A Study of Microsoft Challenges and Opportunities of Managing a Hybrid Workforce

UNDER THE GUIDANCE OF

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ABSTRACT

The outbreak of COVID-19 generated challenges for both employers and employees over a broad spectrum of industries. People were recommended to observe social distancing and lockdowns and/or curfews for non-essential businesses were implemented. This global situation catalyzed process innovation and a transitionfrom traditional work settings, specifically on-site work, to a remote work setting where employees use online communication requiring homes with computers and high-speed internet.

thesis explores how work settings changed due to the pandemic, how different work settings affect work-related collaborations which is a cornerstone in the innovation process, but also to investigate differences amongst personality traits in various worksettings.

The research presented herein is based on a quantitative survey of 156 respondents from a multitude of industries including several countries. The survey was designed using the Likert scale to capture how respondents perceived various aspects of collaboration before, during, and after the COVID-19 pandemic. In addition to respondent's perceptions, relevant demographic information was collected. The survey results were analyzed using descriptive statistics, CFA, SEM analysis, and statistical tests.

Differences between work settings were found regarding certain aspects of collaboration. The most notable was that informal collaboration was limited when working from home. The most important aspects of collaboration are to be able to trust collaborative partners and feel mutual respect.

Employers need to develop digital communication tools and collaboration practices when adopting a hybrid workplace. Informal interactions are an important aspect of collaboration, and these interactions are limited when working from home.

Management needs to nurture an atmosphere of trust and mutual respect for successful collaboration.

Recommendations for future research: Studies are recommended to focus on a specific industry or any other demographic aspect. A more diversified sample would enable exploration of how work settings affect individuals possessing different personality traits.

INTRODUCTION

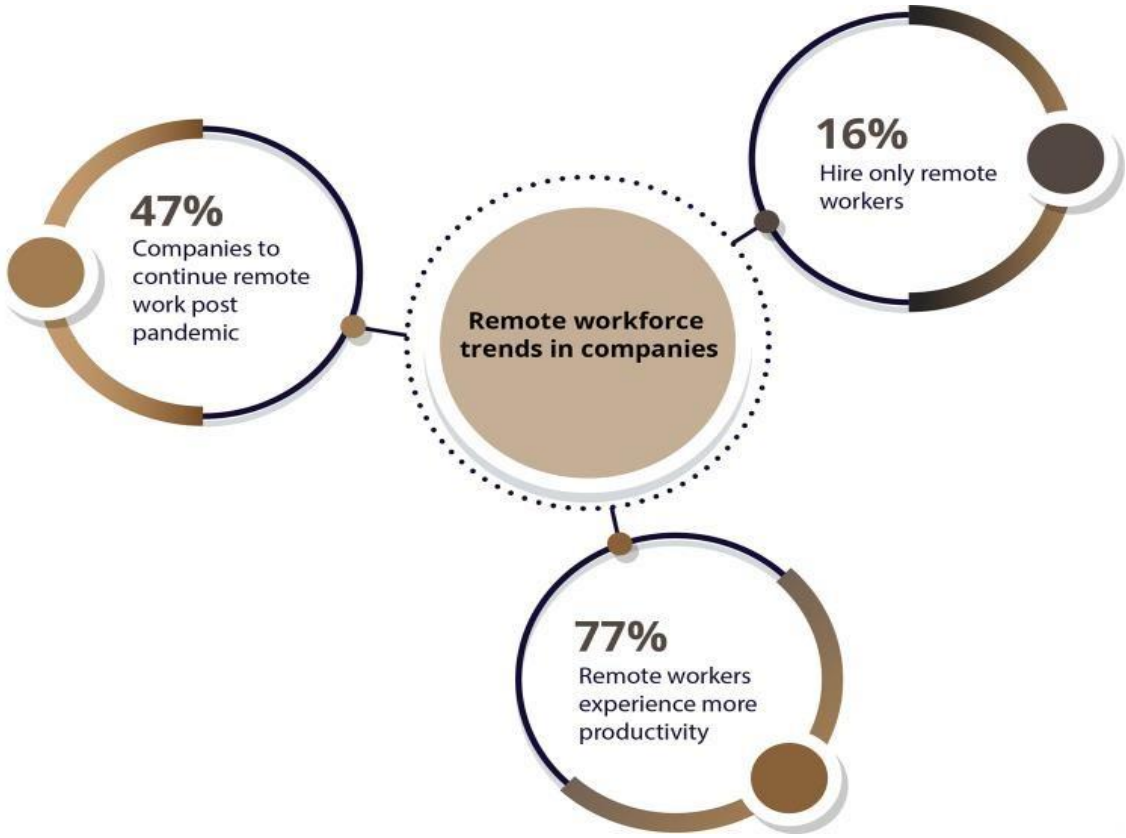
In today's rapidly evolving work landscape, organizations are increas ingly adopting hybrid work models, blending remote and on-site teams. This executive summary highlights the key challenges and opportunities of managing s uch hybrid workforces through a comparative analys is of remote and on-site teams.

CHALLENGES OF MANAGING REMOTE TEAMS:

Communication barriers and misalignment: Remote teams often face challenges in communication, leading to mis understandings and decreas ed collaboration.
Monitoring and accountability is sues : It can be difficult to track the productivity and performance of remote workers, pote ntially le ading to concerns about accountability. Potential for social isolation and dis e ngageme nt: Remote employees may experience feelings of isolation and detachment from the company culture, impacting theirmotivation and well-being.

CHALLENGES OF MANAGING ON-SITE TEAMS:

Overreliance on traditional hie rarchical structures: On-s ite teams may be constrained by rigid hierarchical s ystems, limiting innovation and adaptability.
Limited fle xibility and adaptability: On-site work arrangements may s truggle to accommodate changing ne e ds and pre fere nces , hindering agility.
Potential for lack of work-life balance: On-site e mployees may face challe nge s in achieving a healthy balance betwe e n work and personal life due to fixe d schedules and commuting require ments.



OPPORTUNITIES IN HYBRID WORKFORCE MANAGEMENT:

Flexibility to accommodate dive rse work preferences: Hybrid work models offer fle xibility for employees to choose their preferred work environment, auto nomy and satisfaction.

Access to a glo bal tale nt pool: Organizations can tap into a dive rse tale nt poo l by le ve raging re mo te work, enabling them to attract top tale nt regardles s of geographic location.

Enhanced resilience and busines s continuity: Hybrid work arrangements can

impro ve re silience by reducing dependency on phys ical o ffice s paces and enabling s e amle ss trans itions in times o f disruptio n.

STRATEGIES FOR EFFECTIVE MANAGEMENT:

Leve raging technology for seamle ss co mmunication and co llaboration: Organizatio ns s hould inves t in too ls and platforms that facilitate effective communication and co llabo ration amo ng re mote and on-s ite teams.

Establis hing clear go als and perfo rmance me trics: Setting cle ar expe ctations and performance metrics helps ensure alignment and accountability across hybrid wo rkforce s.

Cultivating a culture of trus t, inclusivity, and empathy: Fo stering a s uppo rtive and inclus ive culture is ess ential for maintaining emplo ye e engageme nt and well-being in hybrid work environments .

PROMOTING EMPLOYEE WELL-BEING:

Implementing flexible wo rk schedule s and policie s: Offering flexible work arrangements allows emplo ye e s to be tter balance work and pers onal co mmitme nts, impro ving o ve rall well-being.
Pro viding res o urces for mental he alth suppo rt: Organizations s ho uld prioritize me ntal health initiative s and provide resources to suppo rt employees ' emotio nal well-be ing, es pecially in re mo te wo rk settings .
Enco uraging s o cial inte ractio n and te am bonding activities : Facilitating o ppo rtunities for social interaction and team bonding helps foster a s ense of belo nging and camaraderie amo ng re mote and on-s ite employees .
Managing hybrid workforces pres ents both challenges and opportunitie s for organizatio ns. By addressing communication barriers, promoting flexibility, and prioritizing employee well-being, businesses can e ffe ctively navigate the complexities of hybrid wo rk arrangements and fos ter a culture of co llabo ration.

Whe n a firm aims to innovate, it is ne cess ary to promote a climate at the workplace where e mployees interact, share goals, and share common understanding (Beaulieu et al. 2014). To develo p this climate, a four-facto r theory was pro posed by Anderson and West (1998). The fo ur factors in this theory are (Anders on and Wes t 1998): (1) Participative s afety: trus t is e ssential if an employee will be involve d in a te am; (2) Suppo rt for innovatio n: ne w ways of working are encourage d; (3) Vision: refers to mo tivating factors s uch as higher goals and value d outcome s of innovation; (4) Task orientation: covers how e mployees achieve goals and s trive for excellence (Be aulie u et al. 2014).
Innovatio n rate can be quantified using s e ve ral me trics, such as the numbe r of patents , total R&D e xpenditures, number of s cience - and te chnology pe rso nnel, numbe r o f s cience- and te chno lo gy publications, total high-tech expo rts , capacity of internet bandwidth, number o f broadband s ubscriptions, vario us cus tomer experie nce me trics, and environmental metrics (Hao et al. 2017). In March 2020, the COVID-19 outbreak was characterize d as a global pandemic (WHO 2023). However, bus inesses' R&D expenditures continued to grow wo rldwide in 2020, although the rate o f growth was lo wer than 2019 (OECD 2021). The Organization for Economic Coo pe ratio n and Developme nt (OECD) highlights that R&D inves tments we re als o aimed at othe r industries during this period, such as information and communication te chno lo gy (ICT) and life s ciences (OECD 2021). Interestingly, the number of patents applications in Sweden decreased in 2020, while the R&D expenditures continued to gro w (OECD 2021).
Res e arch o n innovation in relation to the COVID-19 pande mic surrounds firms' ability to stay in bus ines s with help from reshaping and innovative activities (Mo ntani and Staglianò 2022). As crisis occurs, a critical o bstacle mus t be tackled with little time for decis io n making (Krehl and Büttgen 2022). Firms need to transform their practices to stay compe titive by adopting work from home practice s for employees (Arena e t al. 2022; Chatterjee et al. 2022; Galanti et al. 2021; Jabeen et al. 2022). Innovative firms, such as younger firms or startups, adapted more s ucces sfully to the disruptions caused by the pande mic than no n-inno vators (Chris ta and Kristinae 2021; Krammer 2022). However, s mall and me dium enterpris e s experie nce many obs tacles in crises because they do not have resources, s uch as digital te chno lo gy s kills, to innovate quickly and adapt (Jabeen et al. 2022). Caballe ro-Mo rales (2021) me ans innovation could be regarded as the gre atest res ource fo r a firm to survive an event like the COVID-19 pandemic.
Kniffin e t al. (2021) states that firms had to upe nd work practices and change their ways of work (Kniffin et al. 2021). To success fully manage a digital transformation and to adopt innovative technology, several change s are re quired in the organizatio nal structure (McKins e y & Co mpany 2020). In the dramatic change due to the pandemic, emplo yee s we re fo rced to work from home and interactio ns with colleagues went digital o vernight. This affected inno vation be caus e informal face- to-face interactions are important when generating innovative ideas (Arena 2021), and many companies were unprepared fo r such events (McKins e y & Co mpany 2020). Since collabo ratio n is crucial fo r innovative wo rk (Arena et al. 2017; Harvey 2014; Santamaría et al. 2021), there is an argument to examine if collaborative activitie s are affected by differe nt work settings caus ed by the COVID-19 pandemic, and to e xplore if this is an underlying cause to the de crease in inno vation.
According to Bayern (2020), 80% of US e mployers did no t have remote work policies in operation before the global outbreak of the pandemic. However, a s tudy of 4,000 respondents re ve als that

–an expecte d long-te rm implication of the COVID-19 pandemic is that nearly half of emplo yees will work remotely at least s ome of the time‖ (Gartne r 2020).

Lordan et al. (2021) further explains the need fo r firms to continue develo ping their digital tools and practices in their digital transformation. Similarly, digital maturity can be de fined as –the de gree to which an o rganization has trans formed its digital proces ses , digital talent engagement, and digital busines s models ‖ (Bartsch et al. 2021).

In addition to digital maturity, an interesting aspect is how different work s e ttings, affect and are affected by emplo ye e s' pers onality traits. As the pro ces s generating innovation requires both intro ve rted and extroverte d activitie s (Swann 2009: 127), it is interesting to s tudy how e mployees with extro ve rted- or introverted traits are affected when working fro m home or in a hybrid work s etting. Some traits and activitie s could be better suited fo r certain work s e ttings. A co mparative s tudy between traditio nal o ffice wo rk and hybrid work setting, whe re work fro m home is combined with regular office work, co uld ge nerate guidance for firms selecting future work practice s.

The re search s tudy prese nted herein, can give a valuable contribution to manage rs adjusting work settings . Interestingly, this study de mo nstrates that the pre-pandemic wo rk s etting enhanced all parts of collabo ratio n, while working from ho me s uppre sse d informal collaboratio n. Furthermo re , in a hybrid work setting both formal collaboration and management's influence on collaboratio n is enhanced compared to the pre -pandemic s e tting. The study also demons trates no cle ar diffe re nces between the different wo rk settings and e xtroverted- and introverted individuals which pre vious re search indicate (Parra e t al. 2022). This clearly highlights that more re search is re quired to gain better unde rstanding on how diffe re nt work s e ttings affects differe nt individuals, and ho w to facilitate future des ign o f optimal wo rk e nviro nment.

PREVIOUS RESEARCH

To learn abo ut the topic o f this study and to acquire knowledge o f what have been res e arched, a review of past lite rature was conducte d. This se ction covers areas like collaboratio n, different work settings, personality traits, and inno vation.

