the cohesiveness of the team members. Michael Kent (2006) defined "team cohesion" as "a dynamic process that is reflected in the tendency of a team to stick together and remain united in pursuit of its goals and objectives despite difficulties and setbacks". Beal et al. (2003) found that cohesiveness and motivation are two essential aspects contributing to a company's performance. When a team is cohesive, there are fewer opportunities for individual members to engage in social loafing, and the overall level of motivation among all team members is significantly increased. Research conducted by Mullen and Copper (1995) and Forsyth et al. (2002) has shown that performance can cause cohesion and that this can also work in the opposite direction.

The relationship between cohesion and performance is strengthened when attraction serves as the criterion for determining what constitutes cohesion. However, there is a chance that the correlation between performance and group cohesion is stronger in certain groups as compared to others. Additionally, members in cohesive groups report higher levels of overall satisfaction, in contrast to members of organisations that lack any cohesiveness.

Cross-functional connections are the second most difficult obstacle that managers encounter, with 32 managers naming it as one of their top 5 obstacles. When dealing with cross-functional dependencies and peers from other functions, teams in large organisations struggle to build an atmosphere of collaboration due to the nature of the problems they are attempting to solve. Natural communication and fluidity serve as the basis for cross-functional teams. Businesses should cultivate a culture of entitlement with each stakeholder to encourage employees to go the extra mile and work in conjunction with other groups to realise the organization's goals. Fidelis; Badine (2014) and Brown, Poole, and Rodgers (2004) state that it is essential to build teams that are both practical and cohesive and effective motivational strategies will contribute to the formation of

links between the organisation and staff members, as well as to the facilitation of collaboration.

When working with remote staff, communication is an essential factor in the success of any project. It is crucial to be sincere and transparent at all times. Still, if the chosen method of communication is electronic mail or another asynchronous means, the message may not be interpreted correctly. On the other hand, video conferencing is the only technological mode of communication that can offer visual cues as to what the speakers are feeling and what they mean to convey with their words. Still, it cannot guarantee an accurate interpretation of a person's body language or facial emotions. To ensure the quality of communication in virtual teams, the team manager is responsible for developing and executing a communication plan that guides all team members.

Successful businesses collaborate with their employees to design individualised, genuine, and inspiring experiences that boost the individual, team, and overall company performance. Managers are responsible for facilitating and coordinating the employee experience, and businesses are attempting to enhance how they manage performance by experimenting with various methods. Managers can help boost the likelihood of a performance management system positively impacting employee performance by coaching managers, tying employee goals to business priorities, and providing differentiated compensation. They can also assist senior leadership in transforming their organisations by developing and applying clear priorities, embracing new ways of working, providing explicit feedback, upgrading the skill set, and using digital resources.

Additionally, it is essential to ensure that each professional is compatible with the culture of the company and the environment in which the organisation functions. Furthermore, the hybrid working paradigm can lead to some team members going out of sync with the rest of the group if they do not actively participate in the day-to-day

operations and engage in person-to-person interactions. As such, managers should focus on building and maintaining team cohesion to ensure the success of their teams and organizations. Research shows that team cohesion and motivation are two essential aspects that contribute to a company's performance, and members in cohesive groups report higher levels of overall satisfaction and optimism and encounter fewer troubles with their social lives.

Cross-functional connections and collaboration are essential but challenging for managers. Effective communication, a culture of collaboration, and strong leadership are vital to building successful cross-functional teams. Communication is managers' most critical task when dealing with hybrid or virtual teams.

Words such as "communication," "meetings," and "team" were used constantly by managers when participating in this research. Managers of the company used as the case study can be creative and have implemented "out of the box" methods to improve communication and face-to-face interactions, such as moving daily meetings to an hour that better suits their teams, creating monthly team meetings, dedicating 1 or 2 days to team building activities, and planning monthly events to sync up as a team.

The cohesiveness of the team was ranked as the top challenge in this research, and to improve communication, managers are using different tools and techniques, but all with the same goal in mind. Leaders and managers have a responsibility to ensure that the correct people are selected for their teams, that those members are motivated, that the team is prepared to anticipate and respond to new events, that internal communication is stimulated, and that all elements' efforts are recognised. Additionally, managers give many clear instructions and clarify doubts in case there are inconsistencies in the follow-ups. Open communication and appropriate expectations are essential factors in determining the success of hybrid work arrangements. Employers have a responsibility to

their staff to establish policies and guidelines that align with the organization's culture and values and provide employees with regular feedback and support. However, building trust within a team and ensuring that team members clearly understand their roles and responsibilities is essential.

