EAWOP Small Group Meeting

Improving and Understanding Hybrid Work Environments

9 - 10 January 2025
Berlin, Germany

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Report

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Welcome Note

It is our great pleasure to warmly welcome you to the EAWOP Small Group Meeting "Hybrid work environments" at the 9th and 10th of January 2025 in Berlin.

We hope to start the New Year together with you with an inspiring meeting and fruitful discussions on how to design good hybrid work environments with positive outcomes for workers, teams and organizations.

This is the first time that EAWOP supports a strategic small group meeting. This strategic SGM will focus on building bridges between academic, practitioner, and policy bodies which share interests in understanding how to address the challenges of hybrid working.

This meeting comprises not only 20 individual presentations, five keynote talks but also a panel discussion on how to embed more impact in your research on hybrid work. Moreover, we will engage in an open space discussion to network, to raise questions for future research and to initiate joint research projects.

Organizing this small group meeting would not have been possible without helping hands. We want to thank our student assistants Christian Ojo (BAuA) and Lina Kasties (Humboldt University zu Berlin) who helped us in organizing this small group meeting. In addition, we want to thank WISTA Management GmbH for being able to host the SGM in the newly designed co-working site "ST3AM".

We are very honoured to organize this strategic EAWOP small group meeting and to facilitate the improvement of hybrid work environments.

Alexandra Michel
Federal Institute for Occupational Safety and Health (BAuA)

Janne Kaltiainen
Finnish Institute of Occupational Safety and Health (FIOH)

Annekatrin Hoppe
Humboldt-Universität zu Berlin

Meeting Theme and Scope

Improving and Understanding Hybrid Work Environments

The workplace of the future will be characterised by a much higher proportion of hybrid working. Hybrid work is characterized by dynamic switches between various work modes related to where, how, and when people work. Following Lauring and Jonasson (2024) recent conceptualization of hybrid work, these various work modes refer first to the location (e.g. switching between working on-site in the office, in a co-working space, or remotely at home), second, to the modality (e.g., switching between meeting with col-leagues face-to-face and virtually), and third, temporality (e.g., working together synchronously vs asynchronously).

Hybrid working has several advantages for organisations, including the possibility of substantial cost-savings (e.g., lower cost of office space) and for employees, including greater flexibility, autonomy, and reduced commuting times (e.g., Aksoy et al. 2022; Delanoeije & Verbruggen, 2020; De Vincenzi et al. 2022). Moreover, the reduction in commuting and the ability to work from home away from major cities holds appeal for governments as they attempt to manage the twin transition (digital and green transitions). How-ever, hybrid workers can also experience a sense of loneliness and isolation due to reduced social inter-action and support (Papandrea et al., 2020; Leka, 2021) and blurred boundaries between work and personal life (De Vincenzi et al., 2022). Generally, the adverse effects of working from home are more pronounced among women, younger workers, those with lower in-comes, and those with caretaking responsibilities who face additional burdens of juggling care and work responsibilities (Sostero et al., 2020). Evidence remains inconclusive not only regarding the association between hybrid working and employee mental health, well-be-ing, and performance but also on team processes (e.g., participation, communication), team cohesion, and effective leadership (e.g., Allen et al., 2024; Arena et al., 2023). Re-searchers and practitioners need to attend to both the short- and long-term effects of hy-brid work as they unfold, as they may differ. For in-stance, WFH may promote individual task performance in the short term, while in the long term may harm creativity, social con-nectedness, and learning in organizations.

Hybrid working environments, comprising different forms and types of alternative work arrangements are not homogeneous and can vary in terms of the pattern of hybrid working, the ratio of remote to in-office working (ranging from those who work only in the office, work only remotely or work some days in the office and some days remotely), and the autonomy with which workers can choose when and where to work, amongst others. Also, the mode of working may vary greatly regarding the level of virtuality. These hybrid work arrangements present new challenges and the need to upskill organisational decision-makers, such as leaders, managers, and HR professionals.

When considering hybrid work, its antecedents, and consequences not only at the individual but also at the team or organizational level as well as intervention approaches, questions such as the following are raised:

- How does hybrid work impact different outcomes at the individual (e.g., health, wellbeing, performance, creativity, work-family interface), team (e.g., collaboration, psychological safety, team cli-mate) or organizational level (e.g., productivity, commitment)?

- Which are the characteristics of 'good' hybrid work? Where, when and how to work in hybrid work settings? How can hybrid work characteristics be assessed and differentiated? Under which boundary conditions can the negative impacts of hybrid work be alleviated, and positive ones boosted?

- How can workplaces and co-working spaces (e.g., office design) be made more attractive for hybrid workers? How should hybrid work be designed and crafted?

- How can leaders address the challenges of leading with less face-to-face interaction with employees? What are effective (virtual) leadership practices in hybrid working environments?

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Finnish Institute of
Occupational Health

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- Which interventions at the organizational, team, leadership and individual level are effective in improving hybrid work and its consequences?

Contribution and Outcomes of the Small Group Meeting

In sum, this SGM represents a unique opportunity for researchers, practitioners and policymakers to come together to advance the conceptual understanding of hybrid work environments along with proposing approaches for designing hybrid work and suggestions for policy implications. It aims to provide a forum for a researcher-practitioner-policymaker dialogue to discuss challenges, best practices and new avenues that contribute to the understand and design of hybrid work arrangements.

1. An agenda for future research to advance research and practice on designing and improving hybrid work environments.
2. A better understanding of relevant issues for practitioners to contribute to the evidence-base for practitioners and policy makers.
3. An opportunity to develop a series of papers for submission to a special issue to a journal such as EJWOP.

Format

The format of the strategic SGM was a small scale conference and workshop, which took place over two days starting on Thursday morning (9th January 2025) and finishing on Friday afternoon (10th January). There was also an optional event day on Wednesday (8th January). Twenty-one researchers from a wide range of countries (Austria, Denmark, Finland, Germany, Hungary, Ireland, Poland, Sweden, Switzerland, The Netherlands, USA) participated. We received a total of twenty-two submissions, which were independently reviewed against the theoretical and methodological criteria, as well as with their fit to the SGM topic. Subsequently, twenty high quality presentations were selected for presentation at the SGM. In addition, five keynote speakers attended the SGM.

The participants delivered nineteen presentations on their own research, which were organized into four sessions that were held partially in parallel. Each session included four or five paper presentations. Each paper presentation lasted twelve minutes with a further three minutes for questions after each paper.

Five keynote presentations were delivered from leading experts in hybrid work. The SGM participants heard presentations from Prof. Dr. Bettina Kubicek (University of Graz), Prof. Dr. Lisa Handke (Friedrich-Alexander-Universität Erlangen-Nürnberg), Prof. Dr. Tuomo Alasoini (Finnish Institute of Occupational Health), Dr. Nils Backhaus (Federal Institute for Occupational Safety and Health) and Ute Gräske (Federal Institute for Occupational Safety and Health). At the end of each keynote session, which were partially also live-streamed, participants and virtual participants of the conference had the possibility to engage in discussion. After the keynotes on Friday morning, a panel discussion was moderated by Alexandra Michel and Janne Kaltiainen, utilizing the fishbowl method with keynote speakers and the SGM participants.

Afterwards, an open space format was used to further develop key themes and insights from the SGM and to develop a programme for future research directions in this area. During this time participants selected six topics that they felt required further attention for the field to advance, and spent a number of hours discussing and brainstorming these topics.

Location

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The psychology department of Humboldt-Universität zu Berlin is located in Berlin-Adlershof, Germany's largest science and technology park located 20 min from Berlin (BER) airport. Public transportation from Berlin main station takes approximately 45 minutes. The SGM will primarily take place at ST3AM, a newly designed co-working site. ST3AM offers a hybrid work environment for startups and smaller companies. There will also be a short session in the Erwin Schrödinger Zentrum nearby.

More information about ST3AM

Main Location

ST3AM
Rudower Chaussee 28
12489 Berlin – Adlershof

Public Transport
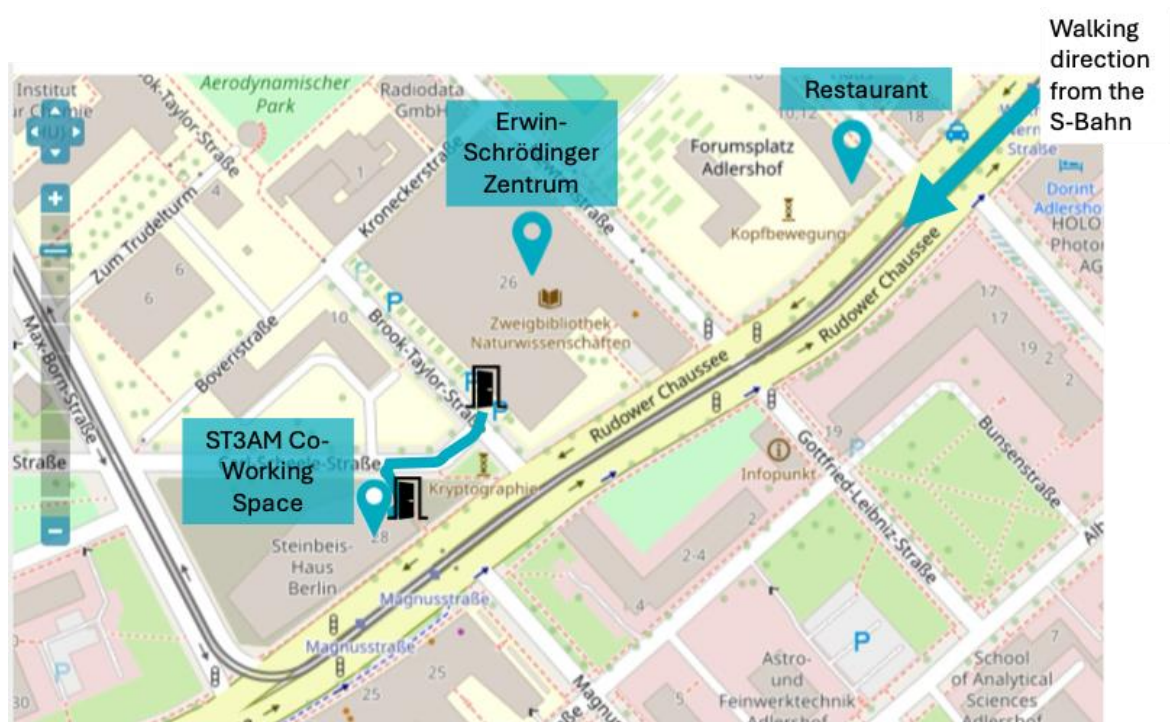
The Campus Adlershof is located at the Rudower Chaussee (12489, Berlin). Adlershof can be reached easiest by Bahn (Station: S Adlershof). The Jelbi app allows you to buy tickets for all types of transport and plan your journey.

