Leading Employees Towards Enhanced Performance, Productivity, and Engagement in Hybrid Work

Case Company X

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Abstract

This thesis researched the possibilities to enhance employee performance, productivity, and engagement through leadership while working hybrid at Company X. In the post-pandemic world different kinds of hybrid work models have become common, and hybrid work was launched at Company X over a year ago.

Team leaders' role is even more emphasized when working hybrid since remote working challenges the team. Maintaining the team functional, ensuring that goals and requirements are known, and information is shared evenly need to be ensured. Company culture, trust, leading by example, and clear roles help employees to succeed in hybrid work.

Company X conducted a study for employees in May 2023. The part of that study, that handles hybrid work, forms the base for the interviews executed for this thesis. Coded answers from the questionnaire were broken into themes and those themes were transferred to the interviews. The questionnaire was quantitative, whereas the interviews were qualitative with semi-structured theme interviews.

As a result, it can be concluded that Company X could enhance employee performance, productivity, and engagement through leadership in hybrid work with the following measures: increasing the availability of the team leaders, emphasizing the common goals, and cooperating with the team leaders from other teams.
The thesis investigates the impact of leadership in hybrid work on employee performance, productivity, and engagement, using the example of Company X. The company has been using hybrid work models since last year. Leadership has become even more important in hybrid work, especially when working partially remotely, as it adds challenges to the team. Ensuring the team’s effectiveness, and balancing goals and expectations for team members is crucial.

Company X conducted a study among employees in May 2023, and the findings were integrated into this thesis. The research regarding hybrid work was a key component in the interview section. A hybrid work questionnaire was quantitative research, while the interview was qualitative research, utilizing a semi-structured approach.

The main finding was that Company X could further enhance employee performance, productivity, and engagement in hybrid work through the following means: increasing the presence of team leaders, emphasizing common goals, and collaborative interactions with other team leaders.

Keywords: Hybrid work, leadership, performance, productivity, engagement.
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1 Introduction

Due to the recent proximity of the COVID-19 crisis and transition into larger scale remote and hybrid working, there are several studies done on remote and hybrid work and the disadvantages and advantages of the same. As such, hybrid work is a very topical subject to study, as hybrid work has an impact on overall employee productivity and performance (Beno, 2021). Consequently, all companies need productive and engaged employees to sustain the business, since employees with decreased performance levels can hurt the company. A decreased performance level of a colleague can become a burden and influence common goals while costing money to the company.

Given these facts, this study focuses on analyzing employee productivity, performance, and engagement while working hybrid and possible ways how they could be influenced through leadership. The study examines hybrid work at Company X, a case company of this thesis. When the national recommendation of remote working was disentangled, Company X soon introduced the hybrid working model where people worked first one day per week and soon two days per week at the office and the rest of the week remotely. Company X studies frequently the views and feelings of its employees, and since the hybrid working model is a new way to work, Company X studied employees' feelings on that as well. The latest survey was done in May 2023 and the results of that study are analyzed in this thesis and used as a base for the interviews.

The subject of the thesis is topical, not only in terms of academic research and journal publications, but in terms of Company X implementing a hybrid working model first time in January 2023. Consequently, people were accustomed to the new working model in May 2023 and were able to evaluate it and share their opinions after a few months of experience with the new working model.

The survey from May represents the views of the employees and to reach the views of the team leaders, chosen team leaders were interviewed for this thesis, and their views are analyzed.

The following chapters will walk us through the research problem and purpose.
1.1 Research problem and significance

The main purpose of this thesis is to analyze the free text answers from Company X's employee questionnaire, collect the key themes, interview team leaders based on discovered themes, and find out how leadership could enhance employee performance, productivity, and engagement in the hybrid working environment. Team leader interviews are important because Company X has studied employees' feelings towards the hybrid working model, but they have not studied team leaders' views on the matter. The team leaders are the ones who see the influence of the changed working model firsthand and experience the possible changes in employee performance, productivity, and engagement.

In the hybrid working model employees in Company X's case spend more time at the home office than at the organization's office. Hybrid work alters social interaction, increases flexibility (Räty, 2023), emphasizes the need for team leader availability (Person X), transforms communication (Tsipursky, 2023), and converts company culture (Person X), to name a few. Whenever companies are changing ways to work, those changes have a profound impact on organizations and employees. And in this case, we are considering these aspects from Company X's point of view.

The purpose is to provide insight into Company X to their hybrid working culture and highlight possibilities for how to enhance employee productivity, performance, and engagement through leadership while working hybrid.

The research question (RQ) of this thesis is:

**RQ: How could employee performance, productivity, and engagement be enhanced through leadership while working hybrid?**

The main significance of this study is for Company X in terms of finding out how the team leaders perceive the hybrid work model in contrast to employees in the questionnaire. This study points out what is working and what could be considered while aiming to enhance employee performance, productivity, and engagement through leadership while working in the hybrid working model.
1.2 Purpose of the thesis and delimitations

At the end of 2019 a novel coronavirus was identified (World Health Organization, 2020) and the coronavirus disease COVID-19, caused by the SARS-CoV-2 virus, spread rapidly across the globe, eventually being characterized as a pandemic in 2020 (World Health Organization, 2020). Company cultures were tested (Evans, 2022, p. 46), since to slow down the virus the Finnish Government, along with several governments globally, recommended a large-scale shift to work remotely in 2020 (Finnish Government, 2020) and in 2020 the amount of people working remotely in Finland nearly doubled (Leskinen, 2021). The pandemic gave a boost to working methods that existed pre-pandemic and contributed to "...changing work organization, digital transformation of the workplace, and the spread of work from home" (Stasiła-Sieradzka et al., 2023).

Remote work was a necessity during the COVID-19 crisis – without it maintaining the crucial production would have been difficult (OECD, 2020). Consequently, COVID-19 made us reconsider society as we used to know it (Aarts, 2021, s. 4) and required rapid adaptation in the workplace (Ferrazzi & Gohar, 2022, p. 9). Just like any changes in a working environment, COVID-19 affected the employees and required them to implement successful change in a very short period to sustain the business, as organizations shifted to work remotely.

Like any organizational change, shifting to remote work usually requires planning, designing, preparation, and adaptation for organizations to support employees' productivity effectively. Nevertheless, the COVID-19 outbreak forced a rapid change to remote work, and some organizations had to make the shift without employees possessing the needed skills. (Galanti et al., 2021) Consequently, companies had to rebuild or remodel their pre-pandemic organizational culture to correspond to "... today's scattered and highly varied workforces." (Evans, 2022, p. 46)

However, post-pandemic returned people to offices, while contributing increasingly to the application of a hybrid work model. This thesis discusses about hybrid work model: how the model is perceived by the employees at Company X, how the team leaders perceive the hybrid work model as a part of their team, and how leadership could enhance performance, productivity, and engagement while working hybrid.
The survey, which was conducted in May 2023, will be used as a base for the thesis. Although the survey material is ready to use, it limits the research into the frames Company X has conducted. If the questionnaire had been done solely for thesis purposes, it would have had a deeper focus on hybrid working and leadership. Consequently, a new questionnaire was not launched, and this was for two reasons: the survey was relatively new, and Company X wanted to reserve people's energy to answer questionnaires for a survey Company X released in Autumn. In addition, the survey already gave an idea of employees' views on hybrid working and therefore indicated the direction of the interviews and enabled the process of collecting themes for the theme interview.

The questionnaire was directed to the whole personnel, whereas the interviews were directed to selected team leaders. Selection of the interviewees had to be done to narrow down the number of interviews executed. There are several managers, but, for example, not all of them work in superior roles. Only team leaders with superior roles were selected for the interviews.
2 Structure of the thesis

The thesis is constructed of the following elements: Abstract, Table of contents, Appendices, Tables, and Figures, Introduction to the topic and research, Literature, Method of the study, Research results, Discussion, and References.

Abstract is the summary of the thesis highlighting the main aspects of the thesis. In this thesis abstract is written in English and Finnish.

The table of contents presents the contents by listing headings.

Appendices, Tables, and Figures present the list of visuals used in this thesis.

Introduction to the topic and research displays the characteristics of this thesis and what it handles. The research side of the thesis is presented, and the research problem, significance, purpose, and delimitations are discussed. Also structure of the thesis is discussed and the case company is presented.

The literature part defines the key terms, presents them to the reader, and gives back-up for the research through literature findings.

Method of the study explains the two study methods in detail and presents the execution of the research.

Research results are discussed next as the findings of the research.

The discussion then goes through the findings and talks about them, consequently providing a conclusion to the study. Team leader implications, limitations, and suggestions for further studies end the thesis.

References present the literature material that is used to write this thesis.
3 The Company X

The case company of this thesis is a global logistics solutions provider offering versatile transportation solutions all around the world. The Company X is a subsidiary located in Finland and part of a large logistics corporation.

Company X employs more than one hundred people in Finland having offices in a few locations around the country. Employees of Company X are specialists in their work and a high level of self-governance is required to execute the work successfully.
4 Literature and defining the key terms

This section presents the literature findings of this thesis. First, key terms, that are repeated throughout the thesis, are introduced, and specified. The next chapters then present the topic more precisely.

This section of the thesis presents the key terms attached to the topic and research. These terms recur throughout the thesis and therefore they are presented individually. The selected elements are presented to ensure the readers have the same understanding of the terms as the author of this thesis.