Leaders should communicate regularly with team members to ensure everyone is on the same page and expectations are met. Lencioni (2002) suggests five essential considerations for effectively managing the expectations of team members: be truthful, set clear expectations, encourage open communication, provide regular feedback, be adaptable, and minimize misunderstanding. Leaders may effectively manage the expectations of their team members and establish a powerful and high-performing team by adhering to these principles.

Most challenges and roadblocks are caused by a lack of communication between managers and remote workers, so it is essential to have a reliable channel of communication to use when resolving problems. Motivation is critical for success and ensuring high levels of performance from members, and leadership is vital to manage staff members who are not physically present. Factors such as cultural differences, social and economic forces, and individual characteristics present in each of the members should be considered when making a motivational analysis.

Regular communication is the primary factor that helps motivate hybrid workers, but speaking the same language to communicate effectively is insufficient. How different people interpret information is not consistent, and communication failures can be caused by a variety of factors, such as a lack of mutual trust, the utilisation of technical languages, and factors that are not common to all cultures. Utilising a universal language is one of the most crucial success factors that can facilitate communication. Leaders must be mindful of the significance of language in ensuring that their team fully comprehends

what is expected of them. The presence of a wide variety of people in each group highlights its unique qualities, and the connections that its members have with one another are critically crucial for achieving goals shared by a group.

According to Bergum (2009), virtual communication can be as efficient as face-to-face communication, provided that sufficient alternative means are in place to meet the communication needs. However, the staff and management of "THE COMPANY" are still a long way from this achievement.

The use of hybrid working arrangements has brought up new management issues and the need for a strategy different from the conventional office-based management approach. Communication is essential, collaboration is critical, productivity is monitored, engagement and morale are important, and performance management demands new ways such as assessing output, defining goals, and offering regular feedback.

Many authors and researchers have written on the potential of hybrid work arrangements in the future, such as Golden, T. E., Ruderman, M. N., & Brach, S. (2020). The future of work and organisations in the wake of Covid-19 is expected to be shaped by a number of factors, such as the changing nature of work, the shifting tastes of employees, the continual improvement of technology, and the culture of the business. The increased use of technology will likely enable effective communication and collaboration in a hybrid work environment. Employers may need to invest in new technology and infrastructure to accommodate this transformation. The hybrid work paradigm can help develop better cooperation and teamwork by emphasizing collaboration and teamwork.

It can also alter organisational culture, with employers placing a higher focus on trust, autonomy, and accountability. Additionally, technological developments have made it easier for workers to work remotely, and businesses are investing in new tools and

technologies to accommodate hybrid work arrangements. The hybrid work model is advantageous for both employees and companies in a variety of ways, with increased productivity, decreased overhead expenses, and enhanced staff retention.

6.2 Implications

Workers and managers alike in modern firms are confronted with a new dynamic in a variety of facets of the workplace. The traditional form of employment, which includes a formal contract, up to forty-four hours of work per week, with fixed schedules, the right to paid holidays, and payment of overtime, amongst other conditions and benefits, now shares the market with new modalities, such as working remotely, shared centres, self-employed or outsourced workers, and so forth.

The revolutions and technological advances that enabled people to remain permanently connected through electronic forms of communication gave rise to a new reality: the flexibilization of work modes. This new reality has made it possible for people to work in a variety of ways. This resulted in significant shifts in businesses with regard to how they currently position themselves in the market, as well as how they now arrange their internal structures and formulate their strategy.

In today's economy's demanding and competitive world, businesses are always looking for new tactics that will increase their chances of expansion and development. This is especially important for companies that want to compete successfully in the globalised international market. In this setting, new requirements emerge, most notably those pertaining to managing trained personnel.

Companies need more flexibility regarding their structural views and, as a result, their work modalities when they decide to internationalise their operations or become mobile within a country. This is necessary to lower costs while maintaining the highest

possible quality of their services and products. Customers may receive the same level of service from employees working in a branch in a given nation and from staff working in other cities. Because of this, it is now possible to manage teams that include both in-house and remote personnel.

This research explored the challenges of hybrid work teams and people management concerning the aspects that influence their management. It is challenging due to the complexity of the workplace ecosystem and the need for changes in how we view the relationship between employee engagement and the workplace. Beno (2021), using a case study from Austria, found that the hybrid work model is generally positive and proposed future research as he was unable to determine any difference between the models. Remote and hybrid work models offer a range of new possibilities and challenges, such as social aspects of work, building relationships, creative forms of collaboration, and strengthening a sense of shared purpose and culture. Both employees and managers must develop new skills and competencies to adjust to the new ways of working and to find the best way to utilize the opportunities of hybrid work.