On a normal schedule, you can take the following S-Bahn:

From the Airport: S9 (Spandau), S45 (Südkreuz)

Please note that you will need a zone ABC ticket to get to/from the airport!

From the City: S9 (Flughafen BER), S8 (Wildau), S85 (Grünau), S46 (S Königs Wusterhausen), S45 (Flughafen BER)

Here zone AB is sufficient.

From the S-Bahn station, it is a ten-minute walk to the location.

Schedule

Wednesday, 8th January

from 4pm Futurium	Optional Visit to the Berlin Futurium (Exhibition on "How do we want to live and work tomorrow?") followed by a walk through the government district to have dinner at Viti Restaurant (Wilhelmstraße 94, 10117 Berlin) in the city center
from 6:30pm Dinner	

To get the small group meeting off to a good start, we recommend that you take part in the excursion to the Futurium on Wednesday the 8th of January. The Futurium is a free museum about the world's future and the ways we want to live together. In the interactive exhibition, you can immerse yourself in the most important questions of the future today. The Futurium itself describes its current exhibition as follows:

> *"The exhibition at Futurium presents and discusses different visions of the future: How do we want to work and live in the future? What technologies do we use and how do we use them? How do we fulfill our needs without harming nature even more? How do we want to live together? We are moving in a large field of tension, we set priorities and we act."*

We will meet at 4 pm on Wednesday 8th of January at the Futurium, which is very close to Berlin's Central station. Afterwards, we will take a short walk through Berlin Mitte and end the day in a restaurant (self-paid).

Meeting Point

We will meet in the newly designed co-working site ST3AM. The meeting room is on the ground floor left-hand side. They are called "Equity" and "Diversity".

Thursday, 9th January	
09:00-09:30	Welcome Reception with Coffee
09:30-10:00	Opening
10:00-11:00	Planning, structuring and coordinating: The cognitive demands of hybrid work Keynote by Prof. Dr. Bettina Kubicek, University of Graz, Austria
11:00-11:30	Coffee Break
11:30-13:00	Individual Paper Presentations I
13:00-14:30	Lunch + Co-Working site visit by Roland Sillmann (WISTA Management GmbH)
14:30-16:00	Individual Paper Presentations II & Individual Paper Presentations III (Parallel Sessions)
16:00-16:30	Coffee Break
16:30-17:30	Virtual teamwork in hybrid teams Keynote by Prof. Dr. Lisa Handke, Friedrich-Alexander-Universität Erlangen-Nürnberg, Germany
17:30 – 18:00	Discussion and reflection of day 1
18:30	Dinner at I Due Amici (Erich-Thilo-Straße 12, 12489 Berlin; self-paid)

Friday, 10th January

8:30-10:00   Individual Paper Presentations IV

10:00-10:30   Coffee Break and walk to the Erwin Schrödinger Zentrum

(Room 0'101, Rudower Ch 26, 12489 Berlin – Adlershof)

10:30-12:00   Bridging the research – practitioner gap: How to embed impact in research on hybrid work?

- Navigating Hybrid Work and Flexible Working Hours: Insights from Research and Policy Advisory

    Keynote by Dr. Nils Backhaus, Federal Institute for Occupational Safety and Health (BauA), Germany

- Hybrid Work Model – a Success Factor for Both Organizations and Employees?

    Keynote by Prof. Dr. Tuomo Alasoini, Finnish Institute of Occupational Health, Finland

- Dissemination of research results and embedding impact in your research.

    Transfer expert keynote by Ute Gräske, Initiative New Quality of Work (INQA), Federal Institute for Occupational Safety and Health (BAuA), Germany

Friday, 10th January

12:15-13:00	Panel Discussion with keynote speakers and the SGM participants (Fishbowl Method)
	Moderators: Alexandra Michel and Janne Kaltiainen
	Participants:
	Bettina Kubicek (University of Graz)
	Lisa Handke (University of Erlangen-Nürnberg)
	Nils Backhaus (BauA)
	Tuomo Alasoini (FIOH)
	Roland Sillmann (CEO WISTA)
13:00-14:00	Lunch at ST3AM
14:00-15:30	Avenues for future research - Open space
15:30-16:00	Coffee Break
16:00-17:00	Avenues for future research – Presentation and discussion of future directions
17:00-17:30	Closing and Farewell

Keynotes

### Prof. Dr. Bettina Kubicek
University of Graz, Austria

Planning, structuring and coordinating: The cognitive demands of hybrid work

Thursday, 9th January 2025, 10-11

Bio. Bettina Kubicek is a Professor of Work and Organizational Psychology at the University of Graz. Following her studies in psychology and sociology at the University of Vienna and the Free University of Berlin, she worked as a postdoctoral researcher at the University of Vienna from 2011 until 2016. She was a visiting scholar at the University of Madison-Wisconsin and a visiting professor at the University of Maribor. From 2016 to 2018 she held the position of Professor of Organizational Development at the Faculty of Informatics at the University of Applied Sciences Upper Austria. In 2018, she was appointed to a professorship at the University of Graz. She serves as an associate editor of the European Journal of Work and Organizational Psychology and is a member of the editorial board of Applied Psychology: An International Review. She is also a co-editor of the book series "The Practice of Personnel Psychology". Her research is centered on the intensification and flexibilization of work. Specifically, she examines the impact of work intensification and workplace flexibility on employee well-being, motivation and learning as well as the role of personal and organizational resources. Additionally, she currently investigates the impact of artificial intelligence on work design and employee well-being and motivation.

Abstract. Hybrid work offers employees flexibility in terms of where and when they work, but it also brings additional demands. These include cognitive demands for planning working times and places and demands for structuring and coordinating work. In this keynote address, I will introduce the concept of cognitive demands of hybrid work, provide empirical evidence for the validity of a newly developed measure to assess these demands, and shed light on their work-related outcomes and the temporal nature of their effects. Based on the challenge-hindrance-stressor framework, I will argue that cognitive demands of hybrid work should be viewed as challenge demands that have concurrent beneficial and detrimental effects. Additionally, I will present research on the work-related outcomes of

cognitive demands of flexible work, including their effects on learning and personal development, recovery and strain, and work-home conflict and enrichment. In doing so, I aim to provide a better understanding of the demands associated with hybrid work and their not always straightforward effects and improve knowledge of how to manage them in the workplace.
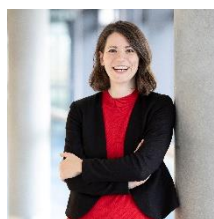
Prof. Dr. Lisa Handke
Friedrich-Alexander-Universität Erlangen-Nürnberg, Germany
Virtual teamwork in hybrid teams
Thursday, 9th January 2025, 16-17

Bio. Lisa Handke is an assistant professor for business psychology at FAU Erlangen-Nürnberg in Germany. She studied psychology at FU Berlin, the University of Göttingen, and the University of Bordeaux and obtained her PhD at TU Braunschweig in 2019. She worked as a research associate at FU Berlin and TU Braunschweig, was a visiting researcher at the Center for Transformative Work Design in Perth, and held a postdoctoral fellowship at the University of Calgary. Her research focuses on how people adapt to virtual work and its challenges. This includes topics like virtual teamwork, technology-mediated communication, virtual meetings, and designing remote or hybrid work. She is an editorial board member for various national and international journals and is the elected early career researchers' representative of the Work, Organizational, and Business Psychology Division of the German Psychological Society (DGPs)

Abstract. Hybrid work models, in which organizations allow their employees to combine their work across organizational workplaces and other (typically domestic) settings, have garnered substantial interest from both scholars and practitioners. So far, however, little has been done to integrate individual- and team-level perspectives on this topic, and there is a limited understanding of how hybrid work impacts team functioning. In this contribution, I discuss the unique characteristics of hybrid teamwork and compare it to existing knowledge at both individual (e.g., telecommuting) and team (e.g., virtual teamwork) levels of analysis. Moreover, I present insights from recent studies that shed light on how the dynamic geographic configurations that result from team members' alternation between

in-office and remote work impact team functioning. I conclude this contribution by mapping out pressing questions to guide future research on hybrid teamwork.

Dr. Nils Backhaus

Federal Institute for Occupational Safety and Health (BAuA)

Navigating Hybrid Work and Flexible Working Hours: Insights from Research and Policy Advisory

Friday, 10th January 2025, 10:30-11

Bio. Nils Backhaus is the Head of the Working Time and Flexibilisation Unit at the Federal Institute for Occupational Safety and Health (BAuA). He is also responsible for overseeing the BAuA-Working Time Survey, which provides insights into the working time patterns and working from home trends in Germany. He has been working as a researcher and policy advisor in the field of working time and working from home since 2018. His academic journey includes a degree and a Ph.D. in Psychology respectively Human Factors.

