

The dilemma of hybrid working

*A study on the organisation of hybrid working as emerged in the Covid-19
pandemic*



Radboud Universiteit

Master thesis Business Administration 2020-2022

Organisational Design and Development

Radboud School of Management

Name: H.A. Klumperink (Hilde)

Student Number: S1030675

Supervisor: dr. A. Verhoeff (Arjen)

Examiner: dr. A.A.J. Smits (Armand)

August 18, 2022

Preface

In front of you, I present my Master Thesis 'The dilemma of hybrid working: a study on the organisation of hybrid working as emerged in the Covid-19 pandemic'.

The past two years have been exciting, but challenging. Writing my Master Thesis was an educational and challenging process, in which I was regularly confronted with my own disappointing expectations. I have struggled a lot with how to approach my research, and this resulted in the process taking longer than hoped. However, now at the end of the process, I am not only proud on the result but especially of myself. I would like to take the opportunity to thank all those who have helped and supported me in the research process of my Master Thesis over the past two years.

Firstly, I would like to thank my supervisor Dr. A. (Arjen) Verhoeff, who have helped and supported me throughout the whole process. He provided me with new insights, but above all he knew how to encourage me in the sometimes challenging process of my Master Thesis. I would also like to thank Dr. A.A.J. (Armand) Smits for his feedback on my initial research process and the grading of my final Master Thesis.

Additionally, I would like to thank Lynneke Spreeuwenberg of the Radboud student support for the various training sessions and guidance in approaching the Master Thesis process. In addition, I would also like to thank all my peers with whom I had many support sessions, in which we encouraged each other. Likewise, I would like to thank the interviewees for their willingness to share their experiences with hybrid working.

Finally, I would like to thank my family and friends for supporting me the past two years. It was not always easy for me, but I always felt the support and encouragement from them.

I hope you will enjoy reading my Master Thesis on hybrid working.

Hilde Klumperink

Nijmegen, August 18 2022

Abstract

The Covid-19 pandemic forced organisations and their members to work entirely from home. At the starting point of the post-Covid-19 period, organisations and their members suddenly had to implement a combination of both working from home and working at the organisations location – hybrid working. In this study, the implications of hybrid working from an organisational design perspective are explored, by investigating the experiences of organisational members, managers and employees, on hybrid working. In the theoretical framework three hybrid organisational theories are reviewed to provide insights on the organisation of hybrid working. Operationalisation and data acquisition is approached by triangulation, via interviews and an internal and external document analysis. The study reveals that hybrid working provides organisational members more flexibility and opportunities in organising their own work. This study, contributes to literature, and provides several insights and recommendations to organisations and their members on the organisation of hybrid working. The contribution to theory focuses on the expansion of dilemma reasoning and hybridity in organisational science.

Keywords: Hybrid working, hybrid organising, dilemma reasoning, ambidexterity, regulatory power

Table of contents

Chapter 1: Introduction	6
1.1 A sudden impulse for hybrid working	6
1.2 Toward an understanding of hybrid organising.....	7
1.3 Outline of the study.....	9
Chapter 2: Theoretical framework	10
2.1 Hybrid working.....	10
2.2 Review of literature	11
2.2.1 The technical organisation of work: The ambidextrous organisation	13
2.2.2 The social aspect of work: Sociotechnical system design.....	15
2.2.3 Social interaction: Social businesses and enterprising.....	17
2.3 Theoretical framework.....	18
Chapter 3: Methodology	21
3.1 Research design.....	21
3.2 Methods of data collection	23
3.3 Data analysis.....	24
3.4 Quality of the research methods.....	26
3.5 Research ethics.....	27
Chapter 4: Results	29
4.1 Hybrid working in practice.....	29
4.2 Execution of work.....	30
4.2.1 Organisational member's productivity	31
4.2.2 Innovation	32
4.2.3 Working together	33
4.2.4 Dilemmas in the execution of work	36
4.3 Managing hybrid working.....	36
4.3.1 Result-oriented management style.....	37
4.3.2 Work responsibility of the employee.....	38