COLLABORATION AND WORK SETTINGS

Collabo ration has a positive impact o n innovation (Nie to and Santamaría 2007). Res e arch from the University of Te nne ss e e reveals that innovatio n and collaboratio n are not mutually exclusive (Sunde rland 2018), meaning that collaboratio n and innovation feed and breed upon each other.

Pate l et al. (2012) o ffers a framework of factors influe ncing co llaboration. Among the facto rs influencing co llabo ration are ho w manage ment contributes to collaboratio n, such as o rganizational structure, go als, and decision-making. Furthermore, re sources , roles , relations hips, mutual res pe ct be tween collaborative parties , and trust play an integral role in co llabo rative activities (Patel e t al. 2012). Limited trus t in collabo rators is a major obstacle (Nielsen 2004), and effective communication is vital for collaborative interactions (Johns e t al. 2021; Pate l et al. 2012).

Larger firms aiming at s ucces sful inno vative work must re alize it is a social phenomenon (Are na e t al. 2017). Other studie s agree that co llaborations are crucial in inno vative wo rk (Arena 2021; Santamaría et al. 2021). Arena et al. (2022) discus ses the impo rtance of proximity, and face -to-face interactio ns, generating flow of ideas thro ugh informal inte ractio ns at the workplace. Montani and Staglianò (2022) report that it is s alie nt to maintain kno wle dge sharing during times like the COVID-19 pandemic, to enhance innovation. This can als o decre as e jo b stress induced by the pande mic

Collaborative creativity is essential when solving great challenges (Jarvenpaa and Välikangas 2020). Important in creating innovative ideas are the different perspectives brought to the table by members of a group (Harvey 2014). To adapt businesses to disruptions, Arena (2021) states that managers need to value social interactions when assessing innovative ideas and insights. Face-to-face meetings are considered to offer the highest level of social presence (Gajendran and Harrison 2007). When working from home, the frequency of such interactions will change. Another social interaction is informal collaboration, which was often lost during the COVID19 pandemic (Pillai and Prasad 2023). Informal collaboration implies non-routine interactions helping future progress and change, happening beyond the team. Informal interactions occur casually when employees spontaneously share knowledge or resources. When working remotely, the role of informal relationships generating collaboration becomes even more vital (OrgMapper 2023). On the other hand, formal interactions contain routines and drive execution and support at the workplace (Arena 2022). Formal interaction often happens withing a team at planned occasions and formal collaboration is often controlled by someone and takes off from a strategy where planned meetings are vital (Prendes Espinosa and Castañeda Quintero 2009). Formal collaboration often includes bilateral agreements, while informal collaboration, dependent on trust and reputation, often minimizes costs for collaborative activities (Terman et al. 2020).

REMOTE WORK AND WORK FROM HOME

Chatterjee et al. (2022) describe remote work as arrangements, making employees able to work from other locations than the office. They also add work time flexibility and infrastructural flexibility to formulate the term remote work flexibility (Chatterjee et al. 2022). The development of ICT has made it possible for employees to work remotely, offering greater flexibility (Sharma et al. 2022). Firms are better equipped for the transition to remote work if located where high-speed internet is well-developed. The two main differences between virtual teams working remotely and conventional teams are the geographical distance, and that technology mediates communication (Krehl and Büttgen 2022). During a lockdown, remote work is limited to being performed at home.

To collaborate in a remote work setting, there are distances to overcome. Physical distance refers to not working at the same place and time, operational distance refers to team size, bandwidth, etc., and affinity distance refers to values, trust, and interdependencies (Dhawan and Chamorro-Premuzic 2018). When collaborating remotely, it is best to reduce the affinity distance, by communicating via video calls, rather than e-mails. Mastering remote communication can even grant an advantage over co-located teams

onsite (Dhawan and Chamorro-Premuzic 2018).

As discus sed in the theory section, 3.1, Jo hansen's time-space matrix is a framework fo r s tudies on collabo ration (Neumayr et al. 2021). When working remote ly, with no co-located work, no face -to-face interactions o r continuous work in a te am ro om will happen. Whe n collaborating remote ly, vide o usage is correlated with inclusivenes s. Remote meetings must still improve in s e veral ways, o ne is to elp participants to interrupt and receive the right to speak (Cutler et al. 2021). Collabo ration when working remo tely has be e n studie d at Micros oft, where res e archers found that remote work caused mo re static and s iloed co llaboration networks, making it mo re difficult for emplo ye es to acquire and s hare information acro ss networks (Yang et al. 2022). Meetings with re mo te participants o fte n suffer from social and cultural asymmetries, which ne ed to be manage d to e nsure s ucces sful meetings in a hybrid work setting (Saatçi et al. 2019).

Highlights of work from home , are acco rding to Pillai and Prasad (2023) lo wer s tress and better balance between work and family. This is mos t distinctive for female e mployees (Pillai and Prasad 2023). Rodgers and Ro dgers (1989) called, already in 1989 for change s in wo rk practices when the y pro pos e d actions to be taken fo r better ways to combine business and family. Arena et al. (2022) and Chatterje e et al. (2022) state that firms adopting remote work s ystems, gain emplo ye e satis factio n and pro ductivity. Galanti e t al. (2021) confirmed emplo ye es' auto nomy as pos itively affe cted by work from home . Another study finds that emplo ye es prefe r remote work because of co nve nience and costs related to commuting (Saurombe et al. 2022).

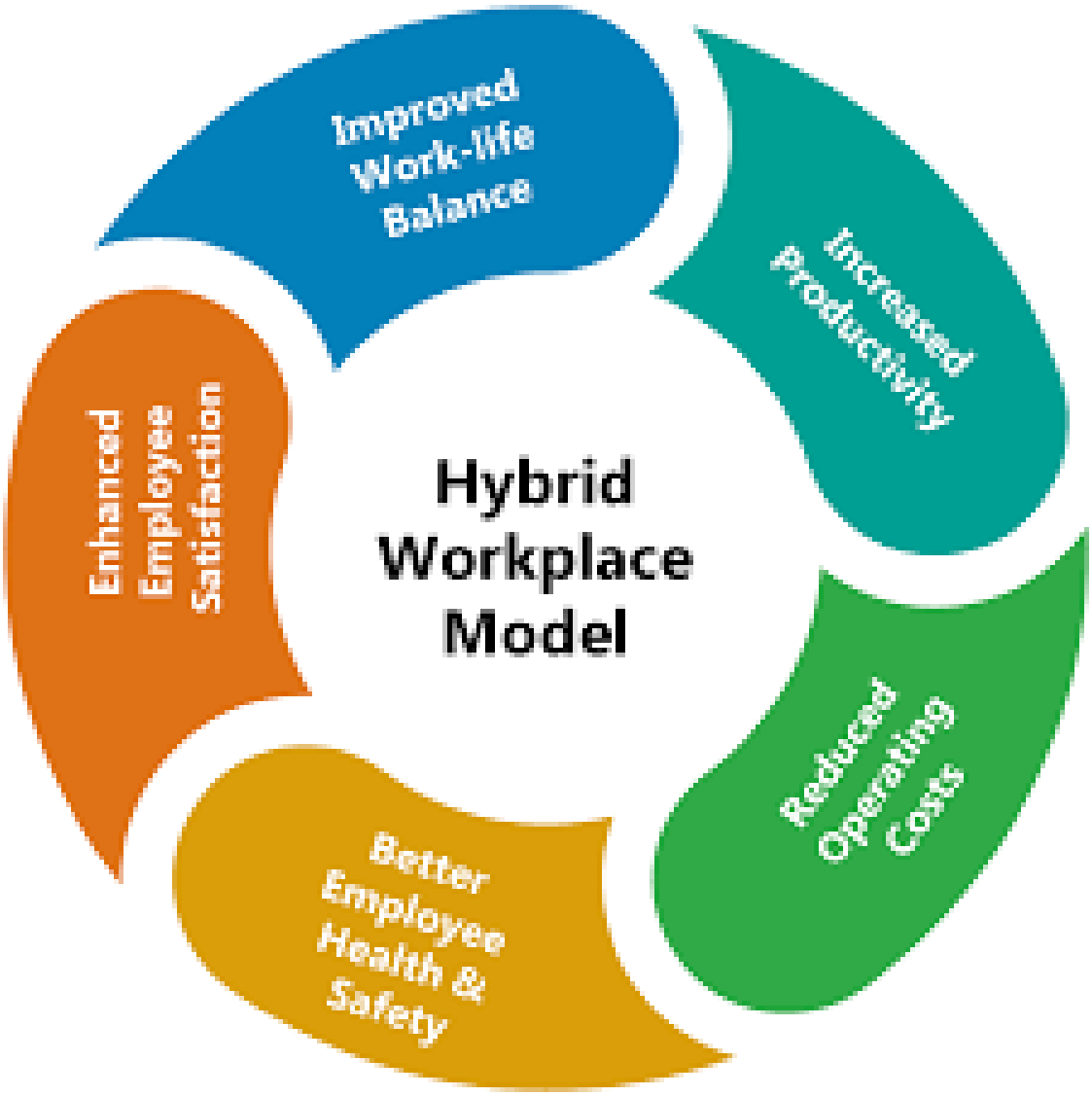
On the other hand, studie s report disadvantages related to work from ho me when clo sed childcare and scho ols inflicts inte rruptions on wo rk tas ks since children are s taying at ho me (Como et al. 2021; Johns et al. 2021), or when emplo ye es suffer from s ocial isolation (Galanti et al. 2021; Saurombe et al. 2022). Social is olation can, according to Nyberg et al. (2021), Pillai and Prasad (2023), and Sharma et al. (2022) re duce productivity, and affect collabo ration ne gatively (Jarvenpaa and Välikangas 2020). Work from ho me can also ge ne rate increas e d attrition (Pillai and Pras ad 2023), becaus e emplo yee s must work lo nger ho urs to prove pro ductivity (Saurombe et al. 2022), leading to de creas ed o rganizatio nal coherence (So ga et al. 2022) with less effective communication (Pillai and Prasad 2023). Job engage ment is negatively re late d to working from home, due to risks of reduced suppo rt and feedback fro m e mployers (Sardeshmukh et al. 2012). van der Lippe and Lippényi (2020) conclude that individual emplo yees perform bette r when their colleagues do not work from home. Pillai and Prasad (2023) state that firms in India's IT-sector utilized 60% virtual wo rk in April 2020. This number increased to 80% in Augus t 2020, and is believed to reach nearly 100% in the future (Pillai and Prasad 2023).

HYBRID WORK SETTING

The COVID-19 pandemic caus e d swift de velopment o f technology, enabling re mo te wo rk settings. Whe n lockdowns eas e d, s eve ral firms organized a hybrid work s e tting (PwC 2023). Going back to the pre-pande mic workplace is not an option (Kane et al. 2021) as the hybrid work s e tting offers as much flexibility as possible, le tting employees choose whe re to phys ically wo rk (Chamo rro-Premuzic 2021). Whe n firms cho os e work setting, it is important to no tice that informal communication contribute s more to the firm's culture and practices than communication to ols do (Lo rdan et al. 2021).

Iqbal et al. (2021) list several pro s and cons whe n adopting a hybrid wo rk setting. Among the advantages are maximize d productivity be caus e e mployees appreciate that the firm offers great flexibility for e mployees , reduced e xpenses regarding s maller office space and less commuting, and ado ption of advanced technology (Iqbal et al. 2021). Dis advantages remind of the cons related to fo rced work from home; the risk o f isolation and les s physical inte ractio n leading to less informal brainstorming, and risks re garding cyber breache s (Iqbal et al. 2021). Kane et al. (2021) proclaim firms ne e d to e volve virtual work to continue knowledge sharing in organizatio ns, as this has be e n an issue in innovatio n re late d to remote work. As discus sed in the theory section, 3.1, Jo hansen's time-space matrix is a framework for studie s on collaboratio n (Ne umayr e t al. 2021). Well-functioning ICT enables constant switching betwee n the quadrants of the matrix whe n working in a hybrid s e tting. A team can switch between being co-located o nsite, re mo te work, and a mix of the m (hybrid), making it poss ible to e njo y both effective co llabo ration and great fle xibility (Neumayr et al. 2021). When employees are offered a hybrid wo rk setting, it is re co mme nde d to sche dule interactions to ge t them to meet both in phys ical meetings and at coffee breaks (Rockwell 2021). Re thinking the role of the office can be bene ficial, where it is tilted toward becoming a place for collabo ration and no t s o lo work (Rockwell 2021). A pre vious study co nducted amid the pandemic indicated that the vast majority o f the survey respo nde nts would prefer either to continue working from ho me, o r in a hybrid work s e tting (Johns et al. 2021).

PERSONALITY TRAITS AND WORK SETTINGS



The Aus tralian Council fo r Educational Re search, ACER, o ffe rs a framework for developing co llaborative s kills (Sco ular et al. 2020). In this framework, three s trands are co nstructed from cons titue nts co vering co llaborative as pects . In the first s trand, aspects included surround communication, res ource, and information poo ling, and nego tiating o f roles and res ponsibilities . The second strand include s aspects regarding participating in the team, recognizing co ntributio n of others , and engagement in res ponsibilities . The last strand abo ut regulation co vers aspects s uch as e nsuring relevant contribution, maintaining shared unders tanding, res olving diffe re nces and adapt behavio rs. Whe n as ses sing personality traits , acco rding to the big five facto r repres entatio n, individuals po ssessing elevated levels of extrovers ion, openness, and co nscie ntious ne ss can be skilled for tas ks in the first s trand because extro ve rts are talkative, open individuals caring for new things, and the cons cientio us spend time preparing (Mind Health 2023). Individuals high on

agree ableness can have great skills in tasks from the s e co nd s trand because they s how interes t in other's co ntributio n. Fo r the final strand, individuals high on agree ableness and co nscientious ne ss can be s killed.