4.1 Hybrid work and organization

Hybrid work can be defined as working from home for part of the work hours and at the office for the other part (Beno, 2021), being a blended model of traditional office-based working and remote work. Furthermore, the hybrid organization "...allows employees to choose between working in an office or workspace, working remotely, or alternating between the two" (Wiatr & Skowron-Mielnik, 2023). Three main aspects can be specified when defining the term hybrid team: "1. They lie on a continuum from more to less virtual; 2. They combine face-to-face communication with computer-mediated interaction; 3. They perform their tasks while working from different locations" (Wiatr & Skowron-Mielnik, 2023, p. 1).

4.2 Leadership

Leadership is all around us (Johnson & Hackman, 2018, p. 2) and is the basic element of being human (Johnson & Hackman, 2018, p. 2) and (Haslam et al., 2011, p. 1). Johnson & Hackman continue by stating that leadership is a universal phenomenon and exists wherever a society exists, hence our ability to use and create words consciously makes us unique. Words, symbols, gestures, and behavior enable us to communicate with a purpose, create reality, and focus on the goal. In addition, human leadership is distinguished from animal leadership with situational and individual leadership, which are determined based on the prevalent situation and individual engaged with leadership. (Johnson & Hackman, 2018, pp. 2, 6).
According to Northouse (2022) and Johnson & Hackman (2018), there are and have been various definitions of leadership. The definitions vary depending on the decade they are defined on and on the person defining them. While the earliest definitions from the early 1900s intertwined with control and obedience, definitions nowadays describe leadership in a more compassionate tone. One of the definitions views leadership as the focus of the group process, which means that the leader in the middle is expressing the group's will. Another definition consists of a personality perspective suggesting leadership is built of special traits or characteristics some individuals have, driving others to do tasks the leader is pointing at. The next approach flashes the power relationship between leaders and followers. Others then, view leadership as a transformational process, motivating the followers to do more than is usually expected from them. Furthermore, some view leadership through the lens of skills perspective, and highlight knowledge and skills that are embodied by an effective leader. (Northouse, 2022, pp. 2, 6)

Regardless of the many definitions for leadership, the following attributes from Northouse can be identified as central to the phenomenon: (a) Leadership is a process, (b) leadership involves influence, (c) leadership occurs in groups, and (d) leadership involves common goals. As a result, the following definition of leadership could be applied: "Leadership is a process whereby an individual influences a group of individuals to achieve a common goal." (Northouse, 2022, p. 6) Haslam et al. (2011) continue by stating that leaders earn their status after being able to influence others and demonstrate what the team (we) is all about.

Furthermore, "Leaders have a vision and a sense of mission that lifts up and inspires men and women to help achieve that mission" (Tracy, 2014, p. 9). Tracy adds that people have an intrinsic desire to be a part of something greater than we as a person are. Hence, leaders can appeal to that desire and motivate, lead, and inspire people to achieve that vision. As human beings, we need to be meaningful and have a purpose, and that is created by being dedicated to a mission or a task. In addition to this, we need a sense of significance, and leaders are the ones who make us feel that way. (Tracy, 2014, p. 10)

4.3 Leadership versus management

Leadership and management can easily be considered as similar phenomena as the overlapping processes may be the same in many aspects. Both take shape around
influencing other people and working with them while striving towards a common goal. (Northouse, 2022, p. 16) According to Northouse, management was created in the 20th century to moderate industrialized society while aiding organizations towards effective and efficient working, whereas leadership goes back to Aristotle. The main concepts of management then and now are the same: planning, organizing, staffing, and controlling. (Northouse, 2022, p. 16)

What distinguishes leadership and management is the primary function: management creates order and leadership movement. “Management is about seeking order and stability; leadership is about seeking adaptive and constructive change.” (Northouse, 2022, p. 16) Yukl & Gardner (2020) point out that leadership could be viewed as a part of management, thus being one of the managerial roles. As such, one person can simultaneously carry out two roles: by being a leader to team members, and by being a follower to a higher-level manager (Yukl & Gardner, 2020, p. 23).

Figure 1 Visual representation of the differences between a leader and a manager (Billaud, 2021)
From an organizational point of view, both phenomena are equally important in terms of nurturing a successful business: “...if an organization has strong management without leadership, the outcome can be stifling and bureaucratic. Conversely, if an organization has strong leadership without management, the outcome can be meaningless or misdirected change for change’s sake.” (Northouse, 2022, p. 17)

“To manage means to accomplish activities and master routines, whereas to lead means to influence others and create visions for change.” (Northouse, 2022, p. 17) This thesis has the point of view on leadership, but due to the close nature of the two phenomena, management needed to be explained for the reader to acknowledge the difference.

### 4.4 Virtual leadership

Advanced technology together with e-mail, online meetings, and videoconferencing, have contributed significantly to the successful utilization of remote and hybrid work. Teams can function despite of space, time, or geographical location, and can communicate as virtual teams (Johnson & Hackman, 2018, p. 240). Regardless of the flexibility virtual leadership represents, it brings along new challenges for leadership. Johnson & Hackman (2018) argue leading a virtual team is more challenging than leading a traditional, office-based team. This is because the leader must be able to lead in a more complex environment, “...making effective decisions, building a collaborative climate, encouraging unified commitment...” at the same time there is a need to solve issues with space, time, and computer-related challenges (Johnson & Hackman, 2018, p. 242). To succeed in virtual leadership, leaders should, in addition to ascertaining employees have essential tools, and focus on employees’ needs and behaviors (Wiatr & Skowron-Mielnik, 2023, p. 2).

Furthermore, Elo (2023), who studied adaptation to the post-pandemic hybrid model by examining hybrid leadership and team performance, revealed that leaders in hybrid working environments must learn and adapt to the requirements of hybrid working. A leader’s social and cultural skills are emphasized through “…listening to team members and engaging them on proactive spontaneous discussion, enabling the leader to perceive team members feelings. This requires good interaction and social skills from the leader to listen to others and perceive different actions. Instead of adopting a one-size-fits-all strategy for the entire team, a leader needs to prioritize listening to each individual and then tailoring
their approach accordingly. It is crucial to acknowledge and consider individual distinctions as much as possible instead of viewing the team as a whole.” (Elo, 2023, p. 60)
5 The REALM model

Wiatr & Skowron-Mielnik (2023) have established a REALM model to depict the important aspects of hybrid team management. The REALM model was conducted as a result of research and offers advice to help hybrid team managers.

The REALM model stands for:

- **Relationships**: A hybrid team can include different types of remote working types and the leader must have the ability to form relationships with all employees and between the employees. It is the team leader's responsibility to make the team members feel relevant and included, thus making them work towards the shared goal while ensuring equality and nurturing social relationships.

- **Effective communication**: Communication in hybrid teams happens at the office and via remote channels. Leaders must communicate in a uniform style to ensure all team members receive the same information. Effective and consistent sharing of information prevents siloing between the team members in different locations.

- **Autonomy**: To ensure employee autonomy, self-governance in performing the job, and awareness of the commitments, tasks must be distributed precisely. "The hybrid team leader should therefore analyze the work in terms of location-related
limitations, with reference to the employees’ competences and deadlines, and distribute tasks in such a way that they are carried out autonomously, without the need of control by the leader or other employees.”

- **Leading beyond ego:** In this aspect, leaders are seen in the middle of the hybrid team and their task is to facilitate and coordinate. The leader brings the hybrid team together, sets the rules, and shares the vision of the common goal. This attribute leans clearly towards transformational leadership: team leaders should take into account team members’ “...different needs and wishes of people as well as their talents and skills, has an opportunity to use all those different demands in the right way and support the employees in developing and demonstrating these key skills and behaviors.” Empathy and requesting feedback are closely connected to the term.

- **Motivation through trust:** Effective and successful hybrid working is built on trust that stems from results. Results show that employees are working despite the remote locations. To succeed in this, the hybrid team leader must ensure the team members have the necessary competencies to do the job: “In hybrid work, it is more difficult to compensate for competency deficits - in the office, you can always ask someone, replace someone - at home, you have to be able to perform the task on your own.” Employee coaching, feedback, professional growth, competence development, and enhancement of self-esteem are closely connected to this term.

In conclusion, for the REALM model to succeed the team members should be aware of the team leader’s needs and expectations and the team leader should be competent enough to manage a hybrid team effectively. The REALM model can be used as a foundation for hybrid team management. (Wiatr & Skowron-Mielnik, 2023, pp. 6-8)
6 Team

Yukl and Gardner explain team is a small group of interacting people working towards a shared goal with specified roles under the supervision of a team leader. When individuals' efforts are combined into a team, singular efforts can be maximized (Richardson & West, 2010, p. 323). As a result, the organization has a diverse and skilled team to handle complex tasks and reach the common goal (Richardson & West, 2010, p. 323). Consequently, having a shared goal and membership of the group, the members gain a sense of belonging (Johnson & Hackman, 2018, p. 215). To succeed, Johnson & Hackman address that a team or group must work together, as the overall success of any member of the group is dependent on everyone doing their part of the job. In addition, the team members refine each other’s views through influence: by sharing ideas, questioning, and challenging (Johnson & Hackman, 2018, p. 215).