4.3.3 Managing work in the hybrid working context	39
4.4 Professional development.....	39
4.5 Social interaction in the hybrid working context.....	42
4.5.1 Interaction between organisational members.....	42
4.5.2 Organisational commitment.....	44
4.5.3 The interaction dilemma in the hybrid working context.....	45
4.6 Work-life balance.....	46
4.7 Organisational members' motivation.....	48
4.8 Necessary requirements for organising hybrid working.....	51
4.8.1 Policies and arrangements	51
4.8.2 Necessary facilities	54
4.8.3 How to organise hybrid working.....	55
4.9 Conclusion of the results.....	56
Chapter 5: Conclusion and discussion	60
5.1 Conclusion	60
5.2 Limitations of the study	63
5.3 Theoretical implications	65
5.4 Practical implications.....	66
To-do's in the organisational context.....	66
To-do's managers	67
To-do's employees	68
5.5 Toward a research agenda.....	68
5.6 Reflection	70
References	71
Appendix	75
Appendix I: The seven design parameters of the sociotechnical system design of de Sitter.....	75
Appendix II: Sample size	77
Appendix III: Interview protocol	78
Appendix IV: The a priori themes.....	80

Appendix V: Final template.....	83
Appendix VI: Codebook external codebook	85
Appendix VII: Codebook internal documents.....	86

Chapter 1: Introduction

1.1 A sudden impulse for hybrid working

When reflecting on a subject for my master thesis an interview about the consequences of working from home during the Covid-19 pandemic with three professors of the Utrecht University caught my attention. In the interview, they mentioned the term hybrid working and defined it as the combination between both working from home and working on the location of the organisation (Utrecht University, 2020). My attention was particularly drawn to the concept of hybridity, as this was a new concept to me within the field of organisational sciences. Hybridity, in the researcher's perspective, can be defined as a dilemma of two opposites wherein one tries to seek for a balance. A short review of the literature showed that there is already a body of knowledge on hybridity in organisational science. For now, hybrid organising is seen as the organisation of two or more opposite organisational principles at the same time, by searching for a balance between these opposite principles.

The Covid-19 pandemic has forced a new focus on organisational design in the form of hybrid working. Or has it? In the beginning of 2020, organisations were surprised, by the Covid-19 pandemic and the organisational implications it entailed. The government advised employee to work at home as much as possible. It had some major consequences and implications for organisations. For instance, organisations were forced to arrange their organisational processes differently to enable working from home for their organisational members. Organisations were forced into digitalisation more and more quickly. As a result, digital facilities were installed, to enable working from home. The Covid-19 pandemic caused a clear increase in the number of people working from home. Before the pandemic, 33% of the Dutch population worked from home, of whom 6% completely (De Haas et al., 2020). Due to the pandemic, it increased to 48%, of whom 60% completely (Kennisinstituut voor Mobiliteitsbeleid, 2021). These figures illustrate that a part of the home-based workers have a hybrid form of working, combining working from home with working on the location of the organisation. The Covid-19 pandemic and the resulting digitalisation may have created a new focus on hybrid working, in which people and organisations organise their work differently by working both at home as on the organisation's location; that very challenging (new) way of working is subject of this study.

The Covid-19 crisis created a situation in which society was largely digitised, including organisations, and this had serious consequences. The Covid-19 crisis was so impactful it required immediate action to prevent society for further infections. The result of the main recommendation to stay at home as much as possible was a halt to social life. As a first response much of the normal activities were digitalized, such as work, and education. Due to the necessity of the recommendations, organisations did not have time to reflect on whether existing organisational principles were suited for the new (partly) digital society.

The shift to a (partly) digital organisation brought changes and new challenges for organisational members and the control of an organisation as a whole. For example, organisational members had to adopt new ways of working as their work became more digital, for instance digital meetings. Managers had to come up with new ways of managing now direct supervision was no longer possible. Organisations had to find ways to facilitate digital work, such as purchasing digital platforms and providing equipment for home-based workers. Also the social interaction between organisational members changed, for instance the small talks at the coffee machine disappeared or were shifted to digital platforms. Another kind of (possible) challenge is the work-life balance of members of the organisation, which could be disturbed now work and private life take place at the same place.

The academic interest of the thesis is how to understand such a new way of hybrid working and organising from an organisational design perspective. Such a quest is relevant for organisations and society in general, as 43% of the (temporary) home-based workers have indicated that they would like a hybrid way of working after the Covid-19 pandemic (TNO, 2021). It will be likely that in the future more organisations are going to organise a more hybrid way of working, wherein members of an organisation can both work from home as on the organisation's location. The expectation of the development of a more hybrid way of working makes it interesting to further investigate this topic.