Abstract. The Corona pandemic has significantly accelerated the adoption of remote and hybrid work, prompting occupational safety and health experts, including those at the Federal Institute for Occupational Safety and Health (BAuA), to intensify research and policy advisory efforts in the domain of hybrid work. This contribution highlights key findings and current scientific insights from various BAuA projects and expert groups, offering comprehensive recommendations for the holistic and sustainable design of hybrid work environments.

The interdisciplinary research conducted by BAuA provides guidance on how to design and regulate healthy hybrid work arrangements. These insights and guidelines are summarized on BAuA's thematic page "Mobile Work" (www.baua.de/EN/Topics/Work-design/Working-organisation/Mobile-work). Beyond organizational strategies for diverse workplaces and the use of digital tools, BAuA employs innovative communication formats, such as videos illustrating practical recommendations for hybrid work through fictional personas.

Current findings are also being actively discussed within the occupational science community through research dialogues, where preliminary results shed light on research gaps and challenges, particularly from the perspective of cross-organizational occupational safety and health.

Additionally, BAuA advises various bodies on occupational safety and health issues. This includes its work with the Committee for Occupational Safety and Health (ASGA), contributions to the Federal Ministry of Labor and Social Affairs (BMAS, such as the policy workshop 'Safe and Healthy Work' on mobile work), and consultations with the occupational safety and health authorities of the federal states. These activities reflect BAuA's commitment to shaping policy and practice to address the dynamic challenges of hybrid work.

Prof. Dr. Tuomo Alasoini
Finnish Institute of Occupational Health, Finland
Hybrid Work Model – a Success Factor for Both Organizations and Employees?
Friday, 10th January 2025, 11-11:30

Bio. Tuomo Alasoini is Research Professor at the Finnish Institute of Occupational Health and has a long career as civil servant at the Ministry of Social Affairs and Health, the Ministry of Labour and the Finnish Funding Agency for Innovation Tekes (now Business Finland). Alasoini has PhD in sociology (1990) and industrial engineering and management (2016). He is also Adjunct Professor of Sociology at the University of Helsinki. His current research revolves around the future of work, hybrid work, AI-based transformation of work, prerequisites for organization resilience and the twin transition in work.

Abstract. Hybrid work, where employees spend some of their time working remotely and some working on the employer's premises, has become more common following the COVID-19 pandemic. Hybrid working has not only become mainstream practice in a large proportion of organizations, it has also brought about changes in the ways work and organizations are led and managed. Hybrid work has broader impacts on society as well, concerning the movement of people, the design of office space, and the boundary between work and other spheres of life. In this way, the hybrid work model includes many tensions, but it can also become a significant workplace innovation enabled by digitalization. Here, a closer look at the tensions and ways to overcome them will be taken, focusing on communication challenges of online encounters, strategic alternatives for managing hybrid work, designing workspaces for hybrid work and organizational citizenship behaviour in hybrid work. The observations are largely based on the findings of the *Why Come to the Office?* research project conducted at the Finnish Institute of Occupational Health in 2023-24.

Ute Gräske

Federal Institute for Occupational Safety and Health (BAuA)

What do we need to know to improve hybrid working conditions?

Friday, 10th January 2025, 11:45-12

Bio. Ute Gräske is a research associate at the Federal Institute for Occupational Safety and Health. In the Initiative New Quality of Work, abbreviated as INQA, she works as a project coordinator. The focus of her work is on consulting regarding the transfer of results and the sustainability of project products and learning experiences. The question is: How do we achieve good transfer?

Abstract. How do we bridge the Knowing-Doing Gap? - Experiences from the INQA Project Co-ordination. Overcoming the Knowing-Doing Gap is a central challenge in work research: There are many scientifically validated insights into the health-promoting and productive de-sign of work. However, there are difficulties in implementation within companies and in practical application. The bridge is missing — the transfer into everyday business and its implementation there.

In the experimental projects (Experimentierräume) of the Initiative New Quality of Work (INQA-EXP) aimed at promoting organizational resilience, the INQA project co-ordination is testing a new strategy designed to create transfer-friendly conditions throughout the entire project duration and beyond. Whether it concerns the transfer of scientific findings into the practice of INQA-EXP companies, the transfer of experiences gained in the project to other sectors and branches, or the utilization of results after the project ends: this is an attempt to explore how this can be done in a practical manner with sustainable impact

Roland Sillmann

WISTA Management GmbH

Co–Working site visit

Thursday, 9th January 2025, 13-14:30

Bio. Roland Sillmann has been Managing Director of the state-owned WISTA Management GmbH in Berlin, the operating company of the Adlershof Science and Technology Park, since 2015. Previously, he was Managing Director of Innovations-Zentrum Berlin

Management GmbH, where he was responsible for the operation of WISTA's start-up centres. Sillmann has been passionate about technology and start-ups for even longer. He studied mechanical engineering and was both Head of Technology at Schüco International KG and co-founder of the solar company Inventux Technologies AG.

Input. Roland Sillman, the Managing Director of WISTA Management GmbH, offered an in-depth tour of the Co-Working site on Thursday at noon. He also participated in the panel discussion on Friday.

Panel Discussion

Friday, 10th January 2025, 12:15-13

The panel discussion was moderated by Alexandra Michel and Annekatrin Hoppe. The Panel Discussion started with a short Kick-Off by Bettina Kubicek (University of Graz), Lisa Handke (University of Erlangen-Nürnberg) and Roland Sillmann (CEO WISTA). Both the following panelists and the SGM participants were warmly invited to engage in the lively discussion in a fishbowl format.
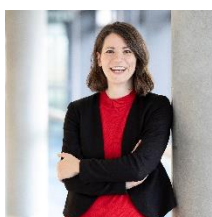
Alexandra Michel

Annekatrin Hoppe

Roland Sillmann

Bettina Kubicek

Lisa Handke

Nils Backhaus

Tuomo Alasoini

Individual Paper Presentations

If there are multiple authors, the presenting <u>author</u> will be underlined.

Individual Paper Presentations I
Session topic: Concepts & leadership
Chair: Annekatrin Hoppe
Thursday, 9th January 2025, 11:30-13

What Does "Hybrid Work" Truly Mean? Recommendations for the Conceptualization and Measurement of Hybrid Work

<u>Eleni Giannakoudi</u>, Anita C. Keller, Susanne Scheibe, & Jessica de Bloom

Hybrid work preferences from the perspective of employees vs. leaders

Fruzsina Sóskuti

How to increase inclusion and decrease exclusion amongst remote workers via prosocial behavior: the trickle-down effect of identity leadership

<u>Sampo Suutala</u>, Janne Kaltiainen, & J. Jari Hakanen

Casual Yet Crucial: How Informal Communication Shapes Transformational Leadership

<u>Dorothee Tautz</u> & Jörg Felfe

Unfolding the Effects of Hybrid Work and Organizational Support on Managers' Wellbeing

<u>Christine Ipsen</u> and Claudia Manca

Individual Paper Presentations II
Session topic: Self-management
Chair: Alexandra Michel
Thursday, 9th January 2025, 14:30-15:30

The Hybrid Boundary: Resources to Manage Work and Life Nano-transitions

M. Gloria Gonzalez-Morales, Megan Benzing, Alyssa Birnbaum, & Chloe Darlington

Is Needs-Based Crafting an Effective Strategy for Addressing Negative Work-Home Interference in Hybrid Work Conditions?

Philipp Kerksieck & Georg F. Bauer

Motivation regulation in hybrid working environments

Deirdre O'Shea

Examining the Impact of an Online Self-Regulation Training: A Randomised Control Trial

Sarah Foeller, Sarah Elena Althammer, Deirdre O'Shea, & Alexandra Michel

Understanding hybrid work: How decisions to work from home depend on anticipated demands and ressources

Anna Neumer, Julia Iser-Potempa, & Sabine Sonnentag

Individual Paper Presentations III
Session topic: Well-being

Chair: Janne Kaltiainen

Thursday, 9th January 2025, 14:30-15:30

The Relationship Between Working From Home, Autonomy, Breaks, and Exhaustion – A Longitudinal Study

Martin Zeschke & Johannes Wendsche

Hybrid Work Environments: Explaining Performance and Well-Being through Room Atmosphere

Konrad Senf, Erik Dietl, & Anna Steidle

Strengthening Hybrid Work: The Importance of Team Discussions in Organizational Practices

Juha Eskelinen, Markku Kuula, Laura Bordi, Kirsi Heikkilä-Tammi, Riitta-Liisa Larjovuori, Susanne Mansner, & Minni Miettinen

Fostering Engagement in Remote and Hybrid Work: Insights from Literature and Qualitative Research

Justyna Pawlak, & Renata Winkler

Impact of Hybrid and Activity-Based Work Environments on Employee Engagement and Advocacy in Public Sector Workplaces: A Longitudinal Study

Pär Löfstrand, Erika Wall & Stig Vinberg

Individual Paper Presentations IV
Session topic: Work environment
Chair: Janne Kaltiainen
Friday, 10th January 2025, 8:30-10

Paths to Effective Hybrid Working-From-Home in Teams: Clear and Aligned Work Location Patterns
Fastje, F., v.d. Brake, H.J., van der Vegt, G.S., & Parker, S.K.