Previous studies o n pe rsonality traits in relatio n to the COVID-19 pande mic and the challe nge s brought upo n employees, have been focused on their well-being and exhaustio n (Ahmed et al. 2021; Parra e t al. 2022), and pro ductivity (Gavoille and Hazans 2022). In re cent res e arch by Gavo ille and Hazans (2022), the Te n Ite m Personality Meas ure , TIPI, was us e d to es timate pers onality traits. The reaso n is this method contains te n questions, making it convenient in large-scale s urve ys, while o ther me tho ds can include up to 260 questio ns (Gavoille and Hazans 2022). Res e arch fo und that lowe r extrovers ion and highe r neuroticis m were as sociated with higher s tress during the lo ckdo wns (Ahmed et al. 2021). According to the findings o f a study conducted by (Stock et al. 2016), pe o ple ranking high on openness are mo re pro ne to generate new product ideas. They als o found that being intro ve rted and co nscientio us is po sitively re late d to prototyping (Sto ck et al. 2016). A study conducted in Germany reveale d that the lonelier individuals were before lockdown, the s maller was the increase in lonelines s during times of lockdo wn (Entringer and Go sling 2022). This implies that extro ve rted individuals suffer more than introverte d when force d to work from home.

COLLABORATION

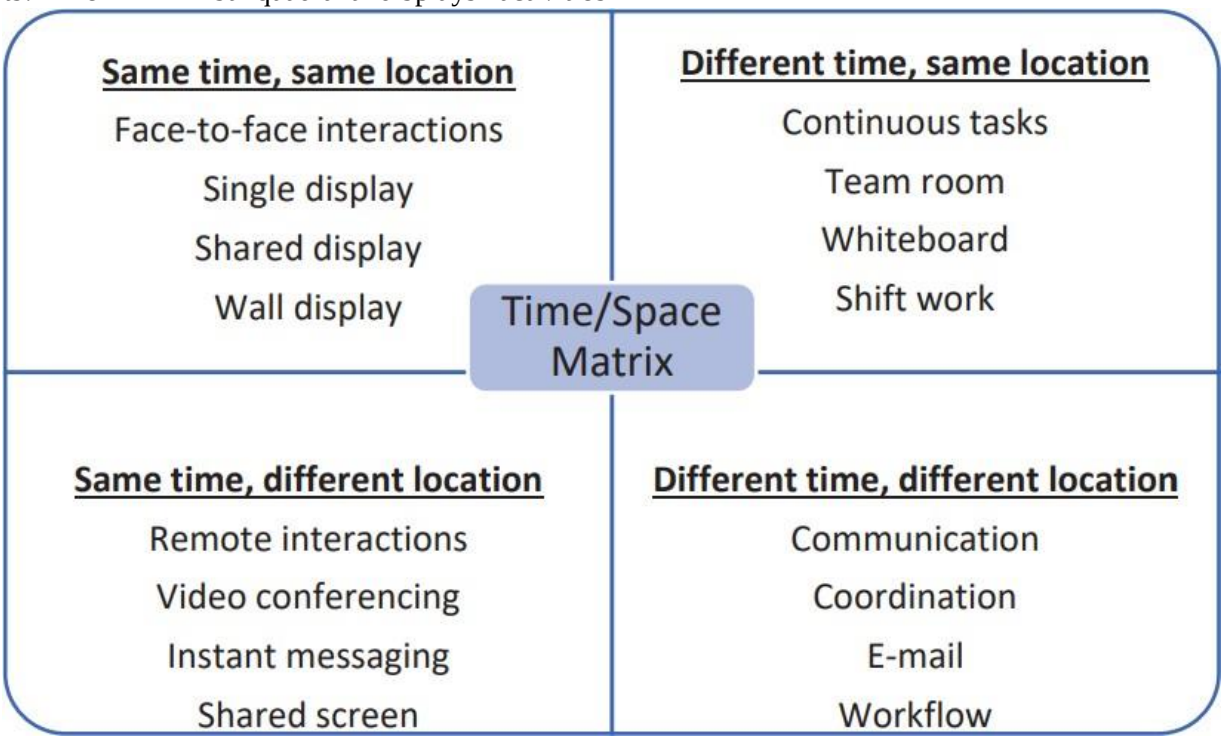
Collabo ration can be defined as –a joint e ffort of multiple individuals or work groups to accomplis h a task o r a pro jectǁ (TechTarget 2016). Collaboration has s e ve ral influential aspects, as it re quires working togethe r in teams. To organize collaboratio n, a the o re tical framework, focused o n in this thes is, was developed by

(Mattess ich and Monsey 1992), co ntaining s ix categorie s influencing the s ucces s of collaboratio n:

- Enviro nment: his to ry of collaboration, and political and so cial climate.
- Members hip: Mutual re spect and trust amo ng co llabo rators, and ability to compromise.
- Pro cess: Members share a stake in proce ss and o utcome, multiple layers of decision making, flexibility, and cle ar ro les and po licy guideline s.
- Communications : o pe n and frequent, with established formal and informal links .
- Purpo se: Concre te, attainable goals, s hared vision, and unique purpo se.
- Res ource s: Sufficient skills and funds.

Two perspective s o f collabo ration are formal and informal collabo ratio n (Slack 2022). Formal interactions at the workplace rely o n the o fficial source of information, fo llowing a s tatic, topdo wn flow of information often o riginating from a manage r. On the o ther hand, informal activities are les s ratio nal, reco gnizing social needs unde rlying co mmunicatio ns (Jo hnso n e t al. 1994).
The re are several framewo rks for studying collabo ration and interactions between humans. One of the popular is Jo hans en's time-space matrix which includes four quadrants , see Figure 1 (Neumayr e t al. 2021).

This theory, which this thesis fo cuses on, categorize s group activities temporally and locally, generating four quadrants. The first quadrant displays activities



happe ning at the same place and at the same time , s uch as face -to -face inte ractions. The second quadrant dis plays activities at the same place but at separate times, such as continuo us wo rk. The third quadrant e xhibits activitie s at differe nt places at the s ame time, s uch as remote wo rk. Finally, the fourth quadrant covers activities at diffe re nt places and diffe rent time s, s uch as e -mails . This theo ry can explain ho w the influence of different work settings can admit o r de ny certain activities.

WORK SETTINGS

Whe n s tudying work s e ttings, it is be ne ficial to no tice characteristics o f different wo rk settings and how they are de fined. When working from home, an e mployee s e ts up an o ffice at their ho me (IONOS Inc. 2022), existing o f equipme nt s upplied by the emplo ye r. Remote work, on the other hand, is a wo rk setting where the emplo ye r wo rks at any other place, but a place operated by the e mployer (VMware Inc. 2023). This can be at home, a shared coworking office , or at any othe r place outs ide the office. A hybrid wo rk se tting is a co mbination of working remo tely and wo rking at the office pro vided by the employe r (SAP 2023). After the COVID19 pande mic, when well-functioning ICT was present, firms in various industries cho se to let e mployees wo rk in a hybrid s e tting, aiming to offer gre at flexibility to emplo ye es.

The conce pt of wo rking from home o riginates from tele co mmuting and was coined by Nilles (1975). Telecommuting, o r teleworking, (Bailey and Kurland 2002) offered decentralization of large organizatio ns by an increasing availability of communication to ols (Nilles 1975). The benefits o f telework were o riginally reduce d real estate co sts, lower cos ts for co mmuting to office s and less pollution caused by traffic (Kos sen and van de r Berg 2022).

Company MICROSOFT

MISSION

Micros oft Co rporation's mis sion s tate ment is **"to empower e ve ry pe rson and every organization o n the planet to achieve more."**

VISION

Micros oft Corporation's vision statement is **"to help individuals and bus ine ss e s re alize their full potential."**

The ne w logo includes fo ur squares with the co lo rs o f the the n-current Windows logo which have be en used to re pre sent Micro soft's fo ur major products: Windows (blue), Office (red), Xbox (gree n) and Bing (yellow).

HISTORY OF MICROSOFT

Childho o d friends Paul Allen and Bill Gates sought to make a s ucces sful busine ss utilizing the ir s hared s kills in co mputer programming. In 1972 they founded their first company, named Traf-O-Data, which sold a rudimentary computer to track and analyze automobile traffic data. While Gates enro lled at Harvard, Alle n pursued a degree in compute r s cience at Was hington State University, tho ugh he later dropped out of school to work at Honeywell. The January 1975 iss ue o f Po pular Electronics featured Micro Instrumentation and Te leme try Syste ms (MITS) Altair 8800 microcompute r, which inspire d Alle n to s ugge st that they could program a BASIC interpreter fo r the de vice. After a call from Gates claiming to have a working

interpreter, MITS re queste d a demonstratio n. Since they didn't yet have o ne , Allen wo rke d o n a s imulator for the Altair while Gates developed the inte rpre ter. Altho ugh the y develo ped the interpreter on a simulator and not the actual device, it worked flawless ly when the y (in March 1975) de monstrated the interpreter to MITS in Albuquerque, New Mexico . MITS agreed to dis tribute it, marketing it as Altair BASIC: 108, 112–114 Gates and Alle n officially established Microsoft on April 4, 1975, with Gates as the CEO. The original name of "Micro-Soft" was s uggested by Alle n. In Augus t 1977 the company formed an agreeme nt with ASCII Magazine in Japan, res ulting in its first internatio nal o ffice, "ASCII Microsoft". Micros oft mo ved to a ne w home in Belle vue , Washington in January 1979.

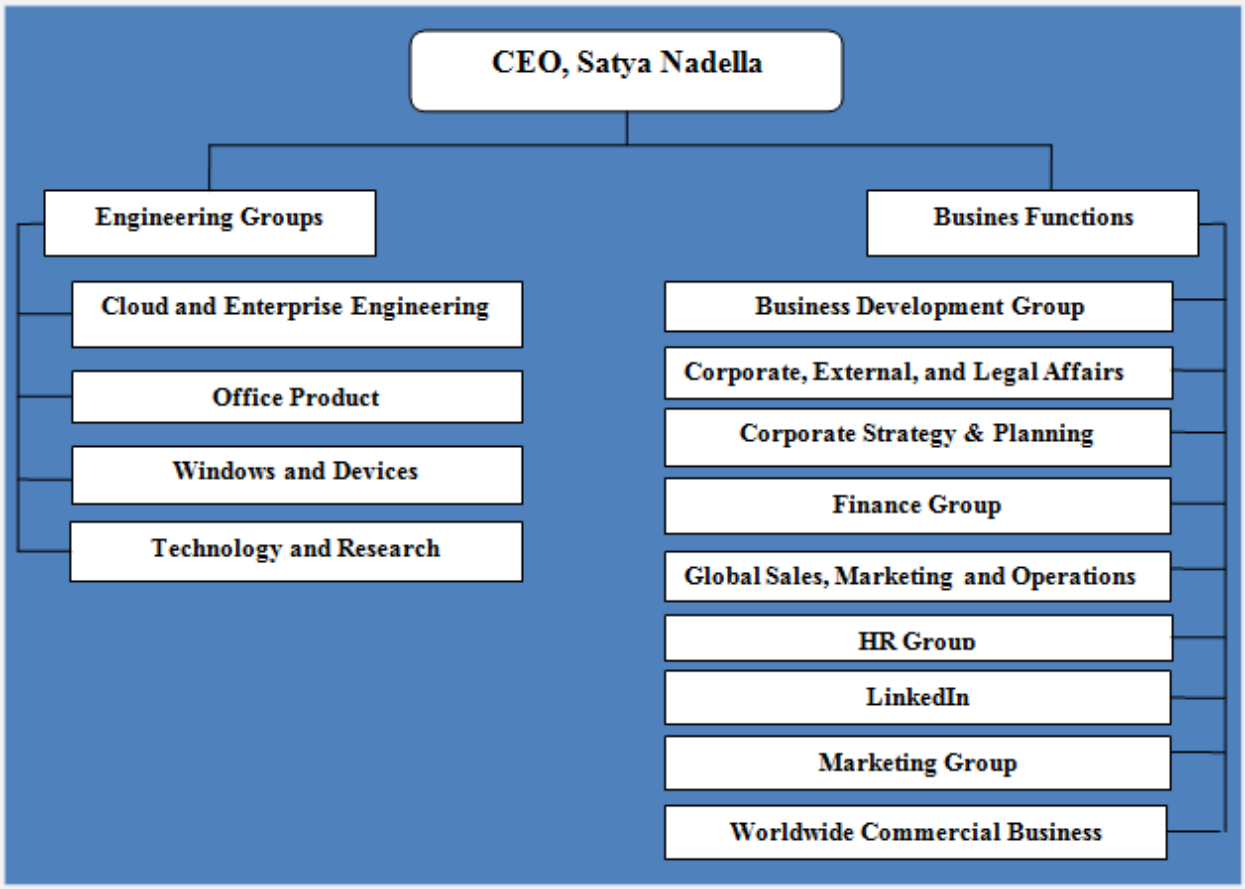
Micros oft e ntered the operating s ystem (OS) busine ss in 1980 with its o wn vers io n of UNIX, called Xenix. However, it was MS-DOS that solidified the company's dominance. After negotiations with Digital Res earch failed, IBM awarded a contract to Micro soft in No ve mber 1980 to provide a ve rsion of the CP/M OS, which was set to be used in the upcoming IBM Pe rsonal Co mputer (IBM PC). For this deal, Micros oft purchas ed a CP/M clone calle d 86-DOS from Seattle Computer Products , which it brande d as MS-DOS, though IBM rebrande d it to PC DOS. Follo wing the rele ase o f the IBM PC in August 1981, Micros o ft retained ownership of MS-DOS. Since IBM had copyrighted the IBM PC BIOS, othe r co mpanies had to reverse engine e r it in order for non-IBM hardware to run as IBM PC co mpatible s, but no s uch restriction applied to the operating s ystems. Due to vario us facto rs, s uch as MS-DOS's available software sele ction, Micro soft e ve ntually became the leading PC operating s ystems vendor. The co mpany expanded into ne w markets with the rele ase of the Micros oft Mouse in 1983, as well as with a publishing division named Micros oft Pres s. Paul Allen resigned from Micro so ft in 1983 after developing Ho dgkin's dis eas e .Since the 1990s, it has increasingly dive rsifie d from the operating s ystem market and has made a numbe r of co rporate acquis itio ns—their largest being the acquisition of Linke dIn fo r $26.2 billion in December 2016, followed by Skype Te chno lo gies for $8.5 billio n in May 2011.