1.2 Toward an understanding of hybrid organising

In order to understand hybrid working from an organisational design perspective, it is required to explore if – and if so which - existing organisational principles and/or new organisational elements are emerging in the hybrid working context. To get a better idea of hybrid working, some examples of organisational patterns or routines in the situation of working from home will be provided. Organisational elements related to working from home are of particular interest, as working from home is the new element making hybrid working different from work as we knew it before the Covid-19 pandemic.

Working from home increases the flexibility organisational members have in terms of time planning (Nakrošienė, Bučiūnienė & Goštautaitė, 2017). Organisational members are no longer forced to work at fixed hours, but they can (largely) plan their days themselves. It gives organisational members the possibility to find one's own rhythm that best suits one's personal preferences regarding working hours. The flexibility regarding working hours makes it also more possible for organisational members to combine their work with family-related issues (Nakrošienė et al., 2017). For example, organisational members can now easier combine their work with caring for their children, because they are not tied to fixed working hours anymore. The organisational element of flexibility can be found back in the literature on manufacturing

organisations and is mentioned as one of the performance criteria for organising organisational processes (Bolwijn & Kumpe, 1990). In the context of this study, flexibility cannot be seen as a performance criterion for organising organisational processes, but as an organisational pattern emerging within the new situation of working from home.

Another organisational pattern mentioned in the literature is efficiency (Bolwijn & Kumpe, 1990). Working from home can increase the efficiency of the organisation, in terms of increased productivity among organisational members. As mentioned before, working from home gives organisational members the opportunity to determine their own working hours based on their ideal rhythm. It gives them the possibility to work at those hours when they know they will be the most productive (Nakrošienė et al., 2017). Working from home also reduces the amount of distractions from colleagues, such as interruptions and irrelevant conversations. The reduction in the number of distractions during work increases the productivity of the organisational members (Nakrošienė et al., 2017; Dekker & Koster, 2020).

Working from home gives a new perspective on work, and might lead to a new perspective on the organisational pattern of quality (Bolwijn & Kumpe, 1990). Organisational members are no longer valued on the number of working hours they make, but far more on the output they deliver in the hours they work. The more output-oriented view of work changes the way work should be managed. Working from home no longer makes it possible for managers to manage by direct supervision. They need to find new ways of managing, which is much more focused on managing on the output employees deliver (Kor, 2020). Mutual trust between managers and employees is essential in managing working from home. Managers must trust their employees on delivering good work on time. The same applies to co-workers, they have to trust each other in delivering the desired output (Nakrošienė et al., 2017).

Another organisational pattern where organisations focus their attention on is their ability to innovate (Bolwijn & Kumpe, 1990). The relationship between innovativeness and working from home is twofold. First of all, as mentioned before there are less distractions organisational members face in their work, which allows organisational members to be more productive and efficient in coming up with new ideas (Dekker & Koster, 2020). For this reason, it could be argued that organisations become more innovative as a result of working from home. On the other hand, innovation is created by exchanging knowledge between others, both through formal as well as informal contact. Working from home can be a barrier in the process, as working from home causes less interactions between organisational members (Dekker & Koster, 2020).

These examples show that hybrid working may involve old and/or new organisational elements. The aim of the study is to better understand the implications and consequences of

hybrid working, as it emerged during the Covid-19 pandemic, from an organisational design perspective. The following research question raises:

“What are the implications of hybrid working for the organisation of work as emerged during the Covid-19 pandemic?”

The implications of hybrid working, the combination of both working from home and the organisation’s locations, for the organisation of work as emerged during the Covid-19 pandemic will be investigated by focusing on organisational members’ experiences with hybrid working. The study will provide insights for organisations, managers and employees on the implications of hybrid working and what the focus points are for organising work in a hybrid manner.

The study will approach the research question from three theoretical perspectives, namely: the technical organisation of work, the social organisation of work and the interaction between organisation and society. The theoretical perspective of the technical and social organisation of work will focus on the influences of hybrid working on the execution of work by organisational members and the social interaction required. The theoretical perspective of interaction between organisations and society focuses on the implications hybrid working has on the society. These theoretical perspectives will be discussed in more detail in the theoretical framework. The study will focus on the experiences of organisational members with hybrid working and the implications they experience in their work, implications on, for example, the business model of the organisation will not be included.