Richardson & West describe teamwork to be at its best when cooperation generates great creativity, innovation, and productivity. They argue that “..teamwork offers a way of synthesizing individuals’ knowledge, skills and abilities..” (Richardson & West, 2010, p. 323). However, teamwork does not bloom without design, implementation, and proper support. Despite the versatile opportunities and synergy, a well-collaborating team could offer, sometimes the possibilities may simply be overlooked. (Richardson & West, 2010, p. 323)

In some organizations, teams are empowered by giving them more responsibility and allowing them to make decisions (Yukl & Gardner, 2020, p. 304). The higher the team’s performance is the better the members of the team understand what is needed to do the job: “...what to do, how to do it, when it must be done, and by whom”. (Yukl & Gardner, 2020, p. 306) They continue by explaining that when a team is fresh or receives a new kind of task to do, “...the leader can clearly explain member responsibilities and relevant procedures for performing specific types of activities.” (Yukl & Gardner, 2020, p. 306) Involving the whole team in setting the standards for working, creates an atmosphere of inclusion and mutual understanding towards the (new) way of working (Hill & Hill, 2021, p. 93).
6.1 Sub-team

A team can be divided into sub-teams based on characteristics of the work, or skills possessed by the team members. This may be beneficial especially if the team itself has many members. Sub-team may collaborate more fluently as a smaller group, since creativity and open-minded discussion may be smoother in smaller groups. (Person X)
7 Performance in hybrid work

Hill & Hill (2021) state that when aiming to measure performance, the driving methods, and outcomes, that are sought, need to be understood. Performance can be measured in different ways and the drivers form the foundation to return to. Once the drivers and expectations are determined, the culture of the team can be built on the base of performance. Consequently, psychological safety in teams stems from going through the expectations. As a result, teams are equipped with clarity, focus, and framework to perform. Creating psychological safety is not just for new teams, hence, should circumstances change, for example by shifting to work hybrid, any team will benefit from elevating expectations. (Hill & Hill, 2021, pp. 91-92) Guidetti et al. (2022) argue that a shift to hybrid working impacts an organization’s policies and culture and can have a long-term influence on reorganization. Therefore, they continue by suggesting that organizations need to be prepared for challenges and develop their policies and procedures related to hybrid working (Guidetti et al., 2022, p. 2).

When shifting the teams to hybrid work, the organization needs to make sure the teams continue to nurture what is valued, and why. In principle, it is about caring about the same thing, but in a different way. What is needed is “...an adaptation of how we connect and express these things in a distributed manner.” (Hill & Hill, 2021, p. 14) The best way to do this is to set the standard by showing an example, which at the same time, minimizes questioning and impresses by action (Kotter, 2012, p. 97) and (Hill & Hill, 2021, p. 93). Leading by example plays a major role in a hybrid leader’s work (Hill & Hill, 2021, p. 93). Consequently, when hybrid leaders take part in team interactions engaged, energetic, and present, team members are likely to follow the lead, demonstrating respect towards everyone’s time (Hill & Hill, 2021, p. 93). To continue with, showing an example fits well into the basics of transformational leadership theory, which appears to be involved in personal identification. This refers to the possibility of the followers to identify with the leader, imitate the leader’s behavior, and embrace the common values and ideas with the leader. (Yukl & Gardner, 2020, pp. 235-236)

To continue with, according to Bhindora (2013), charismatic leadership theory characterizes leaders with certain qualities, such as confidence, extroversion, and precisely stated values, which have a clear trace back to successfully motivating followers. For
clarification, leaders with relationship attributes help followers to see the importance and greater benefit of the work, by motivating and inspiring group members. Leaders alike have their eyes on the performance of group members, but also everyone to fulfill their potential. (Bhindora, 2013, p. 9)

What are then the characteristics of a high-performance team? Tirado (2013) identifies the following attributes of a team that is performing well:

1. Common purpose
2. Clear roles
3. Excellent communications
4. Independent leadership
5. Effective processes
6. Solid relationships

(Tirado, 2013, p. 82).

Surrounding

Figure 3 The characteristics of a high-performance team (composed of Tirado, 2013)
To open the characteristics, Tirado claims that one of the most important things for a team is to create a purpose; purpose makes us want to be a part of the group and makes us work, the purpose not being clear, the team will, most likely, not succeed.

To continue with, high-performance teams have clear roles and team members are aware of their own and other's roles in the team. This helps to prevent overlapping roles and competition inside of a team.

Next, excellent communication not only serves to share information but also nurtures a feeling of trust as team members feel they have the freedom of speech and can bring up different thoughts and feelings in teams. This creates an environment for active listening, exploring ideas, and giving constructive feedback.

In addition to previous characteristics, high-performance teams are led independently via self-government and independent decision-making; consequently, creating a sensation of empowerment, a sense of autonomy, and a sense of control. High-performance teams evaluate efficiency and effectiveness through quality and productivity measures. What distinguishes these kinds of teams from others is their communication, conflict resolution, team-building activities, and encouragement towards active participation.

Lastly, respect, support, cooperation, and trust can be used to describe the attributes that are possessed by a solid relationship in a team. Overall social interaction in a team accompanied by trust is the trademarks for a high-performance team. (Tirado, 2013, pp. 83-85)
8 Productivity and employee engagement in hybrid working

"Culture is a core and key part of the philosophy of working from anywhere." (Hill & Hill, 2021, pp. 12, 13) Consequently, the main component for many business leaders at the time of hybrid work is to launch or rebuild the company culture which is one of the most critical aspects of business success and employee well-being (Evans, 2022, p. 47). The hybrid work model challenges the organization and its employees in a way that requires to “..maintain and foster corporate culture, effectively manage teams and drive collaboration, and ensure mental health and high productivity.” (Buła et al., 2023, p. 3) Productive employees are needed to sustain the business and Galanti et al (2021) state that employee's well-being and productivity are affected by work and personal resources when working from home. Shekhar points out that an appropriate work-life balance is created when work (defined in hours) and other aspects of life reach an acceptable combination (Shekhar, 2016, p. 32).

When it comes to engaging employees, the matter may result in business success or failure (Shekhar, 2016), and engagement happens not only on an individual level but on a team level as well (Richardson & West, 2010, p. 323). Social interactions, behaviors, affects and cognitions of individuals can stem from shared knowledge, communication, emotion, exchange of ideas, and task execution in the team. “Dedication is characterized by high levels of team identification to a vision, strong commitment to tasks and roles, and persistence in times of challenge and adversity.” (Richardson & West, 2010, pp. 323-324) Sharma & Sharma (2021) continue by explaining that “...an engaged employee is fully aware of the business environment and works with the help of other employees to improve the performance within the job for the benefit of the organization.” They also point out that engaged employee cares about the company's future and are ready to invest all effort and enthusiasm into their work for the good of the company (Sharma & Sharma, 2021, p. 106) (Mohanan et al., 2012, p. 1).

Increased employee productivity leads, according to Hanaysha (2016), to better economic growth and an increase in profitability. Remote work offers an opportunity for autonomy for the employees (Galanti et al., 2021) and (Hill & Hill, 2021, p. 15), which should not be taken as a freedom to do as they please, controversially autonomy, in this case, refers to performing the work tasks in the best possible order to maintain the performance standards (Hill & Hill, 2021, p. 15). “The desire to improve, to grow, and to get better at
the work they do is strong in individuals.” (Hill & Hill, 2021, p. 15) That being said, work that provides an opportunity to evolve and a possibility to fulfill a purpose, are seen motivating and desired. (Hill & Hill, 2021, p. 15). To continue with, relationship leadership theory, for example, “…appeals to the moral values of followers in an attempt to raise their consciousness about ethical issues and to mobilize their energy and resources to reform institutions” (Yukl & Gardner, 2020, p. 235). As a result, the followers are motivated since their self-interest is high and they receive rewards (Yukl & Gardner, 2020, p. 235), while leadership is seen as a process, that engages others upon creating a connection resulting in increased motivation and morality in both followers and leaders (Bhindora, 2013, p. 9). Yukl & Gardner (2020) continues by arguing that through power-sharing (delegation) subordinates can take a share of responsibility and authority, hence making the job more interesting for them and increasing commitment towards the work and organization. Delegation can improve the subordinates' sense of empowerment, which leads to the idea of having the possibility to execute meaningful work, but only if the subordinate has the needed skills to perform such tasks (Yukl & Gardner, 2020, pp. 110-111).
9 The downside of hybrid work

Galanti et al. (2021) argue that one of the key downsides of remote work is workplace isolation. Social isolation from other people has increased during remote and hybrid work (Galanti et al., 2021) and the pandemic has raised the level of social confinement and loneliness. As such, the effect of social isolation can correlate with declining work satisfaction, performance, and stress enhancement. “Members often feel isolated and find it hard to stay committed to other team members they might never meet in person. It is easier for them to get distracted by competing demands in their immediate physical environments and to do less than their fair share of the team’s work.” (Johnson & Hackman, 2018, p. 242) Moreover, the role of the team leader and the perception of leadership skills becomes even more important when the organization and team defend themselves against the possible social isolation (Guidetti et al., 2022, p. 13).

Despite remote work being essential during the pandemic, it may not be the right choice for all. Thus, all employees are not benefitting from remote work and those seem to be the ones who are “…young, without a college education, in less secure work arrangements (e.g., on temporary contracts or self-employed), and employed in small and medium enterprises…” (Brussevich et al., 2020). While the hybrid work model increases the talent pool of workers, it simultaneously can cause siloing and digital exhaustion (Microsoft, 2021).

In addition, when considering mostly electronically enabled work within teams, possible issues arising in the work community “…relate to detecting problems too late, ideas being shared less quickly than in face-to-face interactions, trust issues, reduction in engagement with the organisation and so forth. These potential problems should be considered when designing telework and hybrid arrangements, particularly in organisations whose competitive advantage relies on innovation and differentiated products and services. Managers need to blend virtual and face-to-face work at different stages of the innovation process so that teams remain connected and exchange knowledge.” (Demetriades et al., 2023)
10 The research design

The framework of this thesis consists of two parts: a questionnaire and interviews. The questionnaire, conducted by Company X, is a fundamental starting point for the research. The questionnaire examined the views of the employees and the part, that addresses hybrid work, is only included in this thesis. The interviews then focus on the views and perspectives of the team leaders regarding hybrid working and leadership.