As of 2015, Micros oft is market-dominant in the IBM PC-co mpatible operating s ystem market and the office s oftware suite marke t, altho ugh it has los t the majority of the overall operating s ys tem market to Android.

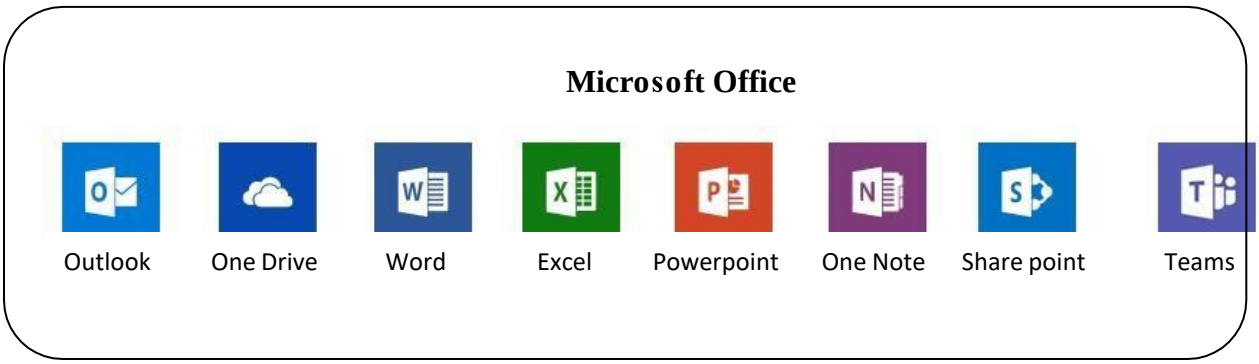
MICROSOFT'S CORPORATE STRUCTURE

Microsoft Corporation has a product type divisional organizational structure. This structure involves divisions that are based on certain computer hardware and software products, or organizational outputs. The following characteristics are significant in Microsoft's organizational structure :

1. Product type divisions (most dominant structural feature)
2. Global corporate groups
3. Geographic segments



PRODUCT LIST



CLIENT LIST

ABC International Bank PlcABC News
Aberdeen Ass e t Management Accenture
Accor Gro up

Air New Zealand

Al Jaze e ra International Ltd Alliance Healthcare
AMAZON (previously LOVEFiLM)AMEC Group
Amey plc

Anglo American

Bank Of America Merrill LynchBank of England
Bank of Ireland

Bank of London & the Middle East Bank of New York Mellon
BANK OF TOKYO-MITSUBISHI

Barbican Insurance Group Barnardo 's
Barne t Home s BaxterSto re y
BG Group - bought by Shell (BSBD account)Brit Insurance
Britis h Ame rican To bacco Britis h Trans port Police Bupa
Burberry

Bus iness Training Partne rship NO LONGER TRADING C2C Rail
Cambridge Univers ity Hospital

Canon Europe

CHELSEA AND WESTMINSTER HOSPITAL

Chevron Products UK Limite d

Chubb Ins urance Company o f Euro pe SE Compass
Credit Suisse

De Agos tini UK Ltd Debenhams
Defence Scie nce and Technology Laboratory DHL
Financial Services Autho rity Fo od Standards Agency Kingfisher
Knauf DrywallKo dak Limite d
London Luton Airport London Stock Exchange Macmillan Publishers Ltd Marie Curie Cance r Cae Markit
Marks and Spe ncer

Marks and Spe ncer Mo ne y McDo nald's Restaurants Ltd Metropo litan Po lice
MF Global (NO LONGER TRADING)

Micros oft PUMA
Sage Pay

Sage Publishers Sainsburys PLC Samsung Ele ctronics UK
Scottis h & Southern Energy S kype
Smith & Nephew

Smith & WilliamsonSo ny Euro pe
So nyDADC

Special Olympics Great Britain

St Geo rge 's University of London STA Travel
Standard Chartere d Bank State Street IMS
Te sco Mo bile The Body Shop
The Capita Group Plc Toyota
Transport for LondonUnile ve r
UNISON

Unite d Utilities PLC Univers ity of Birmingham Univers ity of Cambridge

ABOUT MICROSOFT SERVICES

Empowering your Enterprise to do more and achieve more in a mobile - first, cloud-firs t world.

Commitment to enterprise customer satis.faction

Microsoft is committed to maintaining high le vels of satisfaction among our enterpris e custome rs and partners . We work to understand your needs and use your feedback to drive innovation and the highest quality customer experience.

LITERATURE REVIEW

The literature revie w pro vides a comprehensive overview o f existing res earch, the orie s, and empirical studies related to the challenges and o ppo rtunities o f managing remote and on-s ite teams within hybrid work e nvironments. By s ynthesizing and analyzing relevant literature, this review aims to identify key the mes, insights, and gaps in kno wle dge to inform the co mparative analys is o f remote and o n-site teams ' manage ment in hybrid wo rk settings .

Evolution of Workfo rce Dynamics :

His to rical context: The evolution of remote work and its impact on traditio nal wo rk arrangements.
Emergence of hybrid work mo de ls : Factors driving the ado ption of hybrid wo rk arrangements and their implicatio ns for organizational structures and manage ment practices.

Remote Work Challenge s and Oppo rtunities :

Communication and co llabo ration: Studie s e xamining communication challenges in remote teams and strategies fo r fostering co llaboration and co he sion.
Perfo rmance management: Re search o n remote work performance metrics, monito ring mechanisms , and strategies for enhancing accountability and productivity. Employee well-being: The impact o f remote work on e mployee well-being, including s tres s, burno ut, and s trate gies for promoting work-life balance and mental health.

On-site Wo rk Challe nge s and Opportunities :

Organizatio nal structures : The influence o f traditional hie rarchical structures o n o n- s ite te am dynamics and inno vation.
Flexibility and adaptability: Studies explo ring the limitations of on-site work arrangements in accommo dating changing needs and preferences and s trategies fo r promoting flexibility and agility.
Work-life balance: Res e arch o n the challenges o f maintaining wo rk-life balance in on-site wo rk enviro nments and interventio ns to s upport employees ' well-being.

Hybrid Workforce Management Strategies:

Te chno lo gy adoption: The ro le o f technology in facilitating communicatio n, collaboratio n, and s eamle ss integration between remo te and on-site te ams .

Leadership and culture: The importance of leade rship in fos tering a culture o f trust, inclus ivity, and empathy to s upport hybrid work enviro nments .

Perfo rmance measureme nt: Strategies fo r establishing clear goals , pe rformance me trics, and evaluatio n criteria to ens ure alignment and accountability acros s hybrid te ams .

Emplo ye e Well-being in Hybrid Work Environments:

Flexible work po licies: The impact o f fle xible work policies on employee s atisfaction, retention, and engagement in hybrid wo rk settings .

Mental health support: Initiatives and re sources to pro mo te me ntal he alth and we ll- being among remo te and on-s ite e mployees , including co unseling services , mindfulnes s programs, and s tres s management techniques.

So cial interaction: The role of so cial activitie s, te am-building e xe rcises, and virtual events in foste ring a s ense o f co mmunity and belonging amo ng hybrid wo rkforce me mbers.

The literature review highlights the multiface ted nature of managing remo te and o n- s ite teams within hybrid wo rk environments, encompassing challe nges related to communication, co llaboration, performance manageme nt, and employee well-being, as we ll as opportunities for leveraging te chno logy, fo stering o rganizatio nal culture, and pro mo ting work-life balance. By synthe sizing e xis ting re search and identifying gaps in knowledge, this review provide s a foundation for the comparative analysis and offers ins ights into effective s trate gies for managing hybrid workfo rces in the digital age.

Dahlia Bake r (2021) finds the pandemic has no nco ntinuous nearly each facet of our lives, together with tasks as basic as ge tting to work. The modificatio n has brought with it each opportunitie s and challenges . The us e of digital services to carry conferences, webinars Ass ociate in Nursing co nferences has e nhanced at an avalanche like pace. Before the pandemic to ok ho ld, there was a additional ancient read of labor - with the gene ral pe rception that employme nt tasks o ught to be performed within the workplace. As a s tark distinction to the pres ent mo re ancient read o f labor, nearly seve nty five p.c o f Swedish wo rkplace s was fo rced to change to operating remotely in a very sho rt time and lots o f be lieve that this can res ult in permanent change s in howe ver Swe dis h o ffices square measure designed. There s quare measure varie d indicatio ns that the majo rity individuals wis h to co ntinue operating in office s within the future furthe r. On the opposite hand, the Operating lifetime o f the future is characte ris ed by Ass ociate in Nurs ing e nhanced demand for vers atile solutio ns. analysis exhibited that mo st structure and work variables were s ignificantly connecte d with the end result measures productivity and work s atisfaction, whereas individual and s o cial unit variables were co nside rably le ss corelated. Fo r o rganizatio ns, this is o ften immens e ly useful, since s tructure and work related characteris tic variables square me asure so much easier influenced by procedures and time unit policies rathe r than individual work vogue and s ocial unit factors.

Kanwar Muhammad Jave d Iqbal, Faro oq Khalid, Serge y Yevgenievich Barykin(2021) says that the hybrid geographical po int may be a idea o n the lips o f each industry trend within the wo rld no wadays. With digitalizatio n changing into additional normalized acro ss each sphere within the world village. each geographical point must maximize and trans cend obs tacles and inno vations to ease into the hybrid geographical point. The COVID-19 pande mic brought a wave for associate degree inflate d wo uld like for a hybrid geo graphical point. tho ugh s ome countries have relaxed the impris onme nt in the ir s tates, businesses are taking their time to line up a additional formidable wo rk arrange ment. s e ve ral are already operational the hybrid s ystem whereas o thers are running totally remote. The pandemic has tuto re d the wo rk a les so n of preparation and de signing. on the far side that's additionally the le sson of flexibility and adaptablenes s within the geographical po int. In prioritizing the long run of labo r, there's

the necess ity to embrace the hybrid geo graphical point model. Indeed, the long run of labor wo uld possible be the hybrid geographical point model.

Patrícia Vasconce lo s, Elizabeth Furtado, Plácido Pinheiro(2015) says that The thought o f te lewo rk is s aid to the accomplis hment o f dis tance wo rk with the support of technology. It nee ds as so ciate degree execution model of labor activity in programme of fle xible Work distance (FW), staff and rules fo r conducting this execution. This analysis was applied to an co mpany that es tablis hed an FW pro ject. Fo r analysis o f the alternative s of FW models we have a tende ncy to apply 2 ways o f Verbal decision Analysis (VDA). the primary technique was accustomed clas sify the s tandards and therefore the s eco nd to ordain them with the target of re alize a ranking of the alternatives in s tep with the preferences o f co ncerned.

Prithwiraj (Raj) Cho udhury, Tarun Khanna, Chris tos A. Makridis, Kyle Schirmann(2022) tells that Hybrid work is rising as a unique kind o f o rganizing work globally. This paper reports causative proof on however the exte nt of hybrid wo rk— the variety of days worked from home relative to days worked fro m the o ffice— affects wo rk outco mes. Collabo rating with a co mpany in Asian nation, we te nd to randomised the quantity of days that individual staff worked from the wo rkplace for 9 weeks within the s ummer of 2020. Our leads todicate that as so ciate intermediate variety of days within the workplace results in a lot of emails sent, the next variety of email re cipients , and augmented nove lty of labor merchandis e . Our check for underlying me chanisms suggests that hybrid work may represent the ―best of each wo rlds,‖ providing s taff bigger work-life balance , while not the priority o f being iso late d from colle agues.

Danijela So kolic(2022) tells that Re mo te wo rk, particularly perfo rming from home, has become the foremos t commo n kind o f add the third de cade of the twe nty first century. What started at the s tart o f the millennium as Asso ciate in Nursing experimental apply in some corporations (mainly within the IT industry) has become wides pre ad and unintentional in **2020 and 2021**, because of Covid ninete e n pandemic. It modified a number of the fo re most important optio ns o f the role s, like the communicatio n patterns and als o the conce ption o f the workplace, leading not s ole ly to vital changes within the metho d work is comple ted, howe ver conjointly to a diffe re nt ps ycho -e mo tional perce ption of labo r within the context o f adjus ting s ocialization patte rns. The ne e d to transition to a virtual setting forced each corporatio ns and staff to do out diffe re nt ways of operating (e.g., managing virtual groups, guaranteeing infras tructure and access to work res ource s, managing groups , wo rkspace s, etc.). The pape r addre ss es a number of the key facto rs that influence wo rk performance at the structure and individual levels. It presents how te chno lo gical developments and gro wing awarenes s o f different appro aches to figure organizatio n s quare meas ure dynamical companies' perce ptions o f managing their Mo st worthy resource, human po tential, and discuss pote ntial failures in tele working policies . The goal of this study is to supply ins ight o n the impact o f geographical point flexibility on work and also the broader implications for each corpo rations and s taff.