1.3 Outline of the study

Chapter 1 provided an introduction on hybrid working and the possible organisational consequences of working from home, which resulted in the research question. In chapter 2 a theoretical framework will be developed, wherein the theoretical perspectives of the study will be discussed by reviewing different hybrid organisational theories. Chapter 3 will present and explain the methodological choices of the study. In chapter 4 the empirical results of the study will be addressed. Finally, chapter 5 will provide an answer to the research question of the study followed by a discussion. The report of the study is more in number of pages than is normally expected from a Master Thesis. The researcher has chosen to broaden the number of pages of the report in order to be able to address all relevant insights.

Chapter 2: Theoretical framework

In chapter 2 a theoretical framework will be developed in order to answer the research question: *“What are the implications of hybrid working for the organisation of work as emerged during the Covid-19 pandemic?”*. In paragraph 2.1, the key concepts of the study will be defined. Paragraph 2.2 will elaborate on how the organisation of hybrid working will be studied, by reviewing relevant hybrid organisational theories. In paragraph 2.3 the insights will be summarized into a theoretical framework.

2.1 Hybrid working

The purpose of the study is to expand our understanding on the organisation of hybrid working, as emerged during the Covid-19 pandemic. Hybrid working is seen as the combination between working from home and working from the organisation’s location. This still rather intuitive definition of hybrid working, assumes there is a difference between working from home and working from the organisation location. To understand what this difference is, a definition for working from home was found in the literature on teleworking. Teleworking can be defined as “Work that is performed from different locations (such as home) that enables workers to access to their labour activities by the use of information and communication technologies” (Nakrošienė et al., 2017, p. 87). Di Martino & Wirth (1990, p. 530) define teleworking as: “work carried out in a location where, remote from central offices or production facilities, the worker has no personal contact with co-workers there, but is able to communicate with them using new technology”. These definitions show that in the case of working from home, there is no personal contact between colleagues and work is facilitated by information and communication technologies. Working from home will be defined as organisational members working at a location, apart from the organisation’s location, where they have no direct contact with other organisational members and where work and communication is facilitated by information and communication technologies. For a definition of working from the organisation’s location, I refer to the standard concepts in the organisational science literature, as will also be discussed in section 2.2.

The study focuses on how organisations can cope with hybrid working in the current context of the Covid-19 pandemic. However, in organisational science, hybridity is not a new concept. Hybridity in general can be seen as the recombination of existing elements into something new (Battilana & Lee, 2014). In organisational studies several examples of hybridity are known, such as the combination of multiple organisational identities, forms or institutional logics (Battilana & Lee, 2014). Hybrid organising in firms, can be defined as: “the activities, structures, processes and meanings by which organizations make sense of and combine multiple aspects of multiple organizational forms” (Battilana & Lee, 2014, p. 398). The researcher aims to

increase the understanding on the organisation of hybrid working, by looking at the activities, structures, processes, and meanings through which organisational members make sense of working from home and working from the organisation's location and how to combine these two.

The above review of definitions of hybrid working indicates that the behaviour and experiences of organisational members play a key role. To define organisational members the theory concerning stakeholder management is reviewed. A stakeholder can be defined as: "any identifiable group or individual who can affect the achievement of an organization's objectives or who is affected by the achievement of an organization's objective" (Freeman & Reed, 1983, p. 91). For the purpose of the study, the definition of a stakeholder is considered too broad, as it includes also individuals and groups that are not a part of the internal organisation and therefore have no relation to hybrid working in the organisation. A definition of a stakeholder in a more narrow sense: "any identifiable group or individual on which the organization is dependent for its continued survival." (Freeman & Reed, 1983, p. 91), suits better in the purpose of the current study. An organisational member can be defined as any identifiable individual that is part of the internal environment of the organisation and to whom the organisation depends for its continued operations.

The current study focuses on expanding our understanding of the organisation of hybrid working by looking at the experiences of individuals who are part of the internal environment of the organisation and on whom the organisation depends for its continued operations have with hybrid working. To expand our understanding about hybrid working in the next paragraph, hybrid organisational theories will be reviewed.