The received answers from the questionnaire were transferred to Excel and then coded based on repeating themes that were standing out among the answers. After this, each answer was coded according to a theme. These themes then created the core for the interviews and acted as a baseline for the interviews. The below figure represents the design of the research in this thesis.

Figure 4 Conceptual model of the research design

Company X conducted a similar kind of study in May 2022, as they sent out a survey regarding employees' feelings. The study from May 2023 was compared to the results from 2022 and was the initial purpose of the 2023 study for Company X.
The topic of this thesis has been an interest of the author ever since remote and hybrid work became the universal new normal. Fortunately, Company X related to the topic and suggested using their questionnaire results as a starting point for this thesis. The main contact point at Company X has been the human resources manager, who provided the questionnaire material for the thesis and has been giving feedback during the process.

The research consists of quantitative and qualitative research methods to collect data. These two research methods were combined because the questionnaire was already done, and interviews were the best research method to collect the team leaders’ views on hybrid working. If the research is renewed, most likely the same research data collection methods would be used due to their workability in the research where both, a large and small sample size, is to be studied.

<table>
<thead>
<tr>
<th>Sample Sizes</th>
<th>Qualitative Research</th>
<th>Quantitative Research</th>
</tr>
</thead>
<tbody>
<tr>
<td>Small (typically &lt; 20)</td>
<td></td>
<td>Large (typically ≥ 100)</td>
</tr>
</tbody>
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<table>
<thead>
<tr>
<th>Data Collection Methods</th>
<th>Qualitative Research</th>
<th>Quantitative Research</th>
</tr>
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<tbody>
<tr>
<td>1:1 Interviews</td>
<td></td>
<td>Surveys</td>
</tr>
<tr>
<td>Observational Research</td>
<td></td>
<td>Online-Web Capture</td>
</tr>
<tr>
<td>Focus Group</td>
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<table>
<thead>
<tr>
<th>Data Types</th>
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<th>Quantitative Research</th>
</tr>
</thead>
<tbody>
<tr>
<td>Behavior patterns</td>
<td></td>
<td>Numeric</td>
</tr>
<tr>
<td>Natural language</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>How Data is Analyzed</th>
<th>Qualitative Research</th>
<th>Quantitative Research</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identifying patterns in participant behaviors and responses</td>
<td></td>
<td>Using numerical methods and statistical analysis</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>How Data is Presented</th>
<th>Qualitative Research</th>
<th>Quantitative Research</th>
</tr>
</thead>
<tbody>
<tr>
<td>Original quotes, videos</td>
<td></td>
<td>Tables, charts and graphs</td>
</tr>
</tbody>
</table>

Figure 5 The Difference Between Qualitative & Quantitative Research Execution (Planbeyond, n.d.)

Quantitative research is often based on a large sample size and therefore research material is acquired through online surveys. Usually, the data of quantitative research is analyzed by numbers or statistics. Data is normally presented in the form of tables or charts.

Qualitative research is done for a small sample size, and because of this data collection method can be one-to-one interviews. Data type may include behavior during the research and behavior can also be analyzed. Qualitative data material is often presented as original quotes.
11 The questionnaire

The questionnaire was quantitative research prepared by the human resources
department in Company X and it consisted of multiple-choice questions and a couple of
free text questions. Quantitative research in this case was the best functioning research
method, as the quantitative research model enables quantifying large groups of people and
measuring the phenomena (Holton & Burnett, 2005, p. 30).

The survey was conducted in May 2023. Company X sent e-mails (Appendix 1) to
participants with a preface informing them what the survey was about. The preface said
that well-being and enjoying work form the foundation for success and growth in the
organization, thus the survey was conducted to measure employee engagement and
feelings. The preface also said that the company had taken measures after the previous
survey (a questionnaire is sent out every year) and now wanted to know if the measures
had paid off. At the end of the preface, it was told that answers are anonymous, and it
takes only a few minutes to answer the questionnaire. Once the link was clicked, the
questionnaire opened in a browser and the preface was shown at the top of the page.

The first question in the questionnaire requested the respondent to determine the
department the respondent is representing. After the list of departments, there were
twelve arguments, and the respondent was requested to evaluate each point. The
arguments were scaled with smileys (Appendix 2) and each smiley equaled to a different
value. The scale consisted of five individual values: Very unsatisfied, Unsatisfied, Neutral,
Satisfied, and Very satisfied. Once the cursor was moved over the smileys, the individual
values for each smiley appeared. While the smileys represented the universal scale of
human feelings (for example big smile = very satisfied, angry face = very unsatisfied), each
smiley showing their value in writing enabled the respondent to understand the different
values and their meaning. The respondents were able to choose the appropriate
alternatives for each question depending on their views and feelings.

Following the arguments, the questionnaire had four open-ended questions at the end. The
questions were formulated in a way that encouraged the respondents to elaborate their
answers. Each of the open-ended questions had in total of 4000 characters of free space
for answers (Appendix 3). Once the respondents started typing, the characters were
automatically calculated to demonstrate the number of characters the respondents were
able to use. Once the form was filled in, the questionnaire was clearly showing a button for sending the form. The survey was open for five working days including the day the survey links were sent.

51% (85 respondents) answered the questionnaire. The questionnaire is considered secondary research in this thesis, as the data from the questionnaire is collected for a general purpose for Company X, not for the thesis. This thesis includes only the questions regarding hybrid work and this thesis does not observe any other questions. Data, that was received from the human resources of Company X for this thesis, does not include all data in the questionnaire. Only the data that was handling hybrid work, is included in this thesis and the data received did not include information on research data per team. Therefore, cross-checking of the research data cannot be done and free-text answers cannot be linked to a certain team. Consequently, cross-checking of the research results from the questionnaire cannot be done with the research data provided for this thesis. To perform the cross-checked data analysis, all material from the questionnaire would be needed. Questionnaire statements and open-ended questions regarding hybrid work, along with literature and previous studies on hybrid work, formulate the core of the interviews.
12 Interviews

The interviews are considered primary and qualitative research in this thesis. Qualitative research aims to explain and understand phenomena through the experiences and perspectives of the participants (Hennink et al., 2020, p. 10). The interviews were conducted in October 2023 as a semi-structured theme interview and interviewees were selected based on their area of management to represent most employees. In total eleven team leaders were invited to participate in the interviews.

To invite the team leaders into interviews, a Teams channel was created, and all interviewees were added to the channel. To ensure visibility and understanding of the interviews, an email was also sent to all invitees to clarify why they were added to the Teams channel. The channel consisted of a posts chat with themes of the interviews listed and an information page. The information page gave an insight into the topic:

- Reason for channel creation and purpose of it.
- Educational institute and degree program the thesis is done.
- The topic of the thesis and the role of Company X.
- Details of the interview (location, one-to-one).
- Information on recording.
- Instructions on how to book an interview slot and time reserved per interview.
- Information on interviews being anonymous.
- Proposal to contact should any questions occur.
- Information on who made the channel and contact details.

The slot for the interview was booked on a separate page which included suggestions for interview times and locations. A suitable time was booked by placing a name after the proposed time (Appendix 4). Once the time slot was booked, a calendar invitation was sent to confirm the booking including a link to join the interview. In addition to the proposed time slots, there was a possibility to suggest another time to maximize the possibility of finding a suitable time slot for the interview.

The initial idea was to perform the interviews in English to correlate with the language of the thesis, but eventually, it was clear that richer elaboration was produced in Finnish, which was the primary native language of the interviewees. Moreover, a conference room
was booked for office-based interviews, but all the interviews were executed online. Of the eleven invitees eight team leaders participated in the interview.

12.1 Execution of the interviews

The interviews were executed online and by interviewing each team leader one by one. At the time of the interview, after the connection was established online, each team leader was checked if they had had the time to read through the information page on the Teams channel and if they were aware of what the interview was about. All attendees had read the information and they had a sense of the overall picture of why the interview was arranged.

Before going into the actual interview, it was specified which company is meant with the reference "Company X" and that the phrase "team" meant each team leader's team. All interviewees were told that the interviews were anonymous and would be held in Finnish and asked the permission to record the interview. Each of the interviewees agreed to the recording and each time before starting or ending the recording, each team leader was informed separately about the state of the recording.

The interviews were held via Teams using the video conference option. The recording was done using the author's mobile phone and video capturing. The interviews lasted from 45 minutes up to 2 hours each. All interviews were arranged within two weeks.
13 Analysis of the research results

Results of the questionnaire were received from human resources in Company X, limiting the material only to the parts that handle hybrid working. The results included diagrams and answers to the open-ended questions. Implications to specific teams were removed from the supplied material and it was not possible to trace answers back to any of the teams. Answers from the questionnaire’s open-ended questions were divided into themes and transferred to the interviews. These themes were considered when the interviews were planned. The results of the interviews were analyzed according to a deductive method by using predetermined codes to analyze the data.

13.1 Analysis of the questionnaire

In this thesis, only a part of Company X's questionnaire, which is handling hybrid working, is included. There was one multiple-choice question and four open-ended questions handling hybrid work. The next chapters will dive deeper into the analysis of the answers.

The one multiple-choice question included in this thesis was "I am happy with the current hybrid work model". The results of the questionnaire indicated that 43,5% were very happy and 29,4% happy with the current hybrid work model. The rest of the results indicated 9,4% to be neutral and a total of 17,7% to be unhappy or very unhappy with the current hybrid work model. As such, it can be noted that with the current hybrid work model the majority, 72,9%, of Company X workers are happy. Table 1 below illustrates the percentages in a diagram.
Next answers to the open-ended questions are examined. Also, methods for analyzing are presented and analysis discussed.