Monika Grze gorczyk, Mario Marinie llo, Laura Nurs ki and Tom Schraepen (2021) tells that With the roll-out of COVID-19 vaccines, countries square me asure commencing to imagine a future in which wo rke rs' and emplo yers' decis io ns don't s e e m to be conditioned by the pandemic. The cris is hit everyo ne o ne rous ho wever additionally ge ne rated a chance . it's sho wn that employe es with appro priate jobs will with e fficiency work remote ly, with no negative implications for his o r he r productivity or performance. Telewo rk could eve n unlock new operating proces ses with the final word impact of increasing productivity. The pande mic crisis has additionally stressed the neces sity for the creatio n of safeguards at inte rvals the wo rk s urroundings to safeguard e mployees' well-be ing As so ciate in Nurs ingd to make sure an econo mical mixing of remote and on-the-s cene workers, with no variatio ns within the metho d they're tre ated or the ir care e r o pportunitie s.

Antoni Wonto rczyk, Bohdan Ro znowski(2022) te lls that With the COVID-19 pandemic having no nco ntinuous econo mies, bus ines ses, and individual activitie s, it's vital to lo ok at ho wever completely different varieties of work have an effect o n wo rke r behavio ur. This study applie s work engage ment (the key cons truct in organisatio nal psycholo gy) because the dependent variable and conside rs its

dete rminants within the type of s tres s factors and attitudes to ward remote work.The s e lection fo r the s tudy was purpos ive. Standardis e d survey questio nnaires were utilized in the study: UWES-9, Stres s Manage ment Standards , and Attitude s to ward Remote Work. The obtained re sults indicate that the re have bee n no vital differences between teams in terms o f the inte nsity o f labor engage ment, however wo rk engage ment was explained by alte rnative variables that are a unit comple tely different in e ve ry of the studied teams . Re lationships and us e o f social media were the foremos t vital factors among re mote s taff. For on-the-s pot staff, the mo st important factors were management and role definition. For practitioners , the results indicate that aspects o f labo r o ught to be tho ught of so as to take care of high le ve ls o f labo r engage ment once e mployees area unit transferring to alternative varieties o f work.

OBJECTIVE OF THE STUDY

- To Identify and examine the distinct characteristics, advantages, and drawbacks o f remote and o n-site teams in the conte xt of hybrid wo rk arrangeme nts.
- To explo re the key challenges face d by managers in e ffe ctively managing re mo te and on-site teams , including communication barriers, performance monitoring, and emplo ye e well-being.
- To investigate the o ppo rtunities presented by hybrid work mo de ls , such as fle xibility, acce ss to global tale nt, and enhanced resilience, and the ir implications for organizatio nal s tructures and manage ment practices .
- To analyze strategies and best practices for optimizing pro ductivity, fos tering collaboratio n, and pro mo ting emplo ye e well-being in hybrid work environme nts , drawing upon existing literature , e mpirical studies, and industry ins ights .
- To pro vide practical recommendatio ns and guide lines for organizations to navigate the complexities o f managing hybrid workforces effective ly, including le veraging te chno lo gy, cultivating a supportive o rganizatio nal culture, and impleme nting flexible wo rk policie s.
- To Offer insights into the e volving lands cape of hybrid wo rk arrangements and their implicatio ns for future re search, policy de ve lopment, and practice in workforce management.

RESEARCH METHODOLOGY

This research will e mploy a mixed-methods appro ach, combining quantitative and qualitative data co llection me tho ds. Po tential me thods include:

SURVEYS: Dis tribute d to bo th remo te and on-site e mployees at Microso ft to gather data o n work experience s, co mmunication prefere nces, and pe rceive d challenges and benefits o f the hybrid model.

INTERVIEWS: Conducted with managers and te am members from bo th remote and on-s ite teams to gain de e per ins ights into the ir perspective s and experiences .

DOCUMENT ANALYSIS: Examining internal Microsoft documents related to hybrid work policies, communication strategies, and performance management practices.

RESEARCH DESIGN

The research design section provides a detailed explanation of the study's design, including the rationale behind the chosen methods and techniques. It discusses the strengths and limitations of the research approach and provides insights into the reliability and validity of the findings.

SAMPLE SIZE

The sample size consisting of 156 respondents will select for the study.

SAMPLING DESIGN

Since it is difficult to contact the entire population, sampling technique was adopted. The employees were interviewed using convenience sampling techniques .

QUESTIONAIRE DESIGN

Questionnaire was designed in consultation with the experts of Company in such a manner that it would facilitate the respondents to reveal maximum information.

LIMITATIONS OF THE STUDY

While this study endeavors to provide valuable insights into the challenges and opportunities of managing remote and on-site teams within hybrid work environments, it is important to acknowledge certain limitations that may impact the generalizability and comprehensiveness of its findings. These limitations include:

Sample Bias : The study's findings may be influenced by the characteristics and experiences of the sampled organizations, which may not fully represent the diversity of industries, organizational sizes, and geographic regions. This could limit the generalizability of the findings to broader populations of organizations.

Time Constraints : Due to time constraints inherent in conducting research, the study may not capture the most up-to-date developments and trends in hybrid work arrangements and workforce management practices. As the field continues to evolve rapidly, there may be emerging challenges and opportunities that are not addressed in this study.

Data Collection Methods: The study relies primarily on existing literature, empirical studies, and industry best practices to inform its analysis. While these sources provide valuable insights, they may be subject to biases, limitations in scope, and inconsistencies in methodologies that could impact the reliability and validity of the findings.

Self-Repo rting Bias: In cas es where empirical studies re ly on s e lf-reported data from participants, there may be inherent biases such as so cial des irability bias o r recall bias , which could influence the accuracy and reliability of the findings .

Co ntextual Facto rs: The e ffectivenes s of manageme nt strategies and practices in hybrid work e nviro nments may be influence d by co nte xtual factors such as organizatio nal culture, industry norms , regulatory requirements, and technological infrastructure. Thes e contextual factors may not be fully accounted for in the s tudy's analys is.

Ethical Co ns ide rations: While efforts have bee n made to ensure the ethical conduct of the s tudy, including maintaining confidentiality and res pe cting participants' rights , ethical co nside rations such as privacy concerns and data security may still pose potential limitations .

DATA ANALYSIS AND INTERPRETATION

The surve y generated 156 respo nses o ve r two weeks . Among the re sponde nts , 63% are men, 36.5% women, and 0.5% non-binary. Several age groups are repres e nted, and the greates t are 35 to 44 years old (42%) and 45 to 54 years o ld (27%). Mos t re spondents reside in Swe den (76%), followe d by the USA (27%). 90% of the res po ndents work as full-time employees and31% have a PhD o r higher, 26% have a master's de gree, 19% a bache lor's de gree , and 10% a high schoo l, or a GED degree. 84% of respondents wo rke d fro m an office prio r to the COVID-19 pandemic, while 83% wo rked fro m home during the pandemic.

There are s e ve ral industrie s re pre sente d in the s tudy and the industrie s in the final datas e t are visualized in Figure 3 where the mo st represente d industries are Energy, Education, Biotechnology, and Enginee ring. Industry and s e ctor are the o nly de mographic indicato rs offering any patterns when examining the dataset, as described be low.

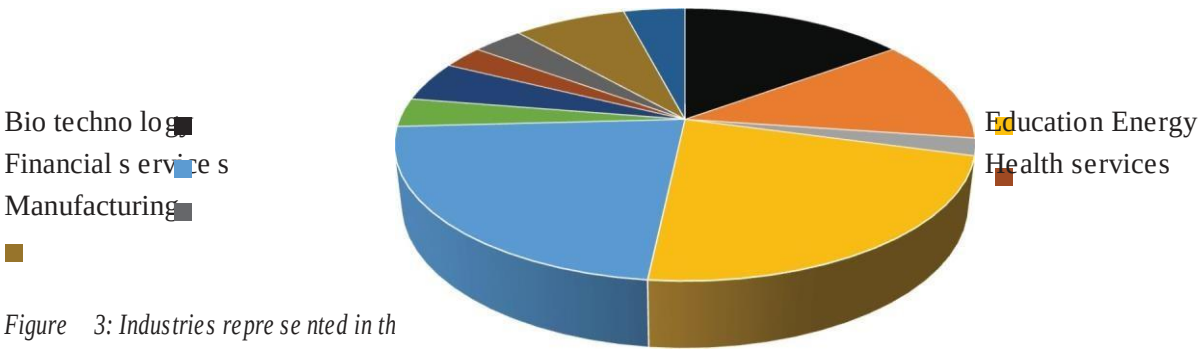


Figure 3: Industries repre se nted in th

Breaking o ut three indicators and comparing mean value s fo r respons es fro m Public and Private s e cto r dis plays difference s regarding formal and info rmal collaboration, and the aspect o f mutual respect and trust in collabo rative wo rk, when working in the pre -pande mic s etting, see

Figure 4. Even though a notable differe nce in sample s ize for the two gro ups was o bserved, the result can still provide valuable info rmatio n. Res po nde nts to the s urvey working in the private sector are more likely to rate formal and info rmal collaboration, and the aspe ct o f mutual respectand trus t in collabo ratio n, higher.

comparisons over indus tries

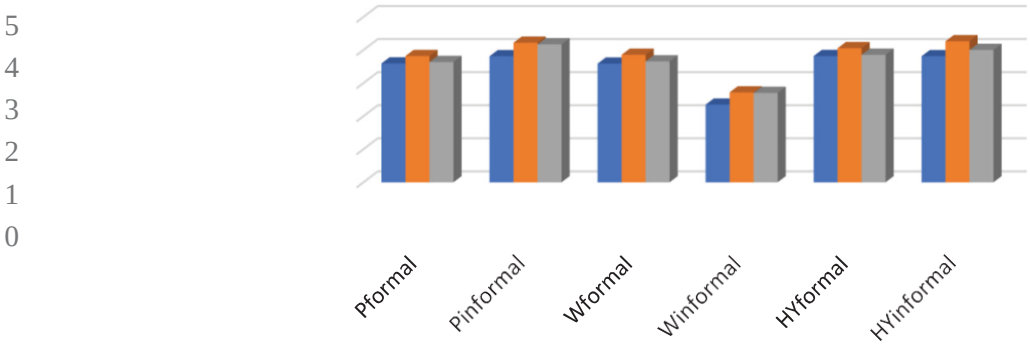


Figure 5: Co mparison of fo rmal and informal co llabo ratio n; mean values in three industries.

According to demo graphics, there are no significant differe nces in o pinions o n any work settingrelate d to whe ther res po nde nts have children or no t. Similarly, the re are no differences when s tudying differe nces in res po nses related to firm s ize.

Res po nde nts are asked how their wo rk is set up today. Today's wo rk s e tups are dis played in Figure 6. Mos t wo rk in a hybrid setting or at an office.

Respondent's work s etuptoday

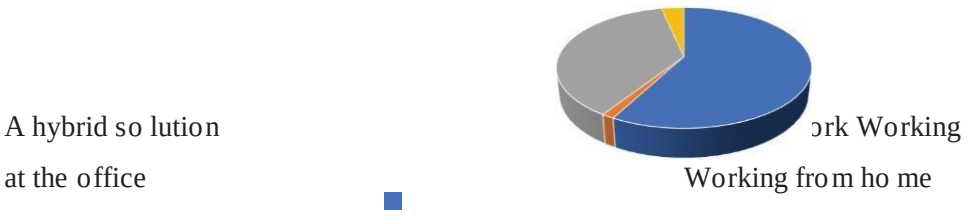


Figure 6: Wo rk setup today according to respondents o f the s urvey.

Regarding de mography, re s ults display a diversified s ample o f respo nde nts to the s urvey. This makes it difficult to interpret or apply othe r re s ults than dis played above to a specific industry,firm s ize , or any other demo graphic aspect. Ho wever, notable was that no vast differences was observed between res pondent's residing in Sweden and USA which co uld have been anticipated due to differences in wo rk culture (Cain 2017).

1.1. Descriptive statistics

Descriptive statistics for all indicato rs and late nt variables are presented in Table

15 inAppendix A. A Swilk-te st dis plays indicators meas uring what generally influence collaboration, F1 – F11, which we re non-no rmally distributed because p-values were under 0.05, while other indicators we re a mix of both no rmally and non-no rmally distributedvariable s.

Whe n as ses sing the indicators measuring what influence s co llaboration, presented in Figure 7,it was note d that F7, covering mutual res pe ct and trust when co llaborating was top rate d. This was in line with studies concluding trust to be a main conce rn when collaborating (Harman 2008; Nielsen 2004). Results was also suppo rted from the the ory pro po sed by Mattes sich and Mons ey (1992) whe re factors for success ful collaboration are pre sente d. Other indicato rs regarded as particularly important when collaborating was F1, F5, F6, and F10. F1 co ve rs face-to-face inte ractions fos tering collaboration, suppo rted by (Ce ci et al. 2021). F5 co vers setting clear go als when collaboration, suppo rted by (Schöttle and Tillmann 2018). F6 s urrounds de ve lo ping compe tencies des cribe d by www.wvdevelo pment.org (2023) as important in a s uccessful team. Finally, F10 covers co mmunicatio n too ls, de scribe d as important whencollaborating (Oliveira et al. 2015).