2.2 Review of literature

The current study wants to expand the understanding of hybrid working, as emerged during the Covid-19 pandemic, from an organisational design perspective. The above review of definitions has illustrated the current socio-organisational context of hybrid working as a new research domain. As a researcher, I have currently no specific view on which organisational theories could be suitable for studying hybrid working. To provide direction in how to investigate hybrid working, three different perspectives are identified. To examine hybrid working within these three perspectives, three associated hybrid organisational theories will be reviewed to determine what insights they might provide regarding the organisation of hybrid working. The concept of hybridity in relation to organisational theories does raise some ambiguity and requires further explanation. As a researcher, I consider hybridity as a constant dilemma between two (opposing) concepts. For example an ambidextrous organisation contains a constant dilemma between efficiency and innovation. Likewise, hybrid working comprises a

dilemma between working from home and at the organisation's location. It is in this perspective of dilemma reasoning that hybrid working will be studied from organisational theories that can be considered as hybrid.

A first perspective that came to mind is the technical organisation of work, the classical core of organisational theory. Every organisation striving to achieve its objectives will require some form of technical organisation of work. It is imaginable that hybrid working changes the way how organisations achieve their objectives, which makes it interesting to explore a hybrid organisational theory that highlights the technical organisation of work. A hybrid theory highlighting the technical organisation of work is the ambidextrous organisation. The ambidextrous organisation can be defined as: "a firm's ability to operate complex organisational designs that provide for short-term efficiency and long-term innovation (Raisch & Birkinshaw, 2008, p. 380). Later in section 2.2.1, the ambidextrous organisation will be reviewed, including the possible insights it could provide for the organisation of hybrid working.

A second theoretical perspective is the social aspect of organising work. In section 2.1 was discussed that working from home means that there is no direct contact between fellow organisational members and that work should be carried out through the use of information and communication technologies. It is quite possible hybrid working will cause a change in the work activities organisational members execute and the social interaction between other organisational members. It is interesting to elaborate on a hybrid organisational theory that highlights the social aspect of the organisation of work. A hybrid organisational theory looking into the social aspect of work is the sociotechnical system design approach. The approach can be defined as: "an approach that gives equal weight to social and technical issues when new work systems are being designed." (Mumford, 2000, p. 125). Later in section 2.2.2, the sociotechnical system design approach will be reviewed in more detail in relation to hybrid working.

A third theoretical perspective is the interaction between organisation and society. Will hybrid working invoke changes that affect society at large, is the leading theme here. For example, the increased flexibility of working from home may allow organisational members to have more time for caregiving tasks. Or on a more macro level, one could imagine that working from home lead to less traffic and consequently less CO2 emissions. A hybrid organisational theory highlighting the interaction between organisations and society is the theory of the social business. Spieth, Schneider, Clauß and Eichenberg (2019, p. 427) mention that the social business pursues two conflicting organisational objectives: "While they strive for commercial performance, they also want to address a social purpose." Later on in section 2.2.3, the social business will be reviewed in more detail.

The remainder of this chapter will focus on the three hybrid organisational theories announced above, which will be culminated in paragraph 2.3 in an overview of insights they may provide for the organisation of hybrid working.

2.2.1 The technical organisation of work: The ambidextrous organisation

As introduced above, it is interesting to review a hybrid organisational theory which highlights the technical organisation of work, in order to gain insight in the organisation of hybrid working. The first hybrid organisational theory that will be reviewed is the theory of the ambidexterity organisation, which focus on the creation of both efficiency and innovation in organisations.

The literature on the ambidexterity organisation has emerged from two fundamentally different organisational principles: exploitation and exploration. Exploitation is focusing on the ability of an organisation to exploit the current activities to create short term value (Taylor, 1911). Exploration on the other hand comprise the exploration of new opportunities and the ability to implement them (March, 1991; Birkinshaw & Gibson, 2004). The long-term success of organisations depends on the organisational ability to exploit the current capabilities while simultaneously exploring fundamental new competencies (Raisch, Birkinshaw, Probst & Tushman, 2009). Raisch & Birkinshaw (2008, p. 389) mention that “organizational ambidexterity requires firms to address exploitation and exploration simultaneously and internally.” The ambidextrous organisation can be classified as a hybrid organisational theory, as the theory combines two opposite views within one framework.

From an organisational design perspective the ambidextrous organisation is focused on the ability of organisations to operate in complex organisational designs that ensure short-term efficiency and long-term innovation (Raisch & Birkinshaw, 2008). The literature on ambidexterity has shown two approaches to create ambidexterity in an organisation, namely (a) structural ambidexterity and (b) contextual ambidexterity (Birkinshaw & Gibson, 2004).