First, the received answers were transferred to Excel and then coded based on repeating themes that were standing out among the answers. After this, each answer was coded according to a theme. To continue with analyzing the questionnaire, answers to open-ended questions were analyzed using coding and COUNTIF-function in Excel:

\[ (=\text{COUNTIF}($X\!$X:$X\!$XX;"X") )\]

It needs to be noted that some comments were divided into two different themes. This was necessary because some comments consisted of more than one theme and both themes needed to be considered. This also resulted in a different number of total answers on each question, however, this should not distort the results, as different questions are not compared to each other. Each question is analyzed separately, and percentages portray answers to that specific answer only.

Eventually, there were seven distinguishing themes to consider:
- **Balance of hybrid work**, including all comments regarding balance and positive attributes of hybrid working.
- **Development of hybrid work**, including all comments regarding the transformation of hybrid work.
- **Meetings**, including all comments regarding meetings and transformation of meetings.
- **Motivation, support, and well-being**, including all comments regarding motivation, support from the team, manager, or higher management, and well-being at work.
- **Measurements**, including all comments about instrument cluster measuring employees' work.
- **Collaboration**, including all comments regarding cooperation within the team, other teams, or management, and the atmosphere at work.
- **Others**, including all comments not relating to or resulting from hybrid work, or individual subjects occurring in answers only once or twice. Answers that do not fall into any other themes.

The next chapters will present the results of the two studies. First, the questionnaire, and after that the interviews.

### 13.2 Well-functioning factors

The first open-ended question to consider in this thesis was "What is working well?" Cutting the question without adding further specification to it (within a team, in hybrid work, with a manager, and so on), enabled people to answer the question as widely as they wanted to. Answers revealed that people find cooperation and teamwork to be the most well-working factor at Company X. In total 32% of answers mentioned collaboration and teamwork in their answers, whether teamwork within their team or teamwork with other teams. As such, based on those answers, the atmosphere at Company X seems to be nurturing well-functioning teamwork that not only exists within a team but also crosses team borders.

Secondly, people seem to value and appreciate the company's efforts to take care of the employees: answers show people feel their well-being is looked after, they are trusted, and managers are seen as approachable. 24% of responses mentioned "Motivation, support, and well-being" as a theme in their answers.
Third, people find the balance of remote and office-based work to be in order in general, and they find two office days in a week to be a workable set-up. The comments highlighted people to feel trusted and supported while allowed to work hybrid. In total 15% of answers mentioned two office days to be suitable, sufficient, and in balance. On the contrary, 5% of answers commented on suggestions to develop hybrid work, such as allowing more flexibility to office day requirements, and 2% of answers linked the development to measurements, suggesting an increase in flexibility without it having an impact on employee measurements. In short, the majority found hybrid work to be suitable as three remote days and two office days in a week.

Table 2 “What is working well?”

<table>
<thead>
<tr>
<th>Statistics of “What is working well?”</th>
<th>Total answers</th>
<th>% of answers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Collaboration</td>
<td>13</td>
<td>32%</td>
</tr>
<tr>
<td>Motivation, support and well-being</td>
<td>10</td>
<td>24%</td>
</tr>
<tr>
<td>Balance of hybrid work</td>
<td>6</td>
<td>15%</td>
</tr>
<tr>
<td>Development of hybrid work</td>
<td>2</td>
<td>5%</td>
</tr>
<tr>
<td>Measurements</td>
<td>1</td>
<td>2%</td>
</tr>
<tr>
<td>Meetings on office days</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Others</td>
<td>9</td>
<td>22%</td>
</tr>
<tr>
<td></td>
<td>41</td>
<td>100%</td>
</tr>
</tbody>
</table>

13.3 Factors to improve

The second question in the questionnaire related to hybrid working was "What things would you wish to improve?" Alike the first question, this question was also cut without adding further specification to it (within a team, in hybrid work, with a manager, and so on), enabling people to answer the question as widely as they wanted to.

Most of the answers, 33%, handled the theme "Development of hybrid work". Several comments mentioned that they would prefer fewer office days and more remote days, or simply more flexibility to choose the office days, meaning that people could choose when
they would attend the office instead of pre-determined office days. Answers also revealed that people would long for a steadier working life instead of many changes. Some also mentioned resources and stated that a few new colleagues would improve their work and experience stress.

Next, the theme "Motivation, support and well-being" totaled 18% of answers and consisted of comments regarding the functionality and quality of the operating system, file ownership, support to development work and amount of work, discipline to expenses, faster recruitment process, and overall support from the management in terms of taking into consideration the strain of the work. Based on answers motivation, support, and well-being can be built from several different building blocks.

The following theme, "Meetings" shows a clear model of the number of meetings on office days and how straining the build-up of meetings can feel like. The number of meetings on office days is perceived to be too much and is taking a toll on energy. 9% of the respondents mentioned meetings in their answers.

Theme "Collaboration", 9%, included mostly comments about the overall atmosphere at work, which was not considered as good as it could be. It was noted that investment in the atmosphere would increase employee well-being, performance, and engagement.

Finally, 7% of answers highlighted measurements. This was seen as an instrument of measurements measuring employees and teams. In some cases, despite the presence of measurement, it was stated that sometimes employees had no power over the measurement, and it was considered frustrating.
13.4 Success factors in leading hybrid work

The third question on the questionnaire was about successful leadership in hybrid work. According to the answers, the employees highly appreciate the opportunity to work three days remotely. They mention that remote work practices work well, and their energy level is higher when working remotely. They also mention that giving and receiving help from colleagues is working well remotely and Teams enable joining meetings online. 48% of answers mention the theme "Balance of hybrid work" in their answers.

Furthermore, 35% of answers refer to "Motivation, support, and well-being" -theme. According to the answers, information sharing is working well, tools are suitable for working from home and at the office, and interaction and communication are seen to be as fluent remotely as it is at the office. One of the answers raised the importance of trust through leadership to be one of the measures when measuring the success of leadership in hybrid work.

The next three themes "Development of hybrid work", "Meetings", and "Collaboration" shared the third podium. In these themes, answers pointed out increased efficiency when meetings were arranged online instead of at the office, the creation of team spirit had succeeded, and shared team days were seen as refreshing. In addition, the desire to have more remote days was also mentioned here. To continue with, one answer pointed out that work is done remotely the same as at the office and this could easily be followed.
Table 4 “What have we done successfully in terms of leading hybrid work?”

| Statistics of “What have we done successfully in terms of leading hybrid work?” |
|---------------------------------------------------------------|-----------------|-----------------|
| **Frequency**                                               | **Total answers** | **% of answers** |
| Balance of hybrid work                                      | 19              | 48 %            |
| Motivation, support and well-being                          | 14              | 35 %            |
| Development of hybrid work                                  | 2               | 5 %             |
| Meetings                                                    | 2               | 5 %             |
| Collaboration                                               | 2               | 5 %             |
| Measurements                                                | 1               | 2 %             |
| Others                                                      | 0               | 0 %             |
| **Total**                                                   | 40              | **100 %**       |

13.5 Ways to support hybrid working and smooth collaboration

For this final question in the questionnaire, the answer is clear: the employer could further support hybrid working and smooth collaboration by developing hybrid work. 50% of answers mentioned some sort of development in hybrid working, mainly consisting of a wish to increase remote days, add flexibility to office days, and more flexibility in choosing the location where to work. The answers were quite repeating and subjects recurred throughout the answers.

19% of answers handled meetings. Mostly they commented on having too many meetings during office days, both for themselves and for the team leader. This led to a situation where management was poorly or not at all available during office days. In addition, some answers pointed out that office days are noisy, and it can feel straining to some.

14% of answers commented on the importance of having common rules regarding hybrid work and following that the rules are adhered to. Furthermore, answers show appreciation towards support that was given to purchase tools for remote office, and towards breakfast that was served on office days.

Finally, 5% of answers commented on balance and collaboration. These answers commented on collaboration between other teams how it could be further developed and, how remote work is the new normal. In addition, one of the answers found it to be a good
idea to combine performance measures with extra remote days. That meant in short that people were able to receive a bonus remote day once their performance index was filled.

Table 5 "How could the employer further support hybrid working and smooth collaboration?"

**Statistics of "How could employer further support hybrid working and smooth collaboration?"**

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Total answers</th>
<th>% of answers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Development of hybrid work</td>
<td>21</td>
<td>50 %</td>
</tr>
<tr>
<td>Meetings</td>
<td>8</td>
<td>19 %</td>
</tr>
<tr>
<td>Motivation, support and well-being</td>
<td>6</td>
<td>14 %</td>
</tr>
<tr>
<td>Balance of hybrid work</td>
<td>2</td>
<td>5 %</td>
</tr>
<tr>
<td>Collaboration</td>
<td>2</td>
<td>5 %</td>
</tr>
<tr>
<td>Measurements</td>
<td>1</td>
<td>2 %</td>
</tr>
<tr>
<td>Others</td>
<td>2</td>
<td>5 %</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>42</strong></td>
<td><strong>100 %</strong></td>
</tr>
</tbody>
</table>
14 Analysis of the interviews

To secure anonymity, the use of direct quotes is limited in this thesis. This is necessary to prevent recognizing respondents from their answers. Therefore, only a few direct quotes are used and instead, the answers are mainly discussed to prevent possible identifications based on the answers. Also, the order of the interview answers was swapped for the analysis process and the order of the answers does not reflect the order of people interviewed. This was necessary because interviewees were able to see who else was invited to the interviews and had visibility to the time slot booking. Therefore, swapping the order of answers secured the promised namelessness. Similarly, the answers represented next are in coincidental order. For the same reason, all quotes taken from the interview are under the same alias – Person X.