Additionally, UNSW Canberra Public Service Research group and CQUniversity research identified the gap in how managers manage remote teams to ensure peak performance. This research seeks to understand the challenges workers' managers face in a hybrid office environment, such as how they deal with motivation, measuring the performance and development of their employees, and meeting the goals imposed by organizations. This research seeks to answer questions such as whether the challenges managers had pre covid changed with the work model change to Hybrid working, what challenges they are facing, how they address these, and the current industry practices.

As such, this research aimed to understand the phenomenon of hybrid working, collect data from management practices at a technological company, identify challenges

faced by managers, assess the impact of tools and strategies, and present positive contributions to the improvement of management practices of hybrid working.

The absence of a centralised and structured communication medium is one of the most significant obstacles for companies that employ remote workforces. It can make comprehending the specifics of what must be accomplished challenging. This makes remote work management a common issue in organisations with employees in different locations. Leaders must have excellent people skills, as working at a distance directly impacts how team members feel about one another and what they know about one another.

It is essential for leadership and team coordination to ensure that everyone has a clear understanding of each employee's roles, responsibilities, and actual actions to achieve good employee performance, substantial revenue, and expected goals. Three forces are breaking down barriers: demographic transformation, the so-called "social revolution," and the development of new technologies completely reconfiguring how we work. With the advent of advanced technology, organisations now have the option to hire remote workers, which can lead to reduced costs, increased productivity and revenue, and improved work-life balance and quality of life for professionals. To implement virtual workers or teams, it is necessary to establish a culture of remote work, utilising technology as an investment, and establish new work routines through an emphasis on communication. The manager's role must change, and employment practises must adapt to the reality of remote employees in order to effectively manage his team.

The author chose a high-tech company as the subject of this research because he believed that such businesses might have a more developed mindset and extensive knowledge regarding hybrid work. As a result, the author chose a company that adopted hybrid working in which managers could manage workers established in different

locations and who could be easily contacted. The selected company adopted what is now commonly known as the office-first model of hybrid working.

When it comes to working with the hybrid model, two of the most significant issues that managers have recognised are the difficulties of collaboration and the establishment of links with workers. It was generally agreed upon that leaders should encourage collaboration by making use of many strategies that promote inclusion. Walmart (2015) makes mention of this element, which is evidently an issue brought up in the case study. In addition, all of the people interviewed had the perspective that communication is either one of the most important parts or one of the most critical aspects overall, which was supported by several other authors (Shachaf, 2008; Chang & Wang, 2011).

The case study that was conducted as part of this research revealed that the managers who were interviewed for this investigation communicated most of the time through asynchronous tools. This is a method in which the contribution to the development of bonds between the members of the teams is smaller. Because of this, this aspect is of the utmost importance.

The importance of face-to-face events and cultivating trust are two other factors that should not be overlooked, as they both play a significant role. Guirdham (2002) emphasises the significance of these two factors by noting that face-to-face meetings are a practical approach for managers and employees to build trust with one another and with the organisation as a whole. This was demonstrated by the findings of our case study, which showed that most managers believe holding in-person meetings is necessary. In accordance with this, our research findings have demonstrated the importance of keeping routine conversations and the fact that the physical distance that separates managers and remote workers can be viewed as both a challenge and a risk. Per the recommendations

made by Collins et al. (2014), it was established beyond a reasonable doubt that the vast majority of respondents were, in fact, able to alleviate this issue by facilitating at least one face-to-face interaction with distant workers. These authors point out that face-to-face communication should be promoted whenever possible, which confirms the data collected in our case study. Face-to-face communication can be beneficial in a number of ways.

Face-to-face interaction is not entirely rendered obsolete by working remotely or managing employees that work remotely. According to the findings of our research, managers are aware of the importance of avoiding total isolation in order to ensure the success of projects that involve distant workers who are integrated. In spite of the fact that the case study did not find any evidence of increased self-assurance as a result of face-to-face interactions, it was made abundantly clear that the need for managers to develop and implement strategies for building trust is not as pressing as the need for adequate strategies to reduce mistrust and resistance to change. In this context, Pearroja et al. (2015) discuss the significance of bolstering relationships in order to encourage and improve the qualities of employees, which ultimately leads to a rise in the competitiveness of organisations.