Ad a: Structural ambidexterity argues ambidexterity can be created by developing separate structures for exploitation and exploration, because these two principles are so different that they cannot co-exist together in one structure (Birkinshaw & Gibson, 2004; Raisch & Birkinshaw, 2008). Within structural ambidexterity two basic concepts are mainly used: spatial separation and parallel structures. Spatial separation is based on the idea that organisations should create separate business units that pursue either exploitation or exploration (Raisch & Birkinshaw, 2008). Parallel structures argue that organisational members have the possibility to switch between different structures. For example, a business unit could have a structure focusing on exploitation, but by adding project teams exploration could be pursued (Raisch & Birkinshaw, 2008). These structural concepts may prove to be interesting for the scope of the current study. For instance, working from home has disrupted the existing routines of organising work.

Ad b: Contextual ambidexterity argues that exploitation and exploration should co-exist simultaneously in business units. Which can be achieved by designing a business-unit context wherein all organisational members are enabled and encouraged to decide for themselves how to divide their time between exploitation and exploration activities (Birkinshaw & Gibson, 2004; Raisch & Birkinshaw, 2008). To achieve this, an organisation must strive for a context in which there is a high degree of performance management and social support. Performance management implies encouraging organisational members to deliver high quality results and making them responsible for their results. Social support is about giving organisational members the support and trust they need to perform their work (Birkinshaw & Gibson, 2004). The contextual approach for organising ambidexterity could be interesting in the scope of the study, by investigating the influence of hybrid working on organisational members, especially managers, and their adaptability in switching to hybrid working and the way it should be managed.

The structural approach for organising ambidexterity can be used to explore whether hybrid working, specifically working from home, is a hinder or an encouragement to the organisation's ability to be efficient or innovative. Efficiency refers to organisational member's productivity, to what extent does hybrid working, specifically working from home, hinder or encourage the productivity of organisational members. The current study will investigate innovation from two perspectives. Firstly, it focuses on the ability of organisations to be innovative, to what extent does hybrid working, specifically working from home, hinder or encourage organisational members to be innovative for the benefit of the organisation. Secondly, innovation is also seen as the professional development of organisational members, to what extent does hybrid working, specifically working from home, hinder or encourage organisational members' professional development. The latter perspective of organisational member is new, as in current literature on ambidexterity mainly the perspective of only management is assumed. The contextual approach for organising ambidexterity can be used to explore whether hybrid working, specifically working from home, will cause a change in the way work is managed and the adaptability of managers to deal with this (possible) change. The study will focus on the experiences of organisational members, as will be operationalised in the next chapter. To study the structural and contextual approach within the context of hybrid working, it is relevant to consider the experiences of both employees and managers within organisations. The indicators that will be used for this in the methodology are: productivity, development and management support.

2.2.2 The social aspect of work: Sociotechnical system design

The second theoretical perspective which will be explored to understand the organisation of hybrid working is the social aspect of work. The hybrid organisational theory of the sociotechnical system design will be reviewed to gain insights in the social aspect of work.

Sociotechnical system design (STSD) is a design approach that aims to give equal attention to the social aspects as well as the technical aspects when (re)designing organisations (Mumford, 2000). The technical aspect of work has already been discussed in paragraph 2.2.1 and is focuses on the achievement of the organisation's objectives. The social aspect of work is focused on the needs and rights of organisational members. (Mumford, 2000). To give equal right to both the technical and social aspects of work, organisational structures should be designed based on three requirements. These three requirements are: the quality of the organisation (a), the quality of work (b) and the quality of working relations (c) (De Sitter, Den Hertog & Dankbaarl, 1997; Achterbergh & Vriens, 2010).

Ad a: The quality of the organisation is about the ability of the organisation to realize its goals effectively and efficiently and, if necessary, adapt to changing circumstances. For this, an organisation must be both reliable, flexible and innovative (Achterbergh & Vriens, 2010). The requirement of quality of the organisations reflects the technical aspect of the (re)designing process.

Ad b: Quality of work can be understood as an organisation in which there are meaningful jobs and where organisational members have enough opportunities to solve problems they encounter in their work (Achterbergh & Vriens, 2010). The quality of work focuses more on the social aspect of the (re)designing process.

Ad c: The quality of working relations refers to the organisation's effectiveness of communication (Achterbergh & Vriens, 2010). The requirement should be realized by creating an effective and efficient organisation (technical aspect) in combination with meaningful jobs (social aspect).