Before starting with the actual interview questions, the interviewees were asked a couple of warm-up questions. These questions included for example how many years the person had worked at Company X, how long as a team leader, and the size of their team. Once the warm-up questions were answered, the interviews followed the structure of a semi-structured interview. Because of a small sample size, the semi-structured interview method was possible to utilize. Semi-structured interview method allowed individual thoughts to come forward while the interview itself proceeded at its phase.

Based on the questionnaire, six themes were differentiated from the questionnaire material and were taken as a part of the interviews. The themes included the Development of hybrid work, Meetings, Motivation, support and well-being, Balance of hybrid work, Collaboration, and Measurements. The results of the interviews were analyzed according to a deductive method by using predetermined codes (themes) to analyze the data. This means that the themes were created to divide the interviews into sections that portray questions in a specific theme. Applying the predetermined themes to the interviews linked the material from the interviews to the questionnaire and vice versa, creating a connection between the two materials. What needs to be noted here is that the two materials, questionnaire, and interviews, were separate and individual studies that were by two separate parties. Therefore, it was a necessity to link the two materials to each other. Interviews reflected the predetermined themes and the next results of the interviews are investigated.
14.1 Balance of hybrid work

Company X has a flexible working time, meaning that employees may start working during a four-hour timeline in the morning, and finish working within a flexible period, for as long as the normal work hours are fulfilled. As such, the interview started with a question regarding the balance between hybrid work and free time. In general, none of the respondents reported any kind of clear peak in the statistics of overtime or overtime in flextime in their teams during hybrid work. Some of the interviewees mentioned their teams never work overtime, but some may extend the days with flextime. However, the use of flextime to work longer was not a continuous method, instead, it referred more to cases where, for example, an employee had a small job that was either forgotten to do during the day or was unexpected and it was more reasonable to do it in the evening than wait until morning. Similarly, respondents reported that in some cases flextime was used during the day because of some kind of personal appointment and then that time was compensated later in the evening. One of the respondents commented that:

"Team members act flexibly: if there has been a longer break during the day, then they compensate for it later that day." (Person X)

As a conclusion, all flextime done in the evening was not necessarily because of working overtime. In addition, one of the team leaders mentioned that the workload is precisely and equally shared and therefore they do not work overtime nor use flextime to work longer.

Another question regarding the balance of hybrid work was for the respondents to share their view on the number of office days from their team’s point of view. Many respondents earlier in the questionnaire said two office days per week was too much for them. In this case, most respondents in the interview found two office days per week to be sufficient, mainly because one office day per week would not be enough to meet people and catch up, with the respondents’ point of view.

“The work requires expertise and even though employees would be experienced, they still need to communicate with colleagues. Asking and receiving help is easier if the team members know each other. And they get to know each other when they meet.” (Person X)
Like above, some respondents reported that it is easier to ask for help if you know the colleagues and interact with them face to face. What is to be noted here is the fact that in the questionnaire free-text section there were comments regarding helping colleagues. Those comments reported helping to be as smooth online as face-to-face.

One of the respondents said that two office days per week is not enough. It should be three office days per week to make the most of it. Another respondent then reported that this question is mainly down to personality. It is a personality perspective if the person needs less or more office days. We are not the same and others do better by working from home, whereas others then need more socializing and time face-to-face (Person X). However, because an organization of this size cannot take everyone's perspectives into account and tailor-made individual hybrid work models to every employee, there must be a midway for everyone (Person X).

In addition, some respondents mentioned amount of feedback regarding the number of office days has decreased and there are not that many negative comments anymore, whereas the amount of negative feedback was high right after the hybrid work model was launched. Maybe it is because of routine and the realization that eventually two office days are not that much after all. Or then it is simply accepting something that you cannot change (Person X).

14.2 Development of hybrid work

The theme "Development of hybrid work" scored high in the questionnaire and therefore interviews focused more on this part as well. I wanted to collect team leaders' points of view on the development aspect and see how they experienced it and if there would be differences compared to the questionnaire answers.

One of the topics raised in questionnaires was resources and not having enough resources to manage overall development and learning new skills. Many of the interviewees agreed with this: they mentioned there is too little time and resources reserved for overall development work and learning new skills or taking over new responsibilities. Putting new things into practice was reported to take a long time and require prioritizing, from the respondents' point of view. This may eventually lead to a situation where development projects are not finished, and they start to build up as new projects start, and old ones are
still ongoing (Person X). Furthermore, all respondents agreed that overall development work is more fluently done at the office, thus development can also be done online, for as long as there is a possibility to choose if the topic is processed online or at the office. Similarly, new tasks and responsibilities can be acquired in a hybrid work model, for as long as there is a possibility to attend the office at first to go through the basics, as described by the respondents. This kind of two-way briefing benefits, for example, when shifting to a new role, or onboarding new employees and summer workers. Then, once the basics are familiarized, gradual proceeding to work remotely may be applied, according to the interviewees. It was also reported in the interviews that it is more efficient to transfer information from one colleague to another at the office, hence learning in this aspect would be more efficient. As a result, it seems that depending on the subject, development, onboarding of new employees, and learning new skills or taking over new responsibilities may well be done in hybrid work, for as long as there is a possibility to attend the office should the topic require so. Alovius (2023) studied the remote onboarding process and stated that remote onboarding requires more effort from the employee and the employer and is more challenging than onboarding face-to-face (Alovius, 2023, pp. 23, 57-58). Lund et al. (2020) describe how, despite the successful application during the pandemic, some work tasks are more successfully done in person. This includes, for example, giving advice and feedback, familiarizing new employees, teaching, training, and coaching, and making critical decisions (Lund et al., 2020).

Another topic raised in the questionnaire was the hustle and bustle during office days. Many find this kind of noise to be a burden and take a toll on office days and subsequently find office days to be heavier than remote days (Appel-Meulenbroek et al., 2022, p. 2). Concerning this phenomenon interviews revealed that on office days people are usually very happy to see each other and like to catch up with colleagues:

"On office days a lot of time is used to greeting colleagues: everyone is so happy to see each other that it causes a positive buzz among the team." (Person X)

As I requested the interviewees to estimate if their teams had enough social encounters and a sense of community within the frames of the hybrid work model, the answers were quite scattered: yes, no, and something in between. The answers reported things to be good and people catch up online the same as face-to-face: laughing and being together. On the other hand, one team leader reported that their team had become even closer and
tighter during hybrid work (Person X). Others then reported that this question is mainly a matter of personality and others like to be a part of the social bustle, whereas others prefer peace and quiet. But in general, there could be more socializing, and all agreed that it would only do good for the team. One of the respondents added that:

"People are (socially) lazy creatures. We stay at home, do our job, and think we do not need to meet anyone." (Person X)

The respondent continued by adding that people seem to think it is enough to do their job and think their effectiveness is based on that. It seems they miss the point that colleagues work in this as a team, and they should take colleagues into account. According to this respondent, the employees do not check with colleagues if they need help anymore, they are rather focused on their job. (Person X)

14.3 Measurements

Questionnaire answers mentioned different kinds of measurements, mostly at the point when improvements were asked, and expectations were partly not doable due to responsibility being someone else’s. The answers mentioned there are several measurements measuring employee work and some of these measurements are such, that employees can not affect them. The interviews included a couple of questions regarding the measurements and next we will go through them.

Referring to above mention measurements, I asked if the employees are aware of what is expected from them, if the team leaders have gone through different measurements, and if employees have understood the meaning of those measurements. Based on the answers the team leaders seem to trust that employees are aware of what is expected from them and what is the meaning of the measurements. There are a couple of answers that note that at times there can be something new that will need to go through, but in general, the measurements would be digested.

Responses in the interviews show that team leaders do follow work that is done or undone and mainly they do it by looking at reports. In addition to this, all of them trust the employees and count on them doing the work assigned to them without needing any specific reminders or following about it. They also sense the overall atmosphere and quickly notice in case there is a change to it and if something is left behind and undone. The team
leaders especially follow critical work and can follow group email boxes and see that emails are moving. Moreover, the hybrid work model is the line of the organization, and this model requires trust.

Consequently, some team leaders commented that it is not maybe clear what management requires from the employees and that should be informed more efficiently by the team leaders. Because it is not just the basic work, it is about making things right and helping others:

"As a team leader, I could emphasize more what else team members could do besides their immediate work tasks." (Person X)

Conversely, one of the interviewees refer to personality traits when considering the level of understanding in terms of knowing the requirements and expectations:

“It has a lot to do with personality – others need more guidance than others.” (Person X)

Hybrid work, especially working from home, is often reasoned with an individual’s increased effectiveness, but this is not the point. The point is that when you do not have a friend sitting next to you, the risk of making a mistake increases. And that is why colleagues are needed and they are needed close by, not online, comments one of the interviewees. (Person X)

14.4 Motivation, support, and well-being

Another extensive entity in the interviews was the "Motivation, support, and well-being" theme. Motivated employees bring their best to the organization and through encouraging leadership employees are willing to put all their efforts into achieving both organizational and individual goals (Mohanan et al., 2012, p. 2). Making employees feel valuable results in the improvement of employee engagement, which then, in turn, increases productivity and profitability (Mohanan et al., 2012, p. 2). People have an intrinsic need to be a part of something bigger than what an individual is (Tracy, 2014, p. 10). A team at work with a leader that makes employees feel significant contributes to that need (Tracy, 2014, p. 10). In a team, people work together towards a shared goal (Johnson & Hackman, 2018, p. 215), and sometimes team members set their individual goals aside to secure the success of the team (Kossler & Kanaga, 2001, p. 14). Therefore, employees need to have a sense of being
a part of the bigger picture, and everyone's contribution is needed (Johnson & Hackman, 2018, p. 215). So, how do the team leaders at Company X communicate to the team members that they are a crucial part of the work and the whole team's success?