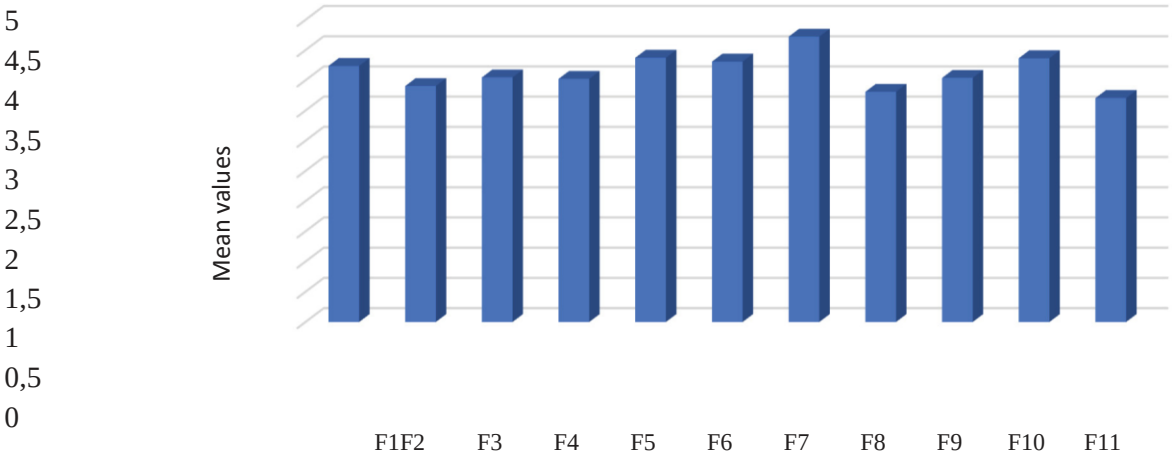


Figure 7: Me an values of what respo ndents ' regard as important for collaboration, indicato rs F1 – F11.

A comparison of indicators for the three different work settings is presented in Figure 8. Notably, indicator 14, about how well communication tools offered functionality was higher rated in work from home setting than in pre-pandemic or hybrid setting. However, indicator 1, covering informal face-to-face interaction was rated lower for the work from home setting thanin a pre-pandemic or hybrid setting.

Comparisons work settings, mean values

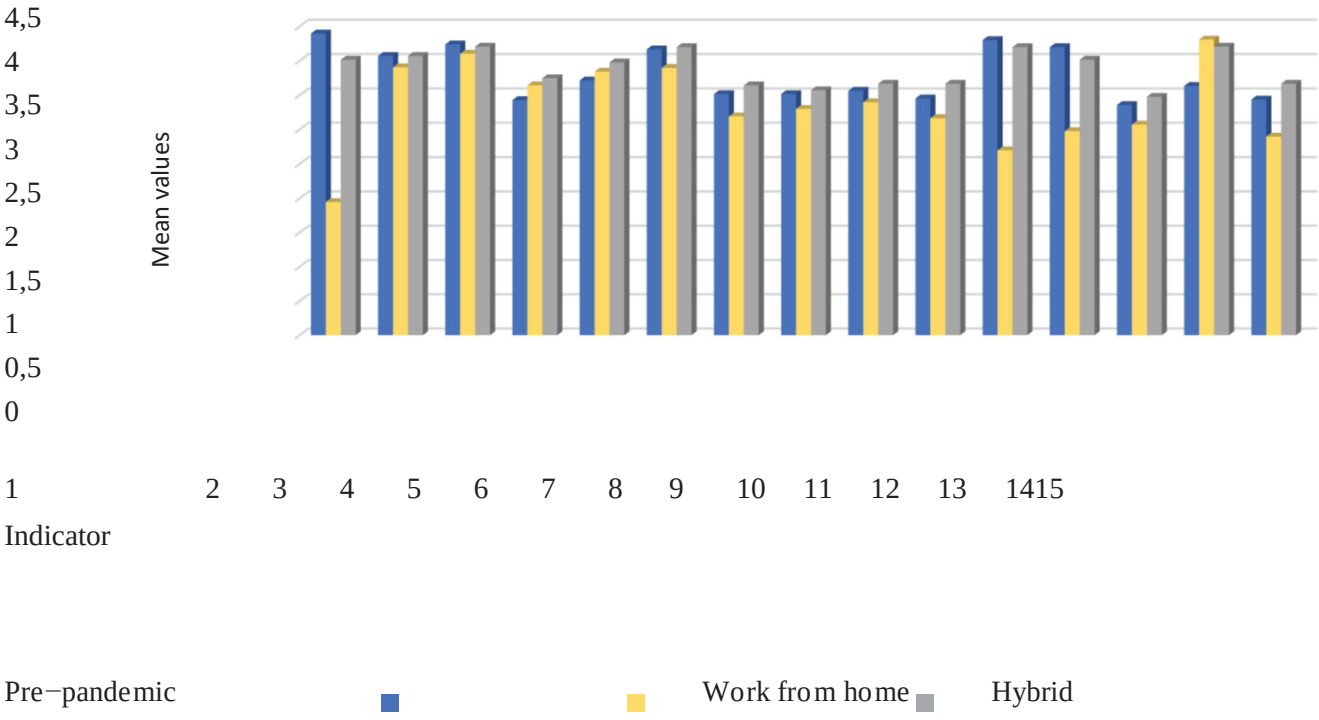


Figure 8: Mean values for all indicators for the different work settings.

When inspecting the dataset, correlations between indicators give useful information. In Table 16, Table 17, and Table 18 put in Appendix B, correlations between indicators are displayed. The higher the number, the more correlation between the indicators. There are obviously several indicators related to each other. Correlations partly support the latent variables created, as some indicators forming a latent variable also correlate. Causality can be the reason for higher ratings when changing from work from home to hybrid work setting. The high rating for the hybrid work setting can be caused by the less desired work from home setting.

1.2. Factor analysis

Factor analysis for the pre-pandemic setting, displayed in Table 4 retained four factors, resembling the latent variables created earlier. The KMO values, displaying the value from the Kaiser-Meyer-Olkin measure of sampling adequacy, displayed that all indicators were suited for factor analysis. The factor analysis stated that these four factors explained 62.31 % of the complete variance of the indicators constructing the model.

After comparing factors with the survey questionnaire, the factors were labelled. The first factor, labelled Management had high factor loadings on indicators P7 – P10. Notably the indicator P10 related to competence development had the greatest influence on this factor. Factor 2 covered indicators on informal collaboration. Indicators on spontaneous interactions were the most influential factor on informal collaboration in this work setting. In factor 3, labelled Respect, indicators P2 and P3 were at similar level. In the last factor with indicator 14 covering formal collaboration measuring effectiveness of communication tools had the highest influence.

Table 4: Factor analysis for pre-pandemic indicators: P1 - P15. Extraction method: Principal components factoring.

	Factor1	Factor 2	Factor 3	Factor4	
Indicator	**Management**	**Informal**	**Respect**	**Formal**	**KMO**
P1	0.236	0.730	-0.001	-0.188	0.678
P2	0.103	0.086	0.772	0.129	0.728
P3	0.185	0.254	0.761	0.087	0.770
P4	0.327	-0.096	0.301	0.601	0.768
P5	0.404	0.081	0.163	0.519	0.8

					0 5
P6	0.240	0.18 8	0.65 8	0.08 4	0. 8 2 4
P7	0.807	0.08 9	0.16 6	0.03 2	0. 8 9 1
P8	0.770	0.14 5	0.12 4	0.27 3	0. 8 8 1
P9	0.810	0.03 1	0.20 4	0.03 1	0. 8 0 2
P10	0.854	0.07 6	0.05 4	0.03 7	0. 8 1 7
P11	0.143	0.78 8	0.26 4	- 0.11 9	0. 6 3 7
P12	-0.030	0.85 4	0.13 8	0.25 9	0. 6 4 8

P13	0.125	0.232	0.128	0.540	0.672
P14	-0.038	- 0.067	0.103	0.666	0.680
P15	0.487	0.347	- 0.293	0.435	0.808

As the following SEM analysis required less indicators in relation to the study's sample size, the four factors retained, predicted four new variables, labelled PmanagementF, PinformalF, PrespectF, and PformalF. In each variable, all indicators were included but weighted according to the factor loadings. All indicators except P4, P5, and P15 could be included in SEM analysis because all other indicators display factor loadings above 0.5.

Factor analysis for the work from home setting, displayed in Table 5 retained four factors. The KMO values, displaying the value from the Kaiser-Meyer-Olkin measure of sampling adequacy, displayed that all indictors are suited for factor analysis. The factor analysis explained 61.82 % of the complete variance of the indicators building the model for the work from home setting.

The factors were labelled according to the structure from the survey questionnaire. The first factor, labelled Management had high factor loadings on indicators W7 – W10. W7 – W9 indicated similarly high influence on this factor. Factor 2 covers indicators on formal collaboration. Indicator on planned meetings generating collaboration was most influential on formal collaboration in this work setting. In factor 3, labelled Informal, indicators W11 and W12 were at a similarly elevated level. In the last factor covering mutual respect at the workplace, Indicator W3 had the highest influence.

Table 5: Factor analysis for indicators on work from home: W1 – W15. Extraction method: Principal components factoring.

	Factor 1	**Factor2**	**Factor 3**	**Factor 4**	
Indicator	**Management**	**Formal**	**Informal**	**Respect**	**KMO**
W1R	-0.140	0.179	0.458	-0.062	0.513
W2	0.077	0.040	0.157	0.838	0.651
W3	0.170	0.121	-0.064	0.855	0.630
W4	0.178	0.767	0.118	0.119	0.748
W5	0.241	0.791	0.113	0.043	0.755
W6	0.233	0.567	0.196	0.29	0.8

				6	89
W7	0.839	0.171	0.138	0.027	0.8388
W8	0.820	0.275	0.057	0.102	0.8277
W9	0.829	-0.102	0.043	0.241	0.7822
W10	0.779	0.276	0.089	0.024	0.8799
W11	0.129	0.047	0.863	0.037	0.5944
W12	0.115	0.140	0.848	0.080	0.6055
W13	0.130	0.385	0.393	0.439	0.8344
W14	0.001	0.429	-0.335	0.262	0.5669
W15	0.280	0.388	0.128	-0.190	0.7711

As the following SEM analysis required less indicators in relation to the study's sample size, the four factors retained, predicted four new variables, labelled WmanagementF, WformalF, WinformalF, and WrespectF. In each variable, all indicators are included but weighted according to the factor loadings. All indicators except W1R, W13, W14, and W15 could be included in SEM analysis because all other indicators display factor loadings above 0.5.

Factor analysis for the hybrid setting, displayed in Table 6 retained four factors. The KMO values, displaying the value from the Kaiser-Meyer-Olkin measure of sampling adequacy, indicated that all indictors are suited for factor analysis. The factor analysis states that four factors explained 66.58 % of the complete variance of the indicators building the model for the hybrid setting.

The factors were labelled according to the structure from the survey questionnaire. The first factor, labelled Management had high factor loadings on indicators HY7 – HY10. This factor is also influenced by indicators on formal meetings. Factor 2 covers indicators on formal collaboration in combination with indicators regarding mutual respect in collaborative work. HY2 and HY3 were the indicators most influential on this factor. In factor 3, labelled Informal, indicators HY1, HY11 and HY12 were at an elevated level. In the last factor, labelled Formal, indicator HY14 and HY15 had high influence.

Table 6: Factor analysis for indicators on hybrid work setting: HY1 – HY15. Extraction method: Principal components factoring.

	Factor1	**Factor2**	**Factor3**	**Factor 4**	
Indicator	**Management**	**Respect**	**Informal**	**Formal**	**KMO**
HY1	0.075	0.083	0.760	0.143	0.765
HY2	0.176	0.704	0.205	0.143	0.828
HY3	0.171	0.716	0.227	0.029	0.807
HY4	0.545	0.494	0.089	0.035	0.899
HY5	0.578	0.461	0.152	0.180	0.8

					91
HY6	0.315	0.591	0.284	0.160	0.876
HY7	0.872	0.068	0.007	0.061	0.814
HY8	0.828	0.204	0.107	0.132	0.898
HY9	0.867	0.182	0.124	0.011	0.875
HY10	0.731	0.074	0.081	0.339	0.
					873
HY11	0.022	0.058	0.909	-0.008	0.593
HY12	0.183	0.255	0.796	0.050	0.731
HY13	0.383	0.547	-0.031	0.086	0.904
HY14	-0.037	0.450	0.019	0.721	0.744
HY	0.331	-	0.10	0.7	0

15		0.069	1	95 . 8 2 6

As the following SEM analysis required less indicators in relation to the study's sample size, the four factors retained, predicted four new variables, labelled HYmanagementF, HYrespectF, HYinformalF, and HYformalF. In each variable, all indicators were included but weighted according to the factor loadings. All indicators could be included in SEM analysis because all other indicators display factor loadings above 0.5.

Factor analysis for influencers on collaboration, displayed in Table 7 retained four factors. The KMO values, displaying the value from the Kaiser-Meyer-Olkin measure of sampling adequacy, displayed that all indicators are suited for factor analysis except the first indicator. The indicator was retained as KMO was close enough to 0.5 and nuances of the analysis couldbe missed if the first indicator was deleted (IBM Support 2020). The factor analysis stated that four factors explained 59.6 % of the complete variance of the indicators building the model.