Dilemmas of New Norms of Hybrid Work at Ericsson
Alexandra A. Halmos

From Coworking to Feeling "in Sync": Do Coworking Settings provide the Conditions for High-Quality Connections and Well-Being to Flourish?
Leonie Leitner, Mirjam Landowski, Anna Steidle, & Annekatrin Hoppe

How do aspects of the work environment affect hybrid workers' thriving and mental health? A daily diary study.
Stephanie M. Neidlinger, Jörg Felfe, & Susan E. Peters

Implementing hybrid work and a flexible office- A case from the Swedish public sector
Anne Richter

Abstracts

If there are multiple authors, the presenting <u>author</u> will be underlined.

Individual Paper Presentations I: Concepts & Leadership

Thursday, 9th January 2025, 11:30-12

What Does "Hybrid Work" Truly Mean? Recommendations for the Conceptualization and Measurement of Hybrid Work

<u>Eleni Giannakoudi</u>*, Anita C. Keller, Susanne Scheibe, & Jessica de Bloom

* University of Groningen, Netherlands

Background: Hybrid work arrangements, the option to alternate between work locations, present both benefits and challenges to employees' work-related outcomes. However, a clear and consistent conceptualization and measurement of hybrid work is missing in the psychological and management literature. For example, multiple terms have been used to refer to hybrid work arrangements, such as telework or working from home. However, these terms have also been used to refer to work arrangements other than hybrid work arrangements, such as fully remote work. Therefore, based on current literature, definitive conclusions on the effects of hybrid work on employees' well-being, performance, and relationships at work are difficult to draw. Additionally, the lack of conceptual clarity in the hybrid work literature may impede a clear and comprehensive measurement of hybrid work arrangements. Specifically, there are various types of hybrid work arrangements and a clear conceptualization provides guidance in measuring the defining features of hybrid work. Capturing the nuances of various types of hybrid work arrangements is critical to understand their differential impact on employees' work-related outcomes. To address these concerns, we offer a unified framework of hybrid work for researchers and practitioners by defining hybrid work and providing specific measurement recommendations for capturing hybrid work arrangements.

Method: Going beyond previous work (e.g., Lauring & Jonasson, 2024; Vartiainen & Vanharanta, 2024), we conducted a comprehensive review of the hybrid work literature consisting of 251 quantitative empirical articles retrieved from Web of Science in June 2024. Specifically, we coded for the term used to refer to hybrid work, the definition provided, and the measurement of hybrid work arrangements and their features.

Results: Our findings show that researchers used a variety of terms and definitions to describe hybrid work. However, these terms are often used to also refer to work arrangements other than hybrid work. Additionally, the measurement of hybrid work has predominantly focused on the frequency with which employees choose to work away from a company-based workplace. Therefore, current research overemphasizes a specific feature of hybrid work (i.e., temporality), but neglects other hybrid work features, specifically hybrid work control, hybrid work normativeness, and the distinction between availability and use of hybrid work arrangements. These additional features could provide insights on which

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hybrid work features benefit or challenge employee well-being, performance, and relationships at work.

Discussion: Based on our findings, we propose a definition of hybrid work that encompasses five key characteristics of hybrid work that emerged from our review, namely the flexibility to work away from the company-based workplace, doing so for a portion of one's working hours, during one's regular working hours, carrying out tasks that are otherwise performed at the company-based workplace, and the varying level of formality of the work arrangement. We further provide specific recommendations on the measurement of various hybrid work features that will increase the comparability of results across studies and pave the way for a clearer understanding of the opportunities, challenges, and dynamics of hybrid work arrangements. Beyond research, such insights may guide future hybrid work policies in organizations.

Hybrid work preferences from the perspective of employees vs. leaders

Fruzsina Sóskuti

Budapest University of Technology and Economics, Budapest, Hungary

Background: The pandemic-induced Work From Home exceeded its expectations, and its widespread adoption, scale and frequency have increased to unprecedented levels (Smite, 2023). Currently, the most frequent arrangement is a combination of Work From Home (WFH) and Work From Office (WFO), i.e. hybrid working (Neumann et al., 2022). But the debate on the future of work is still active. This study aims to explore workers' conflicting perspectives on Work from Home and hybrid working.

Methods: We conducted semi-structured interviews with professional managers, line managers and senior managers at two time points (N2021=11, N2023=10) and group interviews with employees (N2021=23) in an agile Research and Development organisation. Using thematic analysis' 'six phases' method (Birtalan, 2023), we identified five perspectives or "fictive personas" as main themes (Smite, 2023).

Results: Employees' perspectives are: (1) "I want to spend as little time as possible in the office"; and (2) "I would like to have office days together more often". Managers' perspectives are: (3), "Covid19 has shown that we work well from home, as long as teams' performance does not change, everyone should work from the office as much as they need"; (4) "Leadership and management strategies work less well or are missing in WFH"; and (5) " A question is which impact hybrid working will have in the long term and what we need to make hybrid working successful".

Conclusions: Individual interests in the flexibility and interests of the team and organization are in conflict. Decision-makers in the new normal cannot meet everyone's needs, but the post-pandemic period offers opportunities for a range of more flexible ways of organising work than in the past.

How to increase inclusion and decrease exclusion amongst remote workers via prosocial behavior: the trickle-down effect of identity leadership

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The objective: As working remotely may challenge social relationships, it is critical to understand how organizations could promote prosocial behaviors and inclusion in workplace. Based on the social identity approach and trickle-down model, we examine how two different facets of identity leadership, entrepreneurship ("crafting a sense of us") and impresarioship ("making us matter") influence remote workers' experiences of inclusion and exclusion via employees' prosocial behaviors: team member proficiency (coordination, communication, and support) and social crafting (showing consideration). This paper answers for recent calls to enhance our understanding of leadership in hybrid working environment and provides insights on how to tackle possible challenges of leading with less face-to-face interaction with one's followers.

Methods: We examined two-wave data with six-month time lag of matched respondents (N=1203) collected from two Finnish organizations. The sample included those who worked remotely at least 10% of their working time at both timepoints. Structural equation modeling with latent change scores was used.

Results: Increases in impresarioship were associated with increases in team member proficiency (β=.097, p=.014) but not with changes in social crafting (β=.078, p=.051). Increases in entrepreneurship were associated with increases in social crafting (β=.117, p=.003) and inclusion (β=.113, p=.001), but not with changes in team member proficiency (β=.061, p=.119). Both increases in social crafting and team member proficiency were associated with increases in inclusion (β=.117, p<.001 / β=.187, p<.001, respectively) and decreases in exclusion (β=-.146, p<.001 / β=-.194, p<.001). All indirect paths from increases in impresarioship to increases in inclusion and decreases in exclusion via increases in team member proficiency and social crafting were statistically significant. However, only the indirect paths from changes in entrepreneurship to inclusion and exclusion via changes in social crafting were statistically significant, whereas the indirect paths from changes in entrepreneurship to inclusion and exclusion via changes in team member proficiency were not significant.

Conclusions: We contribute to the identity leadership literature by showing the different pathways in which identity leadership may affect inclusion and exclusion experiences. The results highlight that effective identity leadership may promote inclusion and decrease exclusion by increasing employees' prosocial behaviors. The more action-oriented dimension of identity leadership (i.e., impresarioship) seems to achieve this by increasing both prosocial behaviors, whereas crafting a sense of us (i.e., entrepreneurship) increased only social crafting amongst remote workers. Through specific HR programs organizations could promote and support supervisors to engage in identity leadership practices by being part of the group (as opposed to being apart from), creating and managing group identities and thus improving prosocial and active employees and their well-being at work.

Casual Yet Crucial: How Informal Communication Shapes Transformational Leadership

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Background: Change-oriented leadership styles, such as transformational leadership (TFL), are essential in addressing challenges from digitalization and globalization. However, remote and hybrid work arrangements make demonstrating TFL more difficult, especially due to a decline in informal, non-work-related conversations. For example, followers report that perception of TFL such as being treated individually, sharing values and beliefs, or emphasizing team spirit becomes more salient in informal conversations. Based on previous research, we distinguish between trivial informal communication (e.g., small talk) and meaningful informal communication (e.g., conversations about personal and intimate issues). Despite its importance, informal communication has been largely overlooked in leadership literature, likely because it was taken for granted in office settings until remote work highlighted its value. Our research explores how informal communication changes between WFH and office settings and how these changes affect leadership perceptions and job satisfaction. We hypothesize that informal communication decreases during WFH due to fewer spontaneous leader-follower interactions. Additionally, we propose that informal communication is closely linked to TFL, serving both as an antecedent to TFL perceptions and as an enhancer of its effectiveness on job satisfaction. This research aims to demonstrate the critical role of informal communication in sustaining effective TFL and ensuring job satisfaction in digital work environments.

Theoretical Background: Our framework is grounded in social presence theory and social information processing theory. Social presence theory suggests that remote work reduces informal leader-follower interactions due to diminished social presence. Spontaneous informal conversations, often unplanned, suffer most. Social information processing theory explains how followers' perceptions of leaders are shaped by social information and experiences provided during interactions. Both theories highlight informal communication's crucial role in shaping leadership perceptions in remote working contexts.

Method: We conducted two complementary studies to test our hypotheses: a daily diary study and an experimental vignette study. Study 1 utilized daily surveys over five workdays. We collected data from 364 participants across various industries in Germany, resulting in 1011 days (M = 2.78 days per participant). Study 2 employed an experimental vignette design to replicate and validate findings by manipulating communication types and leadership styles.

Results: As predicted, both trivial and meaningful informal communication decreased on WFH days, and both forms significantly influenced TFL perceptions. However, while meaningful informal communication mediated the relationship between WFH and job satisfaction through TFL, trivial informal communication did not. Contrary to expectations, the interaction effect between TFL and informal communication on job satisfaction was observed only in the vignette study.