The study will not examine all three requirement of the sociotechnical system design in the hybrid working context. Only the requirements of quality of work and quality of working relations will be examined, as these requirements reflect the social aspect of work. The third requirement of quality of the organisation reflects the technical aspect of work and will already be examined with the theory of the ambidextrous organisation. The sociotechnical system design approach can be considered as hybrid, because a dilemma can be identified between (re)designing an organisation that is both effective and efficient, while also considering the needs and rights of organisational members by creating meaningful jobs. The remainder of the section will explore how the theory of the sociotechnical system design can be applied to the hybrid working context.

To design an organisational structure according to the sociotechnical system design approach, seven design parameters have been developed to assess and (re)design organisational structures (Achterbergh & Vriens, 2010). To design an organisational structure focusing on both the technical aspect as the social aspect of the organisation of work, the values on the seven design parameters should be as low as possible (Achterbergh & Vriens, 2010). In appendix I the seven design parameters are described and explained.

It is interesting to investigate which design parameters have an influence on hybrid working from a social aspect of work. For now, it is unclear which design parameters (possibly) reveal something about the organisation of hybrid working. Based on a first impression of the design parameters, the decision has been made to focus initially on the parameters of functional concentration (I) and the separation between operational and regulatory transformation (II).

Ad I: Functional concentration refers to how tasks are grouped or concentrated around (production) orders. For the purpose of the study, it is interesting to consider the element of concentration of grouping work tasks into jobs. Is the clustering of tasks into jobs, as it emerged before hybrid working, still optimal or is a change desirable.

Ad II: Separation between operational and regulatory transformations is about the degree in which operational and regulatory tasks are separated from each other. It could be interesting to investigate what effects hybrid working has on the separation of operational and regulatory tasks. Do organisational members experience more or less regulatory tasks, besides their operational tasks, in their jobs through hybrid working than before. In other words, do they experience an increased regulatory power in their work.

These two design parameters focus on the (possible) changes organisational members experience in their own jobs through hybrid working. These parameters are related to the requirement of quality of work, the creation of meaningful jobs. Another element that will be examined is the requirement of quality of working relations, which is focused on the social interaction between organisational members. Does hybrid working influence the interaction between organisational members, focusing on both the interaction between managers and employees as between employees. The seven design parameters should contribute to the realisation of the third requirement. However, as a researcher, I estimate these seven design parameters inadequate to study the social interaction between organisational members in the situation of hybrid working. To the best of my knowledge, the requirement of quality of working relations has not been further operationalized. In the study, the social interaction between organisational members will be studied based on an own operationalization, which will be further elaborated in the next chapter.

In this study, the design parameter of functional concentration can be used to explore whether hybrid working, specifically working from home, is a hinder for the current clustering

of tasks into jobs. To study functional concentration in the context of hybrid working the focus will be on the task clustering into jobs of employees and managers. The design parameter of separation between operational and regulatory transformations can be used to explore whether hybrid working, specifically working from home, is a hinder or an encouragement to the amount of regulatory tasks organisational members experience in their jobs. To explore the (possible) change in regulatory potential organisational members experience, there will be looked at the jobs of employees to assess whether they experience any changes. The social interaction between organisational members, both employees and managers, to perform their work in the context of hybrid working will be investigated based on a own operationalization. The indicators that will be used for this in the methodology are: task concentration, work responsibility and social interaction.

2.2.3 Social interaction: Social businesses and enterprising

The third and last perspective that will be reviewed is the interaction between organisations and society. The hybrid organisational theory that will be reviewed to further explore this interaction and the possible insights it might give on the organisation of hybrid working is the theory of the social business, a business that strives for both economic as social value.

Social business, also known as social enterprises, have emerged as a solution to the growing amount of social issues facing society nowadays, and who cannot be solved alone by the traditional approaches of government and non-profit organisations (Wilson & Post, 2013; Spieth, Schneider, Clauß & Eichenberg, 2019). Santos, Pache & Birkholz (2015, p. 37) appoint the following about the operations of the social business: “organizations that run commercial operations with the goal of addressing a societal problem, thus adopting a social or environmental mission.” To accomplish the social mission, social businesses need to be effective in creating both economic and social value (Santos, Pache & Birkholz, 2015). Both the business activities and societal activities are part of the primary process of the organisation, and need to be integrated with each other to ensure success in accomplishing the social mission (Battilana & Lee, 2014; Pei & Zurlo, 2016). The social business can be classified as a hybrid organisational theory because it simultaneously addresses both economic and social value in the primary process. The remainder of the paragraph will discuss what insights the theory of the social business can provide for the study of hybrid working.