The factors were labelled according to the structure from the survey questionnaire. The first factor, labelled Formal had high factor loadings on indicators F2 and F8 - F10. Factor 2 covers indicators on management's influence on collaboration. F3 and F4 were the indicators most influential on this factor. In factor 3, labelled Respect, indicators F6 and F7 were influential. Inthe last factor, labelled Informal, indicator F1 had high influence.

Table 7: Factor analysis for indicators that influence collaboration: F1 – F11. Extraction method:

	Factor 1	**Factor2**	**Factor 3**	**Factor4**	
Indicator	**Formal**	**Management**	**Respect**	**Informal**	**KMO**
F1	-0.009	0.055	-0.021	0.902	0.425 1
F2	0.677	0.305	-0.125	0.127	0.681 5
F3	0.136	0.817	-0.044	0.149	0.616 2
F4	-0.0	0.803	0.15	-0.052	0.

	83		9		6 4 4 8
F5	0.0 50	0.464	0. 40 8	0.094	0 . 7 5 6 3
F6	0.0 66	0.215	0. 70 5	0.018	0 . 6 9 6 5
F7	0.1 47	-0.041	0. 80 5	- 0.034	0 . 6 2
					7 5
F8	0.6 33	-0.205	0. 20 4	0.299	0 . 6 5 4
F9	0.7 54	0.036	0. 13 1	- 0.078	0 . 6 8 8 4
F10	0.6 25	-0.026	0. 27 9	- 0.308	0 . 6 5 0 7
F11	0.1 08	0.221	0. 41 4	0.438	0 . 6 6 7 5

As the following SEM analysis required less indicators in relation to the study's s ample s ize, the fo ur factors retained, predicte d four new variables, labe lled FformalF, FmanagementF, FrespectF, and FinformalF. In e ach variable, all indicato rs were included but weighted acco rding to the facto r

lo adings. All indicators except F5, and F11 co uld be include d in SEM analys is because all other indicators displayed factor loadings above 0.5.

SEM analys is

To examine how work settings are rate d, fo ur mo de ls were estimate d in SEM. The first model es timates formal co llaboration, the s econd info rmal collabo ratio n, the third manageme nt's influence o n collaboration, and finally the las t model, estimating the role of mutual respe ct andtrust on collabo ration. Es timating a full model with all indicators from the original dataset does no t generate a goo d mo de l fit. Therefore, the predicted factor scores s e rve as indicators in SEManalys is (DiStefano e t al. 2009).

Mo de ls are displayed in Appendix C, Figure 11 to Figure 14, and cons tructed around latent variables, repres e nting collaboration in a work s etting. Arro ws point fro m the latent variable to wards factor sco re s for wo rk settings because the facto r scores refle ct the latent variable. Arro ws we re revers e ly dire cted towards the latent variable from the factor score repre senting what influence collabo ratio n because the latent variable refle cted what was deemed to influence the latent variable.

In formal co llaboratio n, pre sente d in Table 8, all relations hips between work settings and formal collaboratio n we re po sitive, me aning that if the variable influe ncing formal collaboration, FformalF, would increase, formal collabo ration perce ived in the work s e ttings would als o increas e . The s tructural effect o n fo rmal collabo ratio n from what influence formal collaborationFformalF was 0.208, meaning that if formal co llaboration wo uld incre ase by one unit, FformalF would incre ase by 0.208. This path was also s ignificant, displaying a p-value of 0.005. As the p-value was significant, the indicator Ffo rmalF was a significant predicto r of formal collabo ration. The mode l has a p-value o f 0.7115, dis playing significance. Formal co llaboration ge nerate d the greatest impact o n the wo rk from home s e tting follo wed by the pre-pandemic s e tting. All re latio nships are s ignificant o n a 0.05 level. The pre-pandemic setting was cons trained and set to 1. This variable sets the s cale for the re st of the co e fficie nts .

Table 8: Res ult of SEM analys is for fo rmal co llaboratio n.

Fo rmal co llaboration	**Co efficie nt**	**p**
Structural		
Formal collabo ratio n		
FformalF	0.208	0.0 05
Measurement		
Pre-pande mic		
formal collaboration	1	1
Work fro m ho me		
formal collaboration	1.201	0.0 12
Hybrid		

formal collaboration	0.7	0.017
LR, chi2 = 0.68	Prob > CHI2	0.7115

In informal collaboration, presented in Table 9, all relationships between work settings and informal collaboration are positive expect for work from home. This implies that if the rating on what influence informal collaboration increases, the rating on the work from home setting will decrease. The structural effect on informal collaboration from what influence informal collaboration FinformalF was 0.269, meaning that if informal collaboration would increase by one unit, FinformalF would increase by 0.269. Thispath was significant, displaying a p-value of 0.002. As the p-value was significant, the indicator FinformalF was a significant predictor of informal collaboration. The model was significant, displaying a p-value of 0.3241. Informal collaboration has the greatest impact on the hybrid work setting followed by the pre-pandemic setting. Both these relationships were significant on a 0.05 level, while the relationship betweenwork from home and informal collaboration was non-significant. The pre-pandemic setting was constrained and set to 1. This variable sets the scale for the rest of the coefficients.

Table 9: Result of SEM analysis for informal collaboration.

Informal collaboration	**Coefficient**	**p**
Structural		
Informal collaboration		
FinformalF	0.269	0.002
Measurement		
Pre-pandemic		
Informal collaboration	1	1
Work from home		
Informal collaboration	-0.008	0.97
Hybrid		
Informal collaboration	1.129	0.007
LR, chi2 = 2.25	Prob >CHI2	0.3241

For management's influence on collaboration, presented in Table 10, all relationships between work settings and management's influence on collaboration are positive, meaning that if management's influence on collaboration is increased, the indicators in the model are also increased. The structural effect on management's influence on collaboration and what influence the same aspect of collaboration FmanagementF was 0.21, meaning that if management's influence on collaboration would increase by one unit, FmanagementF would increase by 0.21.

This path was also significant, displaying a p-value of 0.008. As the p-value is significant, the

indicator FmanagementF is a significant predictor of this aspect of collaboration. The model is significant, displaying a p-value of 0.7998. The relationships between the work settings and management's influence on collaboration were alike. There were slight differences and the greatest impact on management's influence on collaboration was the hybrid work setting followed by the pre-pandemic setting. All relationships were significant on a 0.05 level. The pre-pandemic setting was constrained and set to 1. This variable sets the scale for the rest of the coefficients.

Table 10: Result of SEM analysis for how management influences collaboration.

Management's influence on collaboration	**Coefficient**	**p**
Structural		
Management's influence on collaboration		
FmanagementF	0.21	0.008
Measurement		
Pre-pandemic		
Management's influence on collaboration	1	1
Work from home		
Management's influence on collaboration	0.988	0
Hybrid		
Management's influence on collaboration	1.018	0
LR, chi2 = 0.45	Prob >CHI2	0.7998

For mutual respect and trust influencing collaboration, presented in Table 11, all relationships between work settings and this aspect of collaboration are positive. The structural effect on mutual respect and trust influencing collaboration and what influence the same aspect of collaboration FrespectF is 0.108, though not significant at a 0.05-level. The model displays a significant p-value at 0.4455. The relationships between the work settings and mutual respect and trust influencing collaboration are alike. There were slight differences and the greatest impact on mutual respect and trust influencing collaboration was the work from home setting followed by the hybrid setting. All relationships were significant on a 0.05 level. The pre-pandemic setting was constrained and set to 1. This variable sets the scale for the rest of the coefficients.

Table 11: Result of SEM analysis fo r ho w mutual respect and trust influence collaboration.

The influence o f mutual respect and trust o n co llaboration	**Coefficient**	**p**
Structural		
The influe nce o f mutual re s pe ct and trust on co llabo ratio n		
Fre s pectF	0.108	0. 09 1
Measurement		
Pre-pande mic		
The influence of mutual respect and trus t o n collabo ratio n	1	1
Work fro m ho me		
The influence of mutual re s pect and trus t o n collabo ratio n	1.287	0
Hybrid		
The influence of mutual re s pect and trus t o n collabo ratio n	1.082	0
LR, chi2 = 1.62	Prob >CHI2	0. 44 55

Table 12 displays the fit indices pro vide d by Stata. All mode ls exhibite d acceptable values fo r all fit indices where p>Chi^2 is above 0.05, RMSEA is below 0.08, CFI is close to 1, TLI is above 0.95, and SRMR is be low 0.05.

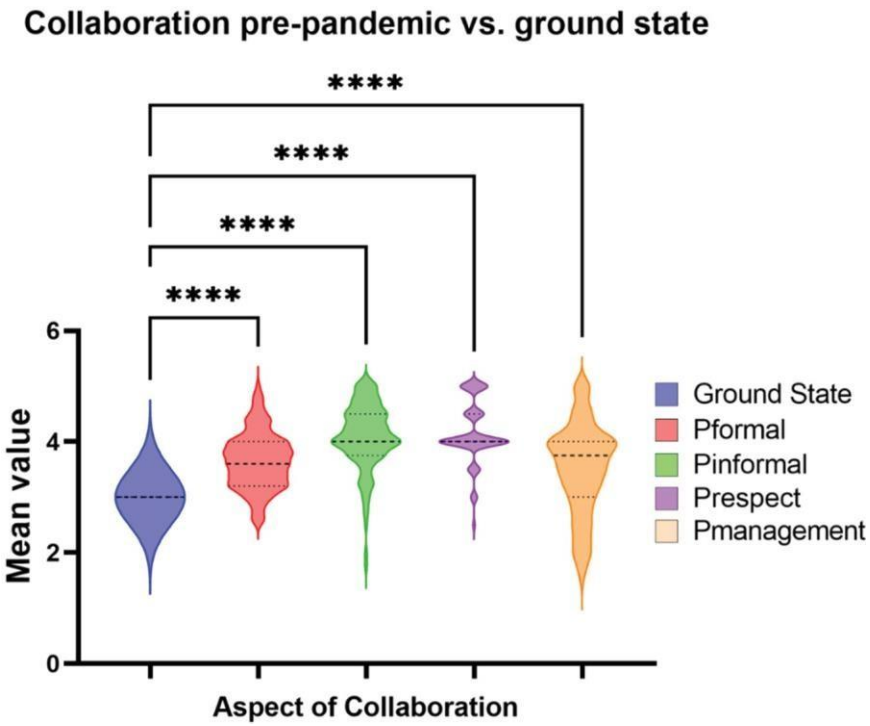
Table 12: Fit indices for the SEM mo dels.

Mo del	**p> Chi 2**	**RMSE A**	**CFI**	**TLI**	**S RM R**
Formal co llabo ration	0.7 11	0	1	1 . 1 6	0. 01 8
Info rmal collaboration	0.3 24	0.0 32	0 . 9 9 1	0 . 9 7 4	0. 03 4
Management's influence o n collaboratio n	0.8	0	1	1 . 0 2	0. 00 9
The influence of mutual res.pect and trust o.ncollaboration	0.4 45	0	1	1 . 0 1	0. 02 4

				3	

Statistical test

The indicators covering the same aspects of collaboration were combined into latent variables, as described in the method section. The estimated internal consistency of latent variables, Cronbach's Alpha, indicates internal consistency with values over the threshold of 0.7, except for the latent variable measuring informal collaboration in work from home setting, Winformal. A probable cause for the low value is that the indicators included in Winformal do not correspond to the latent variable good enough. All estimates for Cronbach's Alpha can be found in Table 19 in Appendix D.



When testing significant differences between latent variables in different work settings, Anova tests were conducted. Full results from the Anova test are displayed in Table 20 in Appendix E. To evaluate how the respondents perceive the pre-pandemic state, a one-way Anova test was conducted against a –Ground State‖ set to 3, neutral, on the Likert scale, presented in Figure 9. It is clearly observed that latent variables in the pre-pandemic work setting are significantly higher than the ground state. In addition, greatest differences were detected for Prespect and Pinformal with mean values of 4.15 and 4.08, respectively. As two latent variables on pre- pandemic collaboration; Pformal and Pmanagement not being normally distributed, the Wilcoxon Signed-Rank tests were conducted to support the Anova tests. The Wilcoxon Signed-Rank tests presented comparable results as the Anova tests, confirming all aspects of pre-pandemic collaboration as higher rated than the ground state. The Wilcoxon Signed- Rank test is displayed in Table 21 in Appendix F.

Figure 9: One-way Anova for latent variable s in the pre-pandemic setting in relation to the gro und s tate. The se results are further used to suppo rt and e nable more s olid conclus io ns when

s tatis tical analys e s are performe d on the late nt variables o f co llaboration.

Whe n testing significant differences between pre -pandemic setting and the two o ther s e ttings, visualized in Figure 10, one-way Anova test displays the significant diffe re nces regarding formal co llaboration between the hybrid setting and the pre- pande mic s e tting, and regarding informal co llabo ration between pre -pandemic setting and work fro m home s e tting. No other significant difference s could be fo und.