Discussion: Our findings confirm that informal communication declines in remote work, adversely affecting TFL perceptions. However, contrary to our expectations, informal communication did not enhance the relationship between TFL and job satisfaction. In the daily study, no interaction effect was found, while in the vignette study, informal communication buffered the effects of low TFL instead of strengthening high TFL. Although WFH generally increases job satisfaction, the effect turns and becomes negative when followers experience fewer meaningful informal conversations and hence reduced perceptions of TFL.

Unfolding the Effects of Hybrid Work and Organizational Support on Managers' Wellbeing

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Background: Hybrid work, combining remote and on-site work, has become a dominant trend in the labour market, requiring adaptations from both employees and managers. While extensive research has focused on employee well-being and work outcomes, less attention has been given to the experiences of front-line and middle managers in hybrid settings. Initial studies highlight that these managers face intensified workloads, diminished task quality, and challenges coordinating diverse working conditions. They also report increased stress, longer working hours, and higher levels of anxiety and depression, compounded by organisational gaps in support. Understanding these experiences and identifying factors impacting managers' well-being is critical for cultivating healthier work environments.

Methods: This study involved 20 managers from four knowledge-intensive Danish corporations participating in workplace Fishbone workshops between Summer 2023 and Spring 2024. These workshops facilitate collective reflection on hybrid work experiences using mapping tools to identify factors contributing to managerial enthusiasm and stress. Managers explore themes like effective remote collaboration, stressors such as reduced employee visibility, and ongoing negotiation of hybrid policies. Data is analysed through thematic coding to uncover common patterns in managerial discourse.

Results: Hybrid work provides some sources of enthusiasm for managers, enhancing subjective well-being through improved work performance (e.g., increased efficiency), personal benefits (e.g., better work-life balance), and relational opportunities (e.g., greater empathy for remote employees). However, sources of strain predominate, revealing five key gaps:

1. Engagement Gap: Disparities between remote and on-site employees' participation levels raise fairness concerns.
2. Knowledge Gap: Increased asymmetries in information, necessitating more significant effort in communication and informal knowledge-sharing.
3. Socialization Gap: Diminished team cohesiveness and camaraderie due to fewer face-to-face interactions, requiring managers to invest additional effort in maintaining group dynamics.

4. Trust Gap: Reduced visibility of employee behaviours, complicating trust-building.
5. Feeling Gap: Loss of cues critical for sensing employee well-being and preempting conflicts.

Managers also report insufficient organisational support, such as inadequate HR resources to address new demands, leaving them to navigate hybrid challenges independently. Coping strategies often rely on personal resilience, such as enhanced ability to balance work and family, improved perspective-taking, and increased reflection time.

Conclusions: This study highlights the dual-edged nature of hybrid work for managers, offering some benefits but introducing significant strains. The findings underscore organisations' need to bridge managerial support gaps, enhance HR systems, and provide resources tailored to hybrid contexts. Addressing these challenges can foster healthier workplaces and improve managerial well-being.

Future Directions: Research should explore the origins of mismatches between organisational support and managerial needs, focusing on why HR functions often fail to address hybrid work demands adequately. Such insights can inform practices enabling managers to thrive in hybrid settings, promoting individual and organisational resilience.

Individual Paper Presentations II: Self-Management

Thursday, 9th January 2025, 14:30-15:30

The Hybrid Boundary: Resources to Manage Work and Life Nano-transitions

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Introduction: The flexibility afforded by hybrid or remote arrangements can be a double-edged sword with work and life balance on one edge, and role stress and tele pressure, on the other. Based on interviews conducted during the COVID-19 pandemic, which forced millions of employees into remote work status, we provide a new framework to understand boundary management in hybrid work environments where frequent and short role transitions define the workday (nano-transitions). Over and above preference for segmentation or integration, we discuss how a job resource, autonomy, and two personal resources, intentionality and regulation, are crucial in the management of the flexibility involved when working remotely.

Methods & Findings: The original purpose of this qualitative research was to understand how employees managed their performance and wellbeing, without conventional boundaries separating work and life. We conducted two waves of interviews in July-August and November 2020 from 40 participants across a range of industries in the USA and Canada. Using reflexive thematic analysis, we found the emergence of "nano-transitions" unlike traditional micro-transitions (e.g., commuting), nano-transitions were more numerous and fluid, reflecting the increased porousness of boundaries in remote work settings. Three main resources to manage these nano-transitions emerged, forming the AIR framework:

Autonomy**.** Job resource that refers to the freedom to manage one's workday, usually determined by external factors such as managers and company norms.

Intentionality**.** A personal resource that allows for deliberate and purposeful engagement in transitions, consciously using time in functional or beneficial ways.

Regulation**.** A personal resource related to self-control or established time for engaging in activities, balancing work and non-work demands.

Participants who effectively leveraged the AIR framework reported feeling more balanced during their workdays. For instance, the increased flexibility allowed some employees to lengthen their workday while accommodating personal activities during traditional work hours, leading to a sense of increased agency and optimization of daily schedules.

Discussion: This study extends boundary management theory by introducing the concept of nano-transitions. It refines our understanding of how employees navigate work-life boundaries in highly flexible and permeable remote work environments. Building on job crafting theory (Wrzesniewski & Dutton, 2011), we propose a novel approach of "boundary crafting" where employees use their personal resources (e.g., intentionality, regulation) to craft individualized routines for work and non-work activities within the constraints of their job demands and resources (e.g., autonomy).

The findings suggest that organizations should consider revising and restructuring their practices to support effective nano-transitions in hybrid work settings. This may include granting employees greater autonomy over their work schedules; providing guidance on intentional boundary management and supporting time regulation strategies to combat tele pressure. The role of supervisors is crucial in influencing employee autonomy and supporting effective boundary management practices in remote and hybrid work settings. However, autonomy alone cannot support a healthy hybrid environment without the self-leadership to manage intentional and regulated nano-transitions during remote days, and micro-transitions during co-located in person days.

Is Needs-Based Crafting an Effective Strategy for Addressing Negative Work-Home Interference in Hybrid Work Conditions?

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Introduction: Recent research suggests that proactivity can buffer the positive association between challenge stressors in hybrid work and emotional exhaustion (Chu & Chou, 2024). We propose that "good hybrid work" provides opportunities for employees to engage in proactive crafting behaviours that satisfy psychological needs. According to the Integrative Needs Model of Crafting (De Bloom et al., 2020), employees can craft their work and non-work life to meet specific psychological needs, such as detachment, relaxation, autonomy, mastery, meaningfulness, and affiliation (DRAMMA). Our research investigates whether needs-based job and off-job crafting can be a helpful strategy for employees to mitigate the negative effects of time- and strain-based life domain interference (Demerouti et al., 2007; Geurts et al., 2005) in hybrid work contexts. The relevance of needs-based crafting in hybrid work environments for health and well-being outcomes, such as recovery from work (Sonnentag, 2003; Sonnentag & Fritz, 2007), will be evaluated.

Method: Longitudinal data were collected over two waves with a six-month interval from employees in Austria, Germany, and Switzerland (N = 924).

Measures: The Needs-Based Off-Job Crafting Scale (Kujanpää et al., 2022), the Needs-Based Job Crafting Scale (Tušl et al., 2024), the SWING Scale measuring work-home interaction (Geurts et al., 2005), and the Recovery Experience Questionnaire (Sonnentag & Fritz, 2007).

Results: Initial cross-sectional findings revealed significant negative associations between strain-based life domain interference and needs-based off-job crafting (r = -0.35), needs-based job crafting (r = -0.18), and recovery from work (r = -0.47). Similarly, time-based life domain interference was negatively associated with needs-based off-job crafting (r = -0.25), needs-based job crafting (r = -0.13), and recovery from work (r = -0.33). In contrast, recovery from work was positively associated with both needs-based off-job crafting (r = 0.56) and needs-based job crafting (r = 0.58). All correlations are significant at p < .001.

Conclusion: In this small group meeting, we will present findings on the potential role of needs-based crafting for employees navigating hybrid work environments that are

challenging due to negative life domain interference. Results from longitudinal structural equation modelling will offer a deeper insight into these dynamics. Practical implications for enhancing employee health and well-being will also be discussed.

Motivation regulation in hybrid working environments

Deirdre O'Shea

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Hybrid working environments give workers greater autonomy to choose *where* and *when* they work, and as a result, *how* they work. While this autonomy is an attractive option for employees, it also introduces new responsibilities, and greater requirements for self-management and self-regulation (Mazmanian et al., 2013). This newfound autonomy requires individuals to manage their tasks independently with fewer predetermined structures. It is for this reason that the EU has identified essential skills for the future of work include initiative, persistence, and adaptability (European-Commission, 2016). Self-regulation, including the ability to self-manage oneself and one's work, presents a solution to equipping workers with these skills and enable them to work in the dynamic workplace of the future. However, little attention has been paid to how people motivate themselves (motivation regulation) and keep themselves motivated (volitional regulation) in high autonomy environments, such as hybrid working. In this presentation, I will present a work in progress regarding the development of a taxonomy of motivation regulation.

In the first instance, the taxonomy will distinguish between the regulation of the types of motivation an individual experiences (motivation regulation) and how they motivate themselves in the context of action or tasks (volitional regulation). More specifically, across these two broad domains and drawing on previous work by Boekaerts (1995, 1996), the taxonomy will further delineate different levels of regulation. At the highest level are meta-motivation and meta-volitional knowledge and skills, next are meta-motivation (metacognitive strategies to improve motivational processes; Kehr & von Rosenstiel, 2006) and *meta-volition* (metacognitive strategies to improve volitional strategies and enhance effectiveness of volitional strategies and reduce their resource consumption and negative side-effects, Kehr & von Rosenstiel, 2004), and at the lowest level of the hierarchy are the specific strategies an individual uses to regulate the motivation and volition.