One factor contributing to the benefits of working remotely is the potential for financial gains. It has been demonstrated by Berry, which was quoted by Bell et al. (2006), that managers recognise a reduction in costs as a significant competitive advantage. However, in the particular example of the business that was the subject of this investigation, there is no importance placed on reducing expenses. Most managers do not emphasise it much, even though it has the potential to boost profits.

Based on study findings, it is generally accepted that the processes involved in managing personnel who are continuously stationed in an office present fewer obstacles than managing remote workers.

Communication and motivation were cited as the two key obstacles by the managers that were interviewed for this study. Both of these challenges concern the worker profile, and both of these processes are directly tied to the physical distance between workers and managers, which raises the significance of communication within the context of the connection between a manager and remote workers.

It is not enough to communicate clearly; there needs to be a relationship between the manager and the worker in which both parties are familiar with one another. This relationship will sustain other processes, such as the appraisal of performance or the control of attainment, goals, and results, to ensure that both the worker and the firm can achieve their desired levels of success.

This atmosphere of flexibility is made possible by technology, which also provides tools that may be utilised to manage and supervise people who are located in remote locations. Simple Excel spreadsheets can be advantageous for this control, and office-based workers can use them in traditional employment and remote workers who can operate from other offices, on client sites, or even from their own homes. In addition, they offer the means for communication and the establishment of a relationship between employees and supervisors who are located in different locations.

In terms of communication, the results of our case study demonstrated that communication methods, such as electronic mail and Teams, were utilised most of the time. Even though this is a synchronous tool, it is not being used as an audio-visual tool. As a result, it is not easy to include people and establish social affinity, which is something that can be accomplished more easily in face-to-face settings. For instance,

this particular facet is argued by Malhotra et al. (2007), who indicate that the cultivation of synchronous communication habits cultivates and improves virtual teams.

It is also important to highlight that, despite all of the difficulties and obstacles that managers who deal with remote workers face, as cited in this research, they all have the same opinion, which is that hybrid work is a welcome reality in modern work environments post covid, and the global impressions are mainly positive. Despite all of these things, we should also emphasise that managers who deal with remote workers have the same opinion. Hybrid Working is the way of the future, but open lines of communication must be preserved as an essential component of the employer-employee dynamic.

As identified by Amigoni and Gurvis (2009), the managers interviewed also cited standard features among remote workers. Among these traits, we may include the worker's maturity and ability to self-manage, among others.

Managers have recognised motivation as one of the challenges they face, which is also impacted by communication. The geographical separation might be unsettling for employees since it may give the impression that they have been neglected or that their management is not paying close enough attention to their work.

In conclusion, the difficulties associated with remote management can change depending on the work mode and location of the manager as well as the employee. Communication serves as the fundamental building block for the entirety of the management process in a remote connection, just as it does in a physically close relationship. Furthermore, effective communication makes it possible to recognise issues and work toward finding solutions to them, whether the problems are related to the growth of workers or to the operations that the company carries out.

It is possible to say that working from home is one of the products of global transformations made possible by technological improvements. These transformations have both positive and negative effects on society, and working from home is one of the results.

According to the findings of this study, despite the difficulties presented to managers by remote labour, it might still be an advantageous choice for a contemporary business. Working from a distance helps a firm cut costs associated with its infrastructure, which in turn enables the company to boost both its productivity and the quality of the goods and services it offers its customers.

As a result, we can reach the following conclusion in light of the information presented above hybrid work became a reality with which society has learnt to deal. Many perspectives can be brought to bear on investigating its qualities and repercussions. The practice of remote work generally provides an organisation with a competitive advantage in a globalised and dynamic marketplace. All that is required of the business is that it defines a structure and working modalities in order to guarantee a strategic alignment with the design. In this case, the managers can bank on teams which have higher professional maturity and better certifications.

There is, nevertheless, a need for more excellent care and attention to be paid in connection to certain aspects of remote work, particularly communication, performance, methods for recruiting and hiring, as well as aspects that go beyond the management of people and which involve societal growth as a whole. None of these concerns can negate the benefits of working from home, representing a new stage in the development of both work and society. At this stage, the goal is for society as a whole to capitalise on the benefits of working from home and minimise the potential drawbacks.

6.3 Recommendations for Future Research

In order to broaden the scope of the previously conducted research, we believe that it will be required to complete several separate studies. The current study was done in an organization adopting the office-first hybrid model. It is then recommended that independent studies should be conducted on the other models identified and finding compared.