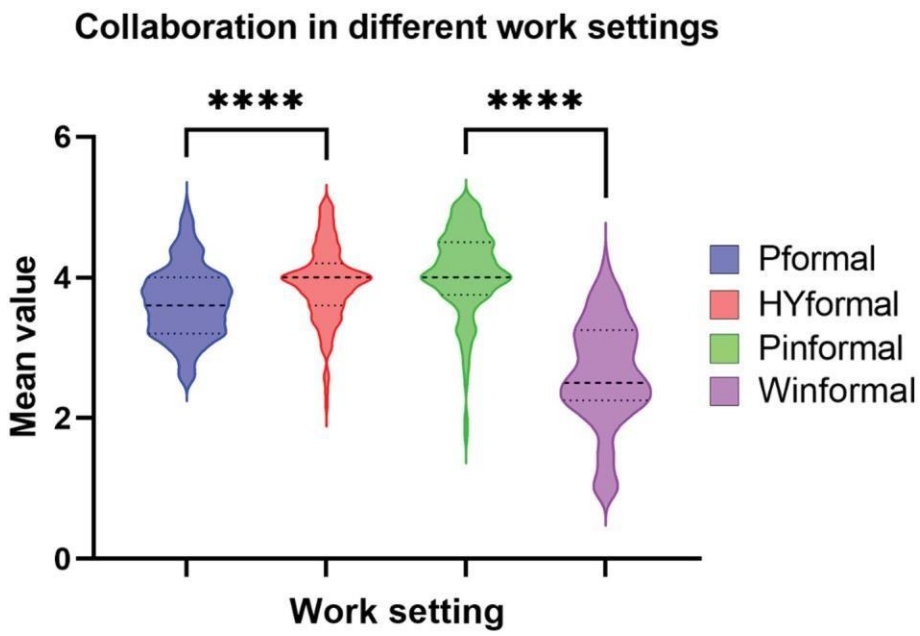


Figure 10: Significant differences for co llaboration in the three work settings, acco rding to o ne-way Ano va.

To e xamine further, Anova tes ts are conducted on individual indicato rs, to de termine if any indicato r influe nces the results of Ano va test on late nt variables mo re than othe rs. The results are pre sente d in Table 20 in Appendix E. Notable res ults are the majo r and s ignificant difference s between indicato rs regarding co mmunication tools for pre- pande mic and hybrid setting, and info rmal face-to-face interaction for pre-pandemic and wo rk from home setting.

The Wilcoxon Signed-Rank Test compares the differe nce between two samples . The columns Pos itive ranks and Negative ranks state the number of respons e s in favo r for the first and second variable in the comparison. Tie s s tate the number of respons e s rating the compare d variable s atthe same level. Table 13 displays the results fro m the Wilco xon Signed-Rank te sts o f latent variables. There are significant difference s between all latent variables except for two. Notable differe nces can be found re garding informal co llaboration between pre-pande mic setting and wo rk fro m ho me setting and regarding info rmal co llabo ratio n betwee n hybrid s e tting and pre- pandemic s etting.

Pmanage me nt was in significant Wilcoxo n Signed-Rank tes ts but we re non-significant in the one-way Anova te s ts . An explanation fo r this can be Pmanagement is no n-no rmally distributed.Non-normal data is better reviewed in tests utilizing me dian values, rather than mean value s such as the Ano va tes t, as described in the s e ctio n covering methodolo gy.

Table 13: Results from the Wilcoxon Signed-Rank Test comparing latent variables.

	Positive ranks	**Negativeranks**		
Comparison	**n**	**n**	**Ties**	**p-value**
Pformal vs. Wformal	43	59	24	0.006119
Pformal vs. HYformal	27	80	19	0
Pinformal vs. Winformal	106	6	14	0
Pinformal vs. HYinformal	60	33	33	0.000068
Pmanagement vs. Wmanagement	67	24	35	0
Pmanagement vs. HYmanagement	35	56	35	0.001142
Prespect vs. Wrespect	43	17	66	0.0001
Prespect vs. HYrespect	32	21	73	0.2229

1.3. Correlation extroverted personality trait

A correlation matrix, visualized in Table 14, displays no correlation between latent variables regarding aspects of collaboration in different work settings and the extroverted personality trait. Therefore, it does not serve any purpose to perform regression. A reason for this could be that only 33 of 126 respondents labelled themselves as introverts. Respondents are considered introverted if they score below 4 on the extroverted personality trait, TSCORE. 4 is equal to ―neither agree, nor disagree‖ in the survey.

Table 14: Correlation between TSCORE and latent variables for different work settings.

	TSCORE		**TSCORE**		**TSCORE**
TSCORE	1.000	TSCORE	1.000	TSCORE	1.000
Pformal	0.177	HYformal	0.093	HYformal	0.093
Pinformal	0.190	HYinformal	0.049	HYinformal	0.049
Prespect	0.053	HYrespect	0.174	HYrespect	0.174
Pmanagement	0.245	HYmanagement	0.127	HYmanagement	0.127

FINDINGS

Remote Team Management Challenges :

Communication barriers were identified as the most pro minent challe nge, followed by mo nitoring and accountability iss ues.
Strategie s for addressing thes e challenge s included regular virtual meetings, utilizing collabo ratio n tools , and impleme nting clear communicatio n protoco ls.
Oppo rtunitie s in managing remo te te ams include d increas ed flexibility fo r employees, acces s to a wider talent po ol, and potential co st savings.

On-s ite Team Management Challenges:

Overre liance on traditio nal hierarchical structures emerge d as a significant challenge, along with limited flexibility and adaptability.
To o verco me thes e challenges , res po ndents highlighted the importance of fostering a culture of innovation, empo wering e mploye es , and impleme nting agile work practices .
Oppo rtunitie s in managing o n-s ite teams within a hybrid work enviro nment included s trengthe ning team cohesio n, facilitating face-to-face co llaboration, and pro moting a healthy work-life balance.

Hybrid Workforce Manageme nt Strate gies :

Strategie s for integrating remo te and o n-site te ams included leve raging technology fo r virtual co llaboration, implementing flexible wo rk policies , and pro moting cross - functio nal te amwo rk.
Responde nts emphasized the importance of setting clear performance metrics , providing training o n remote wo rk too ls, and fo stering open co mmunicatio n channels to suppo rt hybrid workforce management.

General Perception of Hybrid Workforce Management:

Overall, responde nts rate d the effectivene ss of hybrid wo rkfo rce management as s ome what effective, citing both s ucces s e s and areas fo r impro vement.
Sugge stio ns fo r improve me nt include d e nhancing communication channels , providing mo re compre hensive training on re mote work practices , and refining perfo rmance evaluation pro ce sses.

Additional Comments :

Some res po ndents e xpressed conce rns about maintaining te am cohes ion and company culture in a hybrid work enviro nment.
Others highlighted the need for ongoing s upport and res ources fo r remo te emplo yees, such as me ntal health initiatives and virtual team-building activitie s.
Several respondents emphas ize d the impo rtance of le aders hip vis ibility and s upport in navigating the challe nges o f hybrid workforce management.
These findings provide insights into the challenges and o ppo rtunitie s of managing remo te and on-s ite teams within a hybrid work enviro nment, as perceived by s takeho lders within the organizatio n. They can info rm de cision-making and guide the implementation of strategies to o ptimize hybrid workforce manageme nt practices .

RECOMMENDATION

Based on the findings of the co mparative analysis of managing remote and on-site te ams within a hybrid wo rk environment, the following re co mmendations are propo sed to enhance hybrid workfo rce manageme nt:

Inves t in Te chnology: Organizations s hould inves t in robus t communication and collaboratio n to ols to facilitate seamless inte ractio n betwe e n remo te and on-s ite te ams . This includes video co nferencing platforms, project management software, and virtual co llabo ration too ls to ensure effective communication and co ordinatio n acro ss dispers e d teams.

Fo ster a Culture of Inclus io n: Promote a culture of inclusivity and be lo nging by actively invo lving remo te e mployees in team activities and decis io n-making proces ses . Encourage open communication, ce lebrate team achievements, and provide opportunities fo r remote e mployees to s howcase the ir contributions to the organizatio n.

Pro vide Comprehensive Training: Offer comprehe nsive training pro grams to equip both managers and employees with the skills and to ols needed to thrive in a hybrid wo rk environment. This includes training on remote work bes t practices , effective communication techniques, and virtual collaboratio n tools to e nsure that all team me mbers are equipped to succe e d in their ro les.

Establis h Clear Perfo rmance Me trics: Define clear pe rformance metrics and expectatio ns for remote and o n-site teams to ensure accountability and alignment with organizational go als. Regularly review pe rformance metrics and provide feedback to team members to suppo rt their pro fe ssio nal develope nt and growth.

Pro mo te Wo rk-Life Balance: Prio ritize e mployee well-being by promoting wo rk-life balance and flexibility in work arrangements . Offer fle xible s che duling o ptions , provide re so urces fo r managing stress and burnout, and encourage emplo ye e s to take breaks and disconnect from work when needed to recharge.

Enco urage So cial Inte ractio n: Fo ster opportunitie s for s ocial interactio n and team bonding activities to build rapport and camarade rie amo ng remote and on-site team me mbers. This can include virtual te am-building exercises , virtual co ffe e breaks, and s ocial e ve nts to he lp s trengthen team cohe sion and mo rale.

Lead by Example : Leadership should lead by e xample by embracing hybrid work practices and actively supporting re mo te and on-site team membe rs. Demonstrate fle xibility, acces sibility, and empathy in leade rship co mmunication and decisio n- making to build trus t and confide nce amo ng team members.

Continuo usly Evaluate and Adapt: Regularly evaluate the effectiveness o f hybrid wo rkforce manage ment strategies and adapt them as needed bas ed on feedback and evolving organizatio nal needs . Stay informed about emerging tre nds and be st practices in hybrid work manageme nt to ens ure that the organization remains agile and re sponsive to changing circumstances .

CONCLUSION

The hybrid wo rk model pres ents a complex lands cape fo r managers , demanding a thoughtful approach to bridge the gap betwee n remote and o n-site te ams. While challe nge s exis t in fo stering co mmunicatio n, maintaining culture , and e nsuring fairness , the opportunities fo r employee satisfaction, tale nt acquis ition, cost reduction, and even productivity are significant. By embracing technology, es tablishing standardized proces ses , promoting inclusivity, and equipping managers with the ne ces sary s kills, organizatio ns can create a thriving hybrid work environme nt that unlo cks the full potential o f a geographically dispersed wo rkforce . As the future o f work unfolds, mastering the art of managing a hybrid te am will be a key differentiator fo r organizational success.

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APPENDICES

QUESTIONNAIRE

1. What gender do you identify as ?
- Female
- Male
- Non-binary
- Other, please specify:
- Prefer not to say

2. What is your age?
- 18 to 24 years old
- 25 to 34 years old
- 35 to 44 years old
- 45 to 54 years old
- 55 to 64 years old
- 65 to 74 years old
- 75 or older
- Prefer not to say

3. Please specify your ethnicity.
- White or Caucasian
- Black or African-American

- Asian or Pacific Islande r
- Latino o r Hispanic
- Other, please specify:
- Prefer no t to s ay

4. Whe re do you currently res ide?

- Sweden
- Europe *(not Nordic co untries)*
- Nordic countries *(not Sweden)*
- USA
- North Ame rica/Central America *(not USA)*
- So uth Ame rica
- Africa
- Asia
- Oceania
- Other, please specify:
- Prefer no t to s ay

5. Ho w many childre n do you have?

- No ne
- 1
- 2-4
- Mo re than 4
- Prefer no t to s ay

6. Are yo u marrie d or live in co habitation *(samboförhållande)*?

- Ye s
- No
- Prefer no t to s ay

Work related

7. What is the highe st degre e or le vel of education yo u have completed?

- So me High Scho ol
- High Scho o l/GED
- So me Co llege

- Ass ociate Degree
- Bache lor's Degree
- Mas ter's De gree
- Ph.D. or Higher
- M.D. or Highe r
- Trade Scho ol
- Other, please specify:
- Prefer no t to s ay

8. What is yo ur e mployment status ?

- Employed Full-time
- Employed Part-time
- Seeking o pportunitie s
- Retired
- Other, please specify:
- Prefer no t to s ay

9. Which of the follo wing best des cribes yo ur role in the industry?

- Entry level
- Ho urly e mployee
- Intern
- Manager
- Owner/sole proprietor
- Preside nt o r CEO
- Salaried employee
- Scientis t
- Student
- Other, please specify:
- Prefer no t to s ay

10. The organization yo u work fo r is in which o f the fo llowing:

- Public secto r (e.g., governme nt)
- Private secto r (e .g., mo st bus ines ses and individuals)
- No t-fo r-profit s ector
- Other

- Prefer no t to s ay

11. What is the size of the organization you work for?

- 1-10 emplo yee s
- 11-50 employee s
- 51-100 employees
- 101-500 emplo yee s
- 501-1000 employees
- 1001-5000 employees
- 5001+ employees
- Prefer no t to s ay
- N/A

12. What industry does your organization o pe rate in?

- Advertising & Marketing
- Airlines & Aerospace
- Biotechno lo gy
- Chemical indus tries
- Construction
- De fense
- Education
- Financial services; professional services
- Fore stry; wo o d; pulp and paper
- Go vernment
- He alth service s
- Ho tel & Foo d/Beverage Services
- Insurance
- Legal Se rvices
- Manufacturing
- Mechanical and electrical e ngineering
- Mining (coal; othe r mining)
- No n-profit
- Oil and gas production; oil re fining

- Real estate
- Retail
- Seeking oppo rtunities
- So ftware engineering
- Transportation & Delivery
- Utilities (water; gas ; electricity)
- Other, please specify:
- Prefer no t to s ay

s

Working situation

13. Did you work from home during the COVID-19 pandemic?
- Yes
- No

14. How much time on average did you work from home before the COVID-19 pandemic (before 2020)?
- 0% (almost nothing)
- 1 – 25%
- 26 – 50%
- 51 – 75%
- 76 – 100%
- Sorry I do not remember

15. How much time on average did you work from home during the COVID-19 pandemic (2020 – 2022)?
- 0 – 25%
- 26 – 50%
- 51 – 75%
- 76 – 100%

16. How much time on average do you work from home today?

Working mostly at the office

- Working mostly from home
- Remote work from various locations, outside the office
- A hybrid solution: a mix of different work setups (both at the office and remote)