Drawing on self-determination theory (Gagné & Deci, 2005), I further argue that different volition regulation processes and strategies will be required depending on the type of motivation an individual experiences. This echoes previous work by Wolters (2003) who suggests that an individual's regulation of motivation is likely to be dependent on their met-alevel knowledge with regard to motivation, which may include information regarding their current level of motivation, the processes that impact their motivation and the factors that affect motivation more generally.

This taxonomy of motivation regulation, once validated, can be used to examine the motivational challenges of hybrid working, and where interventions might be necessary.

Examining the Impact of an Online Self-Regulation Training: A Randomised Control Trial

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Background: This study addresses the challenges associated with work intensification and remote working. We aimed to enhance workers' self-regulation abilities through a three-week online training named "Pilot Your Day", extending research from Germany to Ireland. Drawing on action regulation theory, the training focused on four key phases of self-regulation: goal setting, self-monitoring, self-evaluating, and self-rewarding.

Method: The participants comprised employees from a large Irish public sector organisation who were in the process of implementing a new remote working policy. After attending an information session on the study's requirements, 63 employees volunteered to participate and were randomly assigned to either an intervention group (n = 22) or a wai list control group (n = 41). The study conducted three repeated measures: pre-intervention, post-intervention, and follow-up (t1-t3), assessing longitudinal effects over an 11-week period. The intervention group received the training between t1 and t2, while the waitlist control group received it between t2 and t3. The three-week online self-regulation training aimed to enhance employees' abilities to adapt to the new remote working policy through skill development, fostering emotional factors (well-being), motivational factors (occupational self-efficacy, work-engagement), and performance (task performance), as well as enhancing self-regulation.

Results: A randomised control trial confirmed significant improvements in self- regulation, occupational self-efficacy, and well-being in the intervention group over time compared to the waitlist control group during the same period. The results shed light on the potential of online self-regulation training to support employees in navigating remote work demands and promoting a healthier and more productive work environment.

Conclusion: We addressed the challenges of work intensification and remote working, offering practical guidance on how to equip employees with skills to navigate changing demands, by implementing an online self-regulation intervention drawing on action regulation theory. Hence, this study provides empirical evidence for the effectiveness of the English version of the "Pilot Your Day" training.

Understanding hybrid work: How decisions to work from home depend on anticipated demands and ressources

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While research highlights the benefits of remote work (Gajendran et al., 2024; Gajendran & Harrison, 2007), little is known about a key aspect of hybrid work: the daily decision to work from home (WFH) or at the office. We investigate how anticipated daily task-related demands (i.e., workload) and resources (i.e., autonomy), alongside demands and resources at the home workspace, influence this decision. Integrating expectancy theory (Vroom,

1964) and the job demands-resources (JD-R) model (Bakker & Demerouti, 2007; Demerouti et al., 2001), we investigate the decision as a motivated choice and provide insights into how employees utilize the flexibility of hybrid work arrangements.

Building on expectancy theory (Vroom, 1964), we argue that employees are most motivated to WFH when they expect to perform well at home (i.e., high expectancy), prioritize performance in their workplace decision (i.e., high instrumentality), and highly value WFH (i.e., high valence). Specifically, we hypothesize a stronger relationship between performance expectancy and the decision to WFH for employees who base their decisions on where they expect to perform better (high instrumentality) and for those employees who find WFH valuable, enjoyable, and attractive (high valence; see research model depicted in Figure 1).

To better understand which factors influence employees' performance expectancies, we draw on the JD-R model (Bakker & Demerouti, 2007; Demerouti et al., 2001), hypothesizing a positive relationship between anticipated autonomy and performance expectancy and a negative relationship between anticipated workload and performance expectancy. Additionally, we propose that resources in the home workspace (i.e., social support and good technological equipment) buffer the negative effect of workload on performance expectancy and that high demands in the home workspace (i.e., many distractions and interruptions) exacerbate it.

We investigate our model in multiple studies: In Study 1, we conducted an experimental vignette study (Atzmüller & Steiner, 2010) and in Study 2, we are conducting a daily diary study over two work weeks (data collection finished). We conducted a pre-registered vignette experiment with 231 participants (M_{age} = 34.08 years, SD_{age} = 9.5, 58% male) recruited via Prolific. Participants were assigned to one of four experimental groups, manipulating demands and resources at hypothetical home and office workspaces and answered a total of 12 vignettes describing work tasks varying in workload and autonomy. Two-level path models showed a positive relationship between performance expectancy and the decision to WFH, supporting our hypothesis. However, we did not find support for the moderating role of instrumentality or valence. Supporting our hypotheses, workload had a negative effect on performance expectancy, while autonomy had a positive effect on performance expectancy. As hypothesized, high resources at the home workspace buffered the negative effect of workload on performance expectancy, whereas high demands exacerbated this negative effect.

Our study demonstrates that employees make deliberate decisions about their workspace based on performance expectancies, which are influenced by both the demands and resources of work tasks and the home workspace. While the experimental design of Study 1 allows for causal inferences, its limited external validity emphasizes the relevance of Study 2.

Individual Paper Presentations III: Well-being

Thursday, 9th January 2025, 14:30-15:30

The Relationship Between Working From Home, Autonomy, Breaks, and Exhaustion – A Longitudinal Study

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Working from home (WFH) is beneficial for employees in terms of autonomy, performance and well-being. However, it also has the potential to dissolve boundaries between life domains. According to self-determination theory, the increased autonomy to structure one's work and leisure time when working from home may be a double-edged sword, positively or negatively affecting break-taking behavior and, in turn, exhaustion. The effort-recovery model argues that in order to recover from the demands of work, employees must alternate between periods of effort and recovery, such as through breaks, or risk higher exhaustion. WFH may inhibit this alternation by preventing employees from alternating between work and life domains. The purpose of this study is to examine the relationship between WFH, break-taking behavior, and exhaustion, and to identify the conditions under which WFH and autonomy are associated with more or less break-taking.

We analyzed the five waves of the German large-scale "BAuA-Working Time Survey (BAuA-WTS)" that is conducted every other year since 2015. Using 33,918 datapoints nested in 23,021 individual employees with a M_{age} = 47.4 and 47.1% female and diverse participants. Results of a serial mediation model showed that WFH was associated with higher autonomy, which was associated with less break skipping, which was in turn associated with less exhaustion at the between-person level. At the within-person level, WFH showed no such associations. The influence of gender, age, education, and weekly working hours was controlled for. Results of moderator analyses (e.g., workload) are shown in the presentation. Working from home (more than others) is beneficial for employees because they experience higher autonomy, skip less breaks, and show lower exhaustion. Working from home more or less than usual, however, shows no benefits for employees. Further, how working from home affects break-taking behavior depends on boundary working conditions.

Hybrid Work Environments: Explaining Performance and Well-Being through Room Atmosphere

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Hybrid workers navigating remote, co-working, and traditional workplaces encounter diverse physical environments that impact their well-being, performance, and collaborative effectiveness. We employ the Stimulus-Organism-Response (S-O-R) paradigm (Mehrabian & Russell, 1974) to examine how environmental stimuli shape perceptions and subsequently influence work outcomes such as performance and recovery behaviour. The present research focuses on individuals' perception of room atmosphere as a mediator

between physical workspace elements and work-related outcomes. A room's atmosphere is characterised by an individual's stable perception of the room's characteristics, with the potential to affect an individual's mood and behaviour. Four such atmospheric factors can be distinguished: detachment, tenseness, liveliness, and cosiness. Building on the idea of matching the task/activity to the environment (e.g., Steidle & Werth, 2013; Weitbrecht et al., 2015) and on research on performance and recovery in physical settings (e.g., Aarts & Dijksterhuis, 2003; Kuijsters et al., 2015), we hypothesised: (H1) A lack of supportive room elements (e.g., natural light and privacy) would elicit a tenser atmosphere, increasing the need for recovery; (H2) Supportive room elements would elicit a livelier atmosphere, increasing vigour; (H3) Work-suitable furnishing would elicit a detached atmosphere, promoting performance.

To test these hypotheses, we conducted two studies. Study 1 used a retrospective survey design in which participants (N = 88) assessed their experiences in rooms frequently used for academic or professional tasks. Participants evaluated the room's atmosphere, their recovery behaviours, vigour, and subjective performance during these tasks. The results supported H1 and H2. However, perceived tenseness was not correlated with recovery behaviour. This unexpected result may be explained by the indirect measurement of recovery used. Because recovery behaviour is susceptible to recall biases, the retrospective design of the study may have been unsuitable. We addressed these limitations in Study 2.

Study 2 employed a diary-based design, where participants (N = 91) reported 521 activities. Participants (1) rated their perceptions of room elements and atmospheric qualities before activities, (2) reported performance, recovery behaviour, vigour, and task performance directly after activities (3) as well as procrastination (lack of performance), need for recovery, and vigour in the evening. This dynamic approach enabled real-time exploration of the impact of room atmosphere on work outcomes. The results of study 2 supported all mediational hypotheses for both direct and delayed effects (performance and wellbeing measured after activities and in the evening).

Overall, the results generally supported the proposed hypotheses. These findings underscore the importance of creating beneficial room atmospheres by thoughtfully arranging physical elements. Hybrid workers should pay attention to room atmosphere when selecting or designing their workspaces according to their activities and needs. Organizations should facilitate suitable workplace designs both in-office and at home to enable workers to choose environments that best support their tasks.