Although this research was done in a single organisation, it was noted that it had several offices worldwide. The surveys were translated into three different languages to facilitate and incentivise the managers to answer. Still, no data was collected about the location or office where the manager was. As such, no regional analysis was done. It may be possible that there could be differences from region to region, and that hypothesis should also be explored.

Another study that we think is equally intriguing and relevant to people who work remotely or under the hybrid model is on how different modes of communication may be improved. Throughout the entirety of this work, the existence of a process of disbelief regarding the development of emotional ties between elements of remote workers has been detected. This is typically due to the fact that the benefits of face-to-face interaction cannot be replicated in scenarios involving remote workers. In practice, the most frequent and typical modes of communication in situations involving remote labour are the ones, such as electronic mail, which does not prioritise physical presence. Synchronous tools are also employed, such as Teams or phone calls; nevertheless, it is understood that these tools do not express the same depth of information exchange as is achieved through face-to-face interaction. We believe that it would be interesting to conduct a quantitative study that compares and contrasts two samples in the same environment and in the same company: one sample would use traditional communication tools such as e-mail or

phone. In contrast, the other group would only use video conferencing tools. Such a study would be interesting because it would provide helpful information. An analysis of this nature would have as its primary objective the determination of whether or not there is a correlation of any type between the predominant usage of communication technologies and the amount of trust and affinity among team members.

Although the scope of this research was to identify the challenges managers face when under the hybrid work model, valuable data has also been collected on the advantages of the hybrid work model, which leads to believe that a similar study like this should be carried out but with the opposite scope of this one and the try to compare both to weight the advantages and disadvantages of the Hybrid working model.

These subjects may be worthy of additional investigation in the next studies, which may, in the end, lead to the discovery of findings that are potentially applicable to the enhancement of remote work management.

6.4 Conclusion

With the advent of post-Covid, a new work reality has arisen. During the Covid pandemic, a world experiment took place. Employees were sent home, and for two years, most of them performed their duties remotely. The effects and conclusions of that global experiment are yet to be fully understood, but it changed how employees could perform their jobs. While some companies continue to work remotely fully, others adopted a new flexible model of Hybrid working. Hybrid working is still emerging, and most companies that have adopted it are still discovering how to make it work. Several models are arising and being adopted, but it is clear that many more will appear from the hundreds of possible combinations. Each company will select their path and adopt and adapt its hybrid model to its needs and the needs of its staff.

With the adoption of Hybrid models, managers face old challenges, and new ones have arisen. This research was able to map some of these challenges using a case study of an organization that adopted the hybrid model known as "office first".

Although the office first hybrid model is the one that is less disruptive in terms of remote staffing as it privileges the office as the preferred place of working, it also brings challenges that are mainly identified in the other model that have more time of remote working.

This research added new knowledge to the industry as it identified the current challenges faced by managers working for companies that have adopted the hybrid model, particularly the office-first model.

Team cohesion is crucial in managing a workforce in the hybrid work paradigm. Maintaining the cohesiveness of a team is a significant challenge for managers, and a lack of team cohesion can directly impact motivation, performance, and staff satisfaction. Several authors' research showed that a cohesive team could lead to better performance, increased motivation, and overall satisfaction among team members. Cohesion can be built through various means, such as shared goals, task commitment, and attraction. Moreover, the relationship between cohesion and performance is more robust in smaller groups compared to larger groups. Overall, team cohesion is essential for effective workforce management, and managers must take steps to build and maintain cohesive teams to ensure success in the hybrid work paradigm.

Managing a workforce in a hybrid work paradigm comes with its own set of challenges, such as maintaining team cohesiveness, effective communication, and cross-functional connections. Team cohesion is crucial for team management, and there is a direct correlation between cohesion and performance, motivation, and staff satisfaction. Building and maintaining team cohesion should be a priority for managers. Effective

communication, a culture of collaboration, and strong leadership are crucial factors in overcoming challenges related to cross-functional connections. Ensuring the quality of communication is essential for successful hybrid or virtual teams. Finally, compatibility with the company's culture and environment is also crucial for employee engagement and aligning workers with organizational objectives.

The research concludes that building effective and cohesive cross-functional teams can be challenging for organisational managers. The lack of a collaborative culture and communication barriers can make overcoming cross-functional dependencies and working towards shared goals difficult. Therefore, leaders must cultivate a culture of trust, motivation, and collaboration among their workforce to enhance the potential for success. This can be achieved through effective personnel management strategies, including policies and practices that stimulate and guide performance, involvement of employees in organizational strategy, and the demonstration of characteristics such as attachment and trust among team members. Ultimately, building successful cross-functional teams requires a concerted effort from all stakeholders involved in the organization.