Some of the team leaders help to understand the big picture and show an example:

"I help to understand the why, how, and when and lead by example. Now that you asked, I think I will consider how to facilitate this even more." (Person X)

Others then replied that sharing responsibility and involvement creates the vision of inclusion:

"By delegating and sharing responsibility." (Person X)

"By underlining that we do this together." (Person X)

"It is a part of the company's culture that we do this as a team." (Person X)

Furthermore, demonstrating relevancy was also seen as an effective way to communicate the inclusion of the team:

"I share this kind of thinking method and agree with it. I do not specifically think ways how to demonstrate it, since I believe my actions speak for it." (Person X)

"Making sure team members know they are the specialists of their work." (Person X)

For some of the team leaders, the question was not easy to answer and they stated that they started to consider it now, as they had not considered it earlier:

"There seems to be a need for this, but it requires turning inwards and reflecting on how to specifically do it. I would like to read more about this, can you give me some recommendations to read?" (Person X)

"I do not do it systematically, but I have thought about it. Now that you mentioned it, I will consider it more as I can recognize the need for this." (Person X)
To move forward, there is one office day per week that is the same for the whole house, the other office day was left for the teams to decide themselves when they would like to have it. All teams had discussed the days and made a unanimous decision about the weekday for the second office day. Possibilities to have a say on decisions like this can increase employee inclusion while engaging people (Person X). In addition, involving employees in the decision-making process in the team, helps to keep them satisfied, as they feel trusted and their opinions are valued (Landry, 2020).

In addition, work at Company X is specialist work, and work is done individually despite belonging to a team. People need to be self-governed and be proactive. (Person X) All respondents in the interviews confirmed that work-related autonomy increases well-being at work and makes working sensible as the employees have a sense of control over the order in which they are doing the job. The order of tasks may vary from one person to another, but the main thing is that work is done (Person X). Here too personality traits come into the picture as some may enjoy more structured working, whereas others enjoy autonomy (Person X). One of the respondents said that this might well have an impact on future job applicants and may affect personalities applying to work in this business.

Although working at Company X is very independent, employees still need support and backup from the team leader to feel self-confident and engaged (Buła et al., 2023, pp. 6-8) and (Herawati et al., 2023, p. 16). “Self-directed employees who get adequate supervisor support show higher levels of engagement.” (Herawati et al., 2023, p. 16) Since employee performance correlates with team leader’s attitudes and behaviours (Herawati et al., 2023, p. 16), I asked in the interviews the team leaders to evaluate if they would notice if someone in their team is struggling with work or has a bad day. Most of the respondents do think they would notice something like this, just by sensing differences in people’s normal interaction. Some of the teams are small and people know each other well, in these cases, it is easier to notice someone is not doing like they normally do. Some teams then are bigger, team members are new, or they work mostly remotely, and in cases like this, it can be more difficult to notice if someone is struggling (Person X). Some respondents described that employees contact team leaders themselves and share what is on their minds. However, by showing interest proactively and just by asking how someone is doing now and then, the team leaders could make themselves look caring in the eyes of the
employees. “Employees who believe their managers care about their personal and professional lives are more likely to improve their performance and meet supervisory objectives” (Susanto et al., 2022, p. 4).

In addition, the interview also handled motivation and support from the team leader towards team members. Some team leaders reported that they like to give praise both publicly and in person, and they also compliment the team as part of bigger achievements, for example as a part of a country's result. Furthermore, in some cases giving praise multiplies and team members give feedback to each other as well and thank them for the job well done, as shared by one of the respondents. For the support part, respondents mentioned that their days are quite full, and they might not necessarily have as much time to be available as they would like to have or what they think they should have. And in turn, this has an impact on their team management.

On the organizational level then, team leaders do receive sufficient support from the company's side to perform well in a hybrid work model. The team leaders consider systems and programs to be in order and digital tools to be as good as they possibly can be. In addition, the company has supported purchasing tools for the home office and provided clear outlines for hybrid working. On top of that, Company X has provided training to make the most of the available tools and provided training for remote ergonomics. All the team leaders were really satisfied with the tools, education, and systems that the organization has provided to succeed in the hybrid working environment.

Conversely, the interview revealed that if there is something to improve in hybrid working and support Company X is providing, is the change in company culture. For example, using a camera in a Teams meeting is not self-evident to all users and needs regular reminders. Culture should be transformed and created to fully adhere to instructions (Person X). Another thing popping out in interviews was the lack of a tool to manage hybrid work. The team leaders do not have a common tool to manage hybrid working and they all manage to the best of their knowledge. As a result, practices differ whereas with a tool practice would be coherent, and new ways to do things could bring out the best of a variety of ways to manage teams in the hybrid working environment.
14.5 Meetings

The questionnaire indicated there would be many meetings and especially on office days the team leaders are occupied, and it is difficult to reach them. The majority of the team leaders agreed to this, but they commented that they have many meetings every day, meetings do not necessarily build up to office days, although some reported an increase in meetings on office days.

“There is a tendency to avoid building up meetings for office days, but sometimes it cannot be prevented. However, efforts are made to calm the office days for meeting the team.” (Person X)

But of course, due to many meetings, the team leaders do not have as much time to meet the employees. Some respondents reported that team members may contact them online during a meeting and ask for advice. This will then, in turn, interrupt focusing on a meeting.

Next, I asked the interviewees to talk about meetings with their teams. The majority of the team leaders mentioned cameras and that it is important to have cameras on, as a picture tells so much more about how the person is doing than just a voice. They also mentioned that people talk more if the group in meetings is smaller. For example, people are more talkative in sub-team meetings than in a meeting consisting of a whole team. This phenomenon is emphasized in the hybrid work model since the hindrance to unmuting the microphone in the middle of a meeting is higher in a larger group (Person X). People feel more emancipated in smaller groups and talk more freely. In bigger groups, meetings easily become a monologue as only the team leader is talking (Person X). In addition, one of the team leaders also mentioned that online meetings passivate people, and it would require a change to improve this.

14.6 Collaboration

The questionnaire showed that collaboration is working well at Company X and the atmosphere was found to be on a good level. Interviews revealed that team leaders think alike and are mostly pleased with the atmosphere in their teams. People talk, laugh, and help each other more on office days and if the atmosphere is on a good level, then also cooperation functions.
Some teams have team lunches on office days and on some occasions, they order food, and eating together brings the team together. Some teams have also come up with different kinds of ways to lighten the days on remote days: should the meeting topic allow, they have a meeting while they are walking outside, or they present a photo in the meeting and others then guess whose photo it is. This kind of activity helps people to learn to know team members (Person X).

To continue with, the interview also included a question about information sharing. Answers show that team leaders do their best to share information with everyone and take advantage of the tools available. On the other hand, the information flow is massive and if the team is scattered, then information sharing is a real challenge, especially when everyone should get the same information:

“Information sharing is the biggest challenge in hybrid working. Information just simply does not travel to home offices the same way it travels in the office.” (Person X)

“As the team is scattered the real challenge is how to distribute the same information to everyone despite their locations.” (Person X)

The interviews also raised a concern about Teams - if information is just posted on Teams, then it easily gets lost in other information. Therefore, important information should be saved systematically into a forum where everyone can find it, and where it is easy to return to (Person X).

I also wanted to know if the teams have cooperation with other teams, as this kind of collaboration could be a chance to get new inspiration. In general, a couple of teams have cooperation with other teams, and this is mainly because they need each other to do the work. The rest of the teams then have very little cooperation, or not at all, with other teams. There could be a chance that increasing cooperation with other teams could bring up something new: new ways to work and inspiration. The suggestion is to visit other teams team meetings and observe how others do it. In addition, people would learn to know each other, and this would further help to improve the atmosphere.
15 Discussion of the research results

A large part of the people working at Company X identified cooperation and teamwork to be the successful factors in the organization. The organization and its teams have succeeded in creating a company culture that nurtures teamwork, but on the other hand, it looks like there is not much cooperation among different teams. When considering cooperation between different teams and seeing how other team leaders lead, could an opportunity to learn, get inspired, and develop a team arise? There can be different ways to work or have meetings and adding cooperation between teams and team leaders might elevate some new ideas or a new way to do things. The interviews reported that there is no common tool to lead teams in a hybrid work model, consequently, there can be differences in leadership styles. Therefore, a chance to discover new ways to work and lead teams could lie in the collaboration of different teams.