Developing a knowledge base on the psychological effects of atmospheric factors could guide the design of spaces for optimal performance, which is especially relevant for students and flexible workers who are faced with temporary workspace decisions based on quick impressions.

Strengthening Hybrid Work: The Importance of Team Discussions in Organizational Practices

Juha Eskelinen*, Markku Kuula, Laura Bordi, Kirsi Heikkilä-Tammi, Riitta-Liisa Larjovuori, Susanne Mansner, & Minni Miettinen

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We studied practices related to hybrid work in ten Finnish organizations during the years 2022-2024. Part of the research included a survey conducted on the organizations' employees (n=3541) concerning their experiences with hybrid work, the work environment, and organizational practices. These experiences were compared to the employees' perceived job engagement, burnout, and job performance. A key practice enabling smooth hybrid work was the agreement on common ways of working within teams or comparable close work communities. Employees in teams where ways of hybrid working were agreed upon and adhered to reported clearly higher job engagement and less exhaustion compared to employees in teams where the methods were not agreed upon or followed. Organizational citizenship behavior was also stronger. Significant differences were found between organizations in both the prevalence of such agreements and their practical implementation. A good practice that emerged was the systematic support for supervisors to have discussions within their teams about how work is collaboratively conducted based on the objectives and nature of work processes.

Fostering Engagement in Remote and Hybrid Work: Insights from Literature and Qualitative Research

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The growing popularity of remote and hybrid working makes it increasingly important to understand the factors affecting employee engagement, wellbeing and dealing with the challenges associated with this working model. The aim of this study was to identify the determinants of work engagement among hybrid remote workers. The survey was carried out in two stages. As a first step, a systematic literature review (SLR) was conducted to identify the variables investigated to date that influence remote working engagement. This stage also identified gaps in the literature that formed the basis for further qualitative research and allowed the first part of the list of codes used in the analysis of qualitative research data to be created. Key factors identified included: supportive leadership behaviour, opportunity to maintain WLB, remuneration, autonomy to choose where to carry out the work, access to the organisation's knowledge, and training.

In the second stage, in-depth semi-structured interviews were conducted with nine participants representing a variety of remote and hybrid working models, varying in terms of gender, age (from 21 to 48), extent of remote working (from 20% to 100%) and home situation (living alone; living with family). Participants who scored in the UWES Schaufeli and Bekker test indicating that they were committed to their work were eligible for the study. The interviews were recorded, transcribed, coded and subjected to thematic analysis by

two researchers working independently The analysis sought data both related to the factors identified in the SLR and new recurring themes. The analysis revealed 15 themes related to factors affecting engagement, of which three emerged as key: autonomy (linked to vigour), team support (linked to dedication) and comfortable working conditions, including quietness (key to absorption).

The results of the study confirmed the findings of the literature review, while also identifying additional factors relevant to building engagement in remote and hybrid working environments. Key findings highlight the importance of:

- Support employee autonomy
- Support and integrate dispersed teams to foster a sense of belonging.
- Understand the dynamics of teams, where some employees work 100% remotely and some see each other regularly on a stationary basis.
- Ensure access to organisational knowledge, effective communication channels and adequately equipped workplaces (including software).
- Flexible scheduling of time and place of work, supporting WLB.
- Supportive and adequate feedback.

Future research should extend the analysis to a variety of organisational and cultural contexts and to longitudinal studies that will provide information on the evolution of engagement strategies over time. The present study was conducted among Polish-speaking employees who, although working in international teams, came from one cultural background. Therefore, a comparison of the results with those obtained in other cultures could indicate the existence of similarities and differences.

In summary, the study contributes to the body of knowledge on the psychological aspects of remote working by pointing out key factors in supporting work engagement.

Impact of Hybrid and Activity-Based Work Environments on Employee Engagement and Advocacy in Public Sector Workplaces: A Longitudinal Study

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Although research on the consequences of hybrid work has grown in recent years, there remains a limited body of studies focusing specifically on the public sector. This is noteworthy, as in many countries, the public sector constitutes a significant portion of the workforce. In Sweden, for example, approximately 1.5 million out of the country's total workforce of around 5 million are employed in public sector roles. These jobs are often characterized by challenging psychosocial working conditions, which can contribute to health issues and high rates of sick leave.

The aim of the present study is to explore the perceptions of managers and subordinates on how sustainable employee engagement and employee advocacy is impacted by the shift from traditional cell-office configurations to hybrid and activity-based working environments in public sector workplaces.

In the Swedish public sector, many organizations measure sustainable employee engagement for shaping public employer policies. Extensive research show that motivation is extensively related to work performance and job satisfaction and used items measure aspects of both intrinsic and extrinsic motivation. Considerable attention has been devoted about the impact of leadership behaviours for well-being and working conditions, as well as organizational outcomes for both managers and subordinates. In addition, research point at challenges related to leadership in the context of hybrid and activity-based work. Also, strategic management, is closely related to aspects as job design and performance management. It is also known that many public sector organizations measure employee advocacy (employee Net Promoter Score) for evaluating individuals' propensity to recommend their employees to others. From this background, the present study focuses on these concepts. Data were collected in a Swedish municipality. The survey included 13 items across five key variables: sustainable employee engagement (measured by nine items related to motivation, leadership, and strategic management), and employee advocacy (measured by four items). The material includes 4 991 employees through two survey waves: the first in October 2023 (T1), prior to the transition, and the second in October 2024 (T2,), approximately 10 months after the shift to hybrid and activity-based working environments. Based on a longitudinal design, an intervention group divided in three subgroups that have implemented this new environment (N=850) are compared to a reference group that has not changed their office solutions (N= 1 800). In addition, comparisons of results (T2-T1) regarding sex, hierarchical position and operations will be performed.

Statistical analyses consist of descriptive-, correlation- and regression analysis, and multivariate repeated measures (MANOVA) to examine changes of the study variables over time. Results from the statistical analysis will show differences of changes regarding sustainable engagement and employee advocacy variables between the three studied groups and other sub-groups in the empirical material.

The results section will present the findings from the statistical analysis of the data, exploring the extent to which employee engagement and advocacy changed after the shift to ABW and hybrid work. The results will be discussed in the context of existing literature of transition processes of hybrid and activity-based working environments, particularly regarding public sector workplaces. Implications for organizational change practices and future research will also be addressed.

Individual Paper Presentations IV: Work Environment

Friday, 10th January 2025, 8:30-10

Paths to Effective Hybrid Working-From-Home in Teams: Clear and Aligned Work Location Patterns

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Working from home (WFH) some days a week has become common practice, yet the number and timing of WFH days across employees vary widely. Being able to alternate between work locations (i.e., home and office) introduces uncertainties around how to connect and collaborate. Prior research primarily focused on the implications of individual-level WFH behavior, failing to account for the WFH behavior of fellow team members. This study acknowledges the relevance of other team members' WFH behavior in shaping work outcomes and aims to develop a new social theory that links work location patterns to uncertainty perceptions. Specifically, we introduce two refined WFH conceptualizations—clarity and alignment in work location. *Clarity in work location* refers to the degree to which the daily work location of the focal employee is unambiguous and predictable. *Alignment in work location* describes the degree to which a focal employee's work location syncs with the work location of their fellow team members. Building on multi-level survey and performance data involving 466 employees nested within 84 teams, we investigated how these WFH conceptualizations impact work-related uncertainty and downstream consequences. Our findings reveal that clarity in work location only reduces uncertainty and enhances satisfaction in teams with low familiarity, while alignment in work location significantly reduces uncertainty and improves both satisfaction and performance (as rated by supervisor) at low to average familiarity levels. These results emphasize the importance of coordinated WFH practices that effectively align team members' work locations to manage uncertainties. They also provide best practices for designing WFH policies.

Dilemmas of New Norms of Hybrid Work at Ericsson

Alexandra A. Halmos

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Context: This study investigates the impact of forced Work From Home (WFH) during the COVID-19 pandemic and the subsequent hybrid work setting at Ericsson Hungary, a large Agile Software Development (ASD) company. Prior to the pandemic, the company primarily operated in co-location, making the shift to remote work a significant challenge. Following the pandemic, the company began transitioning to a hybrid work model.

 Objective: The objective was to explore the dilemmas associated with WFH and the new hybrid work setting. This aimed to provide actionable, practical recommendations for companies facing similar challenges and to advance the theoretical understanding of work settings in ASD organizations.

Method: A qualitative exploration was conducted through interviews and focus groups, involving 150 participants. In 2021, 34 semi-structured interviews were conducted with managers across three hierarchical levels, along with 13 team interviews with developer teams, and five focus groups. Follow-up interviews with nine managers were carried out in 2023. The qualitative data were analyzed using reflexive thematic analysis.

Results: The findings revealed diverse experiences among colleagues in the WFH setting, with overall performance showing no significant change. Thematic analysis identified five WFH-related dilemmas related to hybrid work settings.

Conclusions: Based on the identified dilemmas, questions, and the heterogeneous experiences of participants, multiple effective work settings can be proposed. However, we suggest that companies with similar profiles would benefit from a hybrid arrangement employing a core time system, with a minimum co-location time of one day every two weeks. More co-location can be useful depending on team and project specifics. The identified dilemmas and questions at various organizational levels may aid companies in navigating decision-making regarding the new norm of work.

From Coworking to Feeling "in Sync": Do Coworking Settings provide the Conditions for High-Quality Connections and Well-Being to Flourish?