Furthermore, it can be drawn from this research that communication, work monitoring, and motivation are the top challenges managers face when managing hybrid or remote teams. Communication is particularly challenging as it affects the team's cohesiveness and productivity, especially when team members are in different time zones. Asynchronous means of communication, such as emails and chat messages, can sometimes lead to misinterpretations, negatively impacting the team's success. Therefore, managers of hybrid teams must make an effort to ensure transparent and sincere communication, encourage social and emotional communication, and make use of visual cues when possible. The level of motivation felt by members of a hybrid team is directly

correlated to the amount of effort they contribute, making it essential for managers to encourage and offer positive feedback. Finally, monitoring work and productivity is another challenge managers must address to ensure the success of virtual teams.

Managers are using various strategies and tools to minimize the challenges of remote work, especially related to communication and team cohesiveness. Most managers utilize different forms of expression while communicating with their employees. These include meetings, direct engagement, calls, setting expectations, regular check-ins, follow-ups, and face-to-face sessions, even when remote. Managers have also been creative and re-implementing "out of the box" methods to improve communication and face-to-face interactions, such as team-building activities, lunches, and social events. The top challenge for managers is to ensure team cohesiveness, which can be improved with effective communication. Therefore, managers are fostering accountability among team members and stimulating internal communication.

Communication is an essential factor in the success of a remote project, and sincere and transparent communication should be maintained at all times to minimize misconceptions and maximize productivity. Trust between members of a virtual team can be increased through the use of social and emotional communication. Finally, while remote work presents additional challenges and stresses, managers are finding ways to mitigate them and ensure that remote work remains a viable solution to the post-pandemic effects on the labour market.

The Research analysis has also revealed that setting clear expectations for hybrid workers is crucial for their success in remote and on-site work. Open communication, regular feedback, and adaptability are some of the critical factors for managing the expectations of team members. Defining performance goals and objectives for remote team members, tracking their progress, and providing feedback regularly is essential.

One of the questions asked team managers members how their performance goals and objectives were managed. Eikenberry & Turmel (2018) advise on creating clear expectations for remote team members and maintaining regular communication with them. The study also highlights the obstacles that come with managing a hybrid team, such as establishing rapport and trust, navigating time zones and cultural differences, and fostering a sense of belonging and community among team members.

The challenges of hybrid working arrangements, which blend remote work with office-based work, and how they affect management practices are corroborated by several authors, including Kropp, Gratton & Scott, Kohll, and Lipman, who agrees that hybrid working has brought up new management issues and the need for a different management approach.

Both Vidojevic (2022) and Todd (2022) list the advantages and challenges of the most common hybrid models currently being adopted by companies. Although Team cohesiveness, communication and motivation is not a challenge identified by them for the office's first hybrid working model, this research has proven this.

The research explored why managers split answers when asked if the challenges have changed with the Hybrid model. It found that managers who have previously managed remote, or hybrid teams do not see a significant change in their challenges. In contrast, managers who do not have experience managing remote or hybrid teams report challenges related to team cohesiveness, communication, and face-to-face interaction.

To conclude, the research highlights several factors that are likely to shape the future of the hybrid work model, including the changing nature of work, the preferences of employees, the continuous advancement of technology, and the culture of the business. Furthermore, it highlights some benefits of hybrid work to companies and employees, including increased productivity, improved work-life balance, and shorter commuting

times. The use of technology, such as collaboration tools and video conferencing software, is also expected to play a crucial role in enabling effective communication and collaboration in hybrid work environments.

The Covid-19 pandemic has accelerated the adoption of hybrid work models, as many businesses have been forced to adapt to remote work to keep their operations running. As a result, a significant number of workers have become acclimated to working from home and may even enjoy the freedom that this arrangement offers. The research can also conclude and acknowledge that hybrid work may not be suitable for all job categories or industries. Still, it is right to suggest that Hybrid work models are expected to become more prevalent in the years to come and that new best practices and standards may also emerge to support this transformation as businesses and employees continue experimenting with hybrid work models.

APPENDIX A

QUESTIONNAIRES WITH "THE COMPANY" STAFF.

The file attached contains the answers to the 56 surveys as extracted from the tool used to collect the data (MS Forms



Hybrid Work
Model_RAW_DATA.ai

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