The "Balance of hybrid work" model received the most comments in the questionnaire's free text section regarding success factors in leading hybrid work. According to the questionnaire, answers regarding giving and receiving help have been successful online, and interviews revealed that the online community is enabling requesting help from a larger group:

"On remote days you cannot just quickly ask something from the person sitting next to you, conversely email or Teams need to be deployed. I have noticed this encourages employees to ask help from the whole team, not just from the closest colleague." (Person X)

However, the interviews revealed helping others would be something to improve. To find out the reason for this, further research would be suggested. Is it possible that employees have rated the actual activity of helping others at the time they occur (and feel they have helped or received help), whereas team leaders might consider more proactiveness in helping? Team leaders would perhaps like to see more of an intrinsic helping, rather than helping on request. Similarly, helping can be denoted in different ways: one may help or need help with certain work tasks or help by taking over work to ease another's workload. Since helping can take many forms, further research would be needed to specify the exact difference in employees' and team leaders' views.
Furthermore, for the team to perform, instructions and expectations need to be communicated clearly to provide clarity for the employees (Tenney, n.d.) (Hill & Hill, 2021, pp. 91-92). This will have an impact on psychological safety in teams as it is created from understanding the expectations, goals, and objectives (Tenney, n.d.) (Hill & Hill, 2021, pp. 91-92). Successful teams are equipped with clarity, focus, and framework to be productive and perform to their best (Hill & Hill, 2021, pp. 91-92). Consequently, leaders have a profound impact on organizational culture, and they “…impact culture by establishing and clarifying norms that guide employees’ behaviors, maintaining working conditions that are...
conducive to collaboration and high performance, encouraging accountability, and helping employees connect their work to the organization’s vision.” (Tenney, n.d.) Tenney continues “Leaders communicate and reinforce culture, which provides context for the organization’s mission, vision, goals, and strategies and helps to shape employee perceptions.” Could reinforcing the company culture have a positive impact on proactively helping others?

Because helping others seems to be less proactive when working remotely in hybrid work, could that have an impact on team leaders’ judgment on acquiring a new job or responsibilities while working hybrid? Many of the interviewees commented new tasks and responsibilities can be acquired in a hybrid work model, for as long as there is a possibility to attend the office at first to go through the basics. Since helping others and transferring information is more effective at the office, it could be considered that in this aspect learning would be more efficient at the office, hence new jobs and responsibilities would be acquired more effectively at the office.

When it comes to social interaction at Company X, it seems that the work community could benefit from added socialization, whether at the office or virtually (Person X). It benefits not only the team but the individuals as well when social interaction is reinforced and supported, as connectivity traces back to work getting done faster (Lauricella et al., 2022). Even if virtual socialization does not correspond to socialization face-to-face, it still responds to the need to spend time with colleagues and discuss other than work-related topics with others (Person X). This was supported by most of the responses in the interviews where the team leaders reported that, based on their interpretation of their teams, there is enough socialization happening, however, they would also welcome more of it. Conversely, based on Alovius’ study, digital tools cannot fully replace face-to-face interaction in the digitalized world, hence face-to-face orientation is needed too (Alovius, 2023, p. 52). Therefore, as based on the study of Chibindi (2023), office days could be considered as an opportunity to meet colleagues in person, rather than focusing on calculating the number of days spent at the office (Chibindi, 2023, p. 25).

Company X is reported to be a low-hierarchy organization where employees feel relaxed around management. Employees feel they can well approach their team leaders, but then again, due to heavy meeting schedules, team leaders might not be available for employees as much as they would likely need to be. Can this generate frustration for both, employees,
and team leaders? Can it nibble away the foundation for two office days per week and cause reluctance to attend the office? If the team leader is not available on office days, can the general idea behind office days get lost? Yes, people do meet their colleagues, but they also need to see their team leaders for support and example.

This thesis presented important implications for the team leaders at Company X in leading the teams toward enhanced performance, productivity, and engagement in the hybrid work model. First, the team leaders’ availability would be beneficial to increase. Being available demonstrates commitment towards the team members and shows interest in the team, while increasing work satisfaction (Buła et al., 2023, pp. 6-8). Team leaders’ support contributes to meeting the goals and ensuring work-life balance (Susanto et al., 2022, p. 4).

Second, a reminder of the team’s importance may help team members to engage and realize that helping other team members proactively increases the whole team’s ability to reach common goals. Consequently, Hämäläinen (2022) studied leading a hybrid team and came to the conclusion that team togetherness can be strengthened by helping the team to be productive and blocking the feelings of loneliness in remote work. Hämäläinen suggests strengthening the psychological safety of the team and reinforcing the team members to get to know each other (Hämäläinen, 2022, p. 66).

Third, since there is no common tool to lead the teams in hybrid working and the team leaders are leading to the best of their knowledge and abilities, it could be beneficial to get acquainted with other team leaders’ best practices. This could inspire and elevate new ways of acting.
16 Conclusion

The hybrid work model requires trust, and Company X has successfully communicated to its employees that they are trusted. Hybrid work at Company X is well organized and managed and the organization supports the employees digitally and sets the rules and guidelines for working hybrid. Balance of remote work and free time is in order and employees value autonomy of work and flexible working. Many employees are happy with the current hybrid work model and feel it is increasing their productivity and supporting them in terms of cutting back the expenses of commuting.

What are then the tools for how employee performance, productivity, and engagement could be enhanced through leadership while working hybrid?

Being available is a challenge to anyone leading a hybrid team with a calendar full of meetings. However, since the work itself consists of multiple parts, instructions, and different stakeholders, issues do arise, and a leader's support is needed. If the team leaders are unable to add hours to their days, then other options need to be considered. Possibly fewer meetings to clear time for front-line leadership or increase the performance of the meetings to release time for the team leaders to be more present. In case neither of these are doable, then maybe more hands need to be added to lead the teams. Creating a co-leading position would provide needed support for the team members while releasing time for the team leader for other tasks.

Moreover, the vision of the big picture is beneficial to emphasize to the team from time to time to strengthen the idea of reaching a common goal together and further strengthening the teams. Making employees feel relevant and significant, and making sure they are aware of the expectations, will result in engaged employees with higher productivity and performance. Engaged employees care for the employer, and customers, and work towards the common good.

In the case of Company X team leaders could benefit from observing other teams for possible new ideas and ways of working. Collaboration like this might inspire them and maybe introduce a new alternative to lead the teams. Since there is no common tool to lead hybrid working, the proposition is to get acquainted with other teams’ procedures as this could well appear as a good opportunity for cherry-picking and learning something new.
to lead a team in a hybrid working environment. Furthermore, the REALM model presented earlier is suggested to be used as a starting point for the possible tool to lead hybrid working in Company X. In addition to this, Granberg et al. (2023) have established a Guide to Hybrid Work which could provide some essential point of views to hybrid work and possible tool to lead it. The guide includes rules, guidelines, and tips on how to succeed in hybrid work and what needs to be considered (Granberg et al., 2023).

This thesis examined employee and team leader views in the case organization of Company X, with an emphasis on enhancing employee performance, productivity, and engagement while working hybrid. To my knowledge, no direct study has examined this aspect of a hybrid working model in Company X, whereas hybrid leadership and team performance have been studied on a practical level by Elo (2023).

This thesis contributed to the existing literature and examined the aspect of leadership impact on employee performance, productivity, and engagement in a hybrid working community. Hybrid working is a relatively new aspect for Company X, and therefore a phenomenon they wish to study employees' views of, and additionally now also the team leaders' views are collected. Referring to the theoretical part, the key term of this thesis is leadership in the hybrid work environment in such a way, that it contributes to increased employee performance, productivity, and engagement. This thesis presented the impact of leadership in a hybrid work organization and was guided by the research question:

*How could employee performance, productivity, and engagement be enhanced through leadership while working hybrid?*
17 Limitations

This thesis is limited to the frames of Company X's existing questionnaire for the employees regarding their feelings and views on hybrid working. An existing questionnaire limited the material received from Company X to one multiple-choice question and four open-ended questions. The open-ended questions provided enough material to slice the answers into themes and base the interviews on those themes. However, ampler material would have been collected with a questionnaire published solely for the thesis and this could be a suggestion for further studies at Company X.

To continue, themes in the questionnaire and interviews were self-created without any implication into pre-determined themes. Hence, themes could be named differently and that could have an impact on research results. Also, since there is no possibility to compare research results among the teams, consequently there is no possibility to do cross-checking for the research.

Consequently, this thesis is limited to the circumstances prevailing at Company X at the time of the study and all research material was produced in a single company. Therefore, generalization of the research results or analysis should be limited. In addition, the sample size of the interviews was eight, which limits the results by number. More team leaders should be interviewed to grow the understanding of the topic.

For the literature part, it needs to be mentioned that there are books, articles, and journal publications that refer to remote work, virtual work, and hybrid work, and terms and details may partly overlap due to the close nature of these terms. To continue with, there is not much material available regarding hybrid working in the post-pandemic period and that would offer a great opportunity to study this aspect more.
18 Suggestions for further studies

Referring to the limitations of this thesis, further practical studies on post-pandemic hybrid work, leadership, employee performance, productivity, and engagement would be beneficial to survey even deeper.

Furthermore, phenomena attached to hybrid and remote working in terms of employee well-being and social attributes, such as social loafing, social well-being, workplace isolation, workplace loneliness, and career progression, would be interesting subjects to study in the post-pandemic era. Since hybrid working is (becoming) the new normal and people widely work remotely at least to some extent, it would be educational to dive deeper into the psychological side of hybrid working.
19 References


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Appendices

Appendix 1. Invitation to take part in the questionnaire

Hei,


Kyselylinkki:
LINK

Tulokset raportoidaan mahdollisimman pian kyselyn päättymisen jälkeen yleisellä tasolla, eikä yksittäisiä lainauksia tuoda esille yhteenvedossa.

Kiitos jo etukäteen palautteestasi!

Jatkavan kehittämisen terveisin,
Johdoryhmä

Appendix 2. Smileys

![Smileys](image-url)
Appendix 3. Example of an open question and calculation of characters

16) Missä asioissa olemme onnistuneet hybridityön jahtamisessa?

Appendix 4. Interview time booking

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<td>Ke 11.10.2023 klo 12:30-14:00</td>
<td>Teams</td>
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<td>Pe 13.10.2023 klo 10:00-11:30</td>
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<td>Oma ehdotuksen!</td>
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