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In the wake of the rapid uptake of hybrid work arrangements, the use of coworking spaces as an alternative to the (home) office is gaining considerable traction. As shared interdisciplinary and collaborative workspaces, coworking spaces may pose a remedy to professional isolation by providing community to those who would lack high-quality social connections if working from home exclusively. These community-oriented environments are particularly designed to encourage collaboration, creativity, and innovation. Thus, above and beyond economic (i.e., a favorable rent) and sustainability-driven (i.e., offsetting the environmental footprint) motivations for using coworking spaces, the core of coworking lies in the community it provides. A coworking community can function as a source of social support and other social job resources including high-quality connections (HQCs). HQCs are momentary, dyadic, positive interactions where connecting individuals

experience vitality (i.e., a feeling of positive energy and aliveness), positive regard (i.e., a sense of affirmation, respect, and care), and mutuality (i.e., a feeling of being equally engaged and actively invested in the interaction). In coworking settings, HQCs may occur not only among colleagues within an organization, but also across organizational boarders as they can be experienced the first time people meet, even during short encounters, and still elicit their life-giving effects. Their brief nature thus renders HQCs a valuable resource in the current fast-paced collaboration-dependent work life. However, the simple co-location alone may not stimulate high-quality social connections. Physical space design may play a pivotal role in whether focused work, social interaction, as well as recovery from work can succeed and occupational health and well-being in turn thrive. Hence, inspired by activity-

based workspace design, over and above providing focused work areas (e.g., general work-stations, meeting rooms, phone booths), the trend in coworking space design is shifting towards incorporating additional social (e.g., lounges, kitchens, swings) as well as recreational areas (e.g., fitness rooms, relaxation booths, green spaces) supporting social interaction and recovery, respectively. The aim of our research project Occupational Health and Well-Being in Coworking Settings (Gesunde Arbeitsmodelle im Co-Working-Setting, GeACo) is hence to unveil which physical environmental factors, social processes as well as individual needs and preferences attract individuals and organizations to coworking spaces and promote occupational health and well-being in this collaborative setting. In a first qualitative study we explore the nature of social interactions at coworking spaces in general and the experience of HQCs in particular and examine whether physical space design may facilitate their occurrence by means of semi-structured interviews in a coworking sample. As a contribution to this EAWOP small group meeting, we envision to present an outline of the GeACo project and reveal first insights gained through the interviews we are currently conducting in order to shed more light on how sharing physical space may turn into a community that drives occupational health and well-being as well as creativity and innovation in hybrid work environments.

How do aspects of the work environment affect hybrid workers' thriving and mental health? A daily diary study.

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Background: Recent studies show that remote and office work environments differ in terms of space, ergonomics and interruptions. This research examines the design of office and remote environments for hybrid workers, focusing on the moderating roles of having a designated workspace, ergonomic equipment, and experiencing interruptions in the relationship between daily work location and thriving from work (TFW) and positive mental health (PMH).

Method: A sample of N = 247 hybrid employees completed a 5-day diary study with a pre-test and daily surveys conducted in the evening after work. All employees completed at least one diary entry at either work location (remote & office). Analyses were conducted using a frequentist multilevel modelling approach in R.

Results: Direct effects of daily remote work were significant for TfW but not for PMH. Ergonomic equipment at the remote (and marginally, at the office) location moderated the relationship between work location and TFW. Space at the remote (but not the office) location marginally moderated the relationship between work location and TFW. Not being interrupted at the office (but not the remote location) marginally moderated the relationship between work location and PMH.

Discussion: The design of office and remote workspaces will continue to be a relevant topic in the future. Our results indicate that effective design seems to matter for employee

thriving but does not seem to matter for employees' positive mental health, offering insights for job crafting research and recommendations for optimizing home office setups.

Implementing hybrid work and a flexible office- A case from the Swedish public sector

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COVID-19 has significantly accelerated the implementation of hybrid work models in knowledge organizations, allowing employees to split their time between remote and in-office work. This shift has also led to a rise in flexible office solutions, with organizations seeking adaptable spaces that accommodate varying team sizes and work styles and that make it possible for office space to be used efficiently. Given that hybrid work in its current form and extent deviates significantly from pre-pandemic work arrangements, there is a growing need to understand hybrid work and the potential consequences of hybrid work (e.g., changed office arrangements such as activity-based office arrangements) on employee and organizational outcomes.

This study aims to present a case study where a co-created intervention focuses on defining and implementing hybrid work and an office solution that facilitates hybrid working. Moreover, the intervention and its implementation are evaluated within the scope of this study. A hybrid effectiveness-implementation design is used. The longitudinal sample consisted of 80 employees from a research and development division within a Swedish public health organization. Data collection started in August 2022 and the intervention and its implementation were ongoing during 2023. A follow-up measurement of the implementation and intervention effects was conducted in August 2024. Data that is used consists partly of workshop output of the intervention and other documentation related to the change from the organization as well as online surveys.

Currently, analyses are conducted. A logic model, intervention description as well as effectiveness and implementation outcomes pre-post intervention will be presented.

Ideas for Future Research from the Open Space Workshop

Open Space Technique

Four Principles
1. Whoever comes is the right people.
2. Whatever happens is the only thing that could have.
3. Whenever it starts is the right time.
4. When it's over it's over.

Law of the two feet
If at any time you find yourself in any situation where you are neither learning nor contributing – use your two feet and move to some place more to your liking.

Literature:
Owen, H. (2008). Open space technology. A user's guide. Berrett-Koehler Publishers

Open Space Topic Overview:
I Tangible Outcomes of the SGM
II Let's abolish the office (…as we know it)
III Research Collaborations
IV Person-environment-fit
V high Quality Connections and Culture
VI Manager Well-Being
VII Translating Research Results to Practice

Lessons Learned and Emerging Research Agenda

In summary, the following lessons could be learned from the strategic EAWOP Small Group Meeting. These lessons also map the emerging research agenda and future directions for the field of improving and understanding hybrid work.

Leadership

- Individual interests in the flexibility and interests of the team and organization are in conflict.
- Identity leadership may promote inclusion and decrease exclusion by increasing employees' prosocial behaviors
- Informal communication declines in remote work, adversely affecting perceptions transformational leadership
- Research should explore the origins of mismatches between organizational support and managerial needs, focusing on why HR functions often fail to address hybrid work demands adequately

Self-management

- Self-regulation, including the ability to self-manage oneself and one's work, presents a solution to equipping workers with skills that enable them to work in the dynamic workplace of the future.
- Hybrid work necessitates a novel approach of "boundary crafting" where employees use their personal resources to craft individualized routines for work and non-work activities within the constraints of their job demands and resources.
- Needs-based crafting holds potential as an effective strategy for addressing negative work-home interference in hybrid work conditions
- An online self-regulation intervention drawing on action regulation theory offers practical guidance on how to equip employees with skills to navigate changing demands in hybrid work.
- Employees make deliberate decisions about their workspace based on performance expectancies, which are influenced by both the demands and resources of work tasks and the home workspace.

Well-being

- Working from home (more than others) is beneficial for employees because they experience higher autonomy, skip less breaks, and show lower exhaustion. Working from home more or less than usual, however, shows no benefits for employees.
- Hybrid workers should pay attention to room atmosphere when selecting or designing their workspaces according to their activities and needs.
- A key practice enabling smooth hybrid work is the agreement on common ways of working within teams or comparable close work communities.
- Factors that build employee engagement in remote and hybrid working environments are employee autonomy, sense of belonging, access to information and effective communication channels flexible scheduling of time and place of work, and supportive and adequate feedback.

Work environment

- In hybrid work, it is important that work-from-home practices effectively align team members' work locations to manage uncertainties
- Organizations would benefit employing a core time system, with a minimum co-location time of one day every two weeks
- A coworking community can function as a source of social support and other social job resources including high-quality connections.
- Effective design of office and remote workspaces seems to matter for employee thriving but does not seem to matter for employees' positive mental health.

Evaluation

This small group meeting received excellent evaluations. Participants (N = 21) rated all criteria above 4 on a 5 point scale (1 = strongly disagree to 5 = strongly agree) in terms of their opinion of the small group meeting. Participants indicated that they found the conference useful, enjoyable and that they learned a lot from it. They agreed that they would recommend the conference to their colleagues, and rated the organization of the conference very highly in terms of being well-organized, having sufficient time for networking, and agreeing that the facilitation and facilities were good. The overall rating for the small group meeting was 9.57 on a 10-point scale.

Table 1. Evaluation of the small group meeting

Criterion	Mean Rating
1. This conference was very useful.	4.86
2. I found this conference very enjoyable.	4.95
3. I learned a lot from this conference	4.81
4. I would recommend this conference to my colleagues/others	4.95
5. This conference will contribute to the establishment of a strong research network.	4.61
6. There was sufficient time for networking during this conference.	4.76
7. This conference was well-organized	5.00
8. The facilitation and moderation of the conference was good.	5.00
9. The facilities were good.	5.00
10. The food and drinks were good	4.95
Overall evaluation of the conference (on a 10-point scale)	**9.57**

Regarding qualitative comments, participants indicated that amongst the more valuable aspects of the small group meeting were the open space technique, the balance between traditional elements of a conference (keynote, panel discussion, presentations) and more interactive formats (open space) and the time for discussion and networking. In addition, participants indicated that they liked the quality of the content sessions and atmosphere of the small group meeting. A lot of participants did not have any further feedback to add. Some suggested separating the talks more (e.g. working from home vs. working from other locations), having less keynotes and opening the meeting with an open space session.

Conclusion

From the small group meeting, it can be concluded that improving and understanding hybrid work is a growing topic for research. At the moment, there are a steadily increasing number of studies being conducted in this field. However, there is a need for further clarification of defining hybrid work, for taking leader and team perspectives into account. Thereby, it is pivotal to consider work environment characteristics.