The challenge for social businesses is to align those activities that create economic value with those activities that create social value (Santos et al., 2015). How an organisation creates value is captured in the business model of the organisation. These business models are characterised through certain ‘design themes’ or ‘value drivers’, which are configurations of design elements (Zott & Amit, 2010). The value drivers for the social business differ from the

value drivers of traditional business models. Four value drivers can be distinguished for social business business models: responsible efficiency, complementarities, shared value and novelty (Spieth et al., 2019).

For the current study, it is interesting to investigate if and what value drivers have an impact on hybrid working. For now, it is difficult to identify which value drivers have a potential impact on hybrid working. Based on a first impression, the decision has been made to initially focus on the value drivers of (a) responsible efficiency and (b) shared value.

Ad a. The value driver of responsible efficiency claims that an organisation should strive for efficiency, but not at the expense of the social value the organisation delivers. It could be interesting to explore the effects of hybrid working on the social value organisations or organisational members deliver. For example, hybrid working could provide organisational members with more free time to perform volunteer work or family care tasks

Ad b. The value driver of shared value means that the relationship an organisation has with his stakeholders is based on a shared value. For this study, it could be interesting to explore if hybrid working has an impact on the shared value organisational members share among each other.

For this study, the value driver of responsible efficiency can be used to explore whether hybrid working, specifically working from home, is a hinder or an encouragement to the social value an organisation and his members deliver. To study social value the focus will be on the experiences of employees and managers. As a researcher, I am aware that the theory of the social business includes more stakeholders, than only employees and managers. Initially within the study the focus will be on employees and managers and the impact hybrid working (possibly) has for the social value they deliver, if during the study other stakeholders arise they will be included in the analysis. The value driver of shared value can be used to explore whether hybrid working, specifically working from home, is a hinder or an encouragement for the shared values organisational members, both employees and managers, share with each other. The same comment as with social value applies here, the study will initially focus only on employees and managers and their shared value, but if other stakeholders are identified as relevant they will be included in the analysis. The indicators that will be used in the methodology are: social impact and organisational commitment.

2.3 Theoretical framework

In summary, in chapter 2, three different hybrid organisational theories have been reviewed in relation to the research question: *“What are the implications of hybrid working for the organisation of work as emerged during the Covid-19 pandemic?”*. A theoretical review of the concept of hybrid working showed that its current socio-organisational context is a new

research domain. As a researcher, in the beginning it was challenging to find a suitable research scope to investigate hybrid working. A choice was made to investigate hybrid working from three different perspectives, by studying three hybrid organisational theories. All the insights from the three hybrid organisational theories will be combined into a theoretical framework for studying hybrid working.

The first theoretical perspective is the technical organisation of work, which focuses on how the organisation should be organised in order to achieve its objectives. The focus will be on the influence of hybrid working on the achievement of organisational objectives, by using insights from the ambidextrous organisation. The study will investigate if hybrid working, specifically working from home, is a hinder or an encouragement for the productivity of organisational members, employees and managers, and their ability to be innovative, in terms of innovations and professional development. The study will also focus on the potential change hybrid working causes in how work is managed and the adaptability of managers to the new working situation.

The second theoretical perspective focuses on the social aspect of organising work. The social aspect of organising work is focused on the jobs of organisational members and the (possible) influence hybrid working has on these jobs, this will be explored by applying insights of the sociotechnical system design approach. The study will investigate if hybrid working, specifically working from home, is a hinder for the current clustering of tasks into jobs for employees and managers. It will also investigate if hybrid working, specifically working from home, is a hinder or an encouragement to the amount of regulatory tasks employees experience in their jobs. The social interaction between organisational members, both employees and managers as between employees, in the context of hybrid working will be studied based on a own operationalization.

The third theoretical perspective is the interaction between organisation and society and is focused on the (possible) impact hybrid working has on society, this will be explored by using insights from the theory of the social business. The study will investigate if hybrid working, specifically working from home, is a hinder or encouragement on the social value organisations and their organisational members, employees and managers, deliver. The study will also investigate if hybrid working, specifically working from home, is a hinder or an encouragement for the shared value organisational members, both employees and managers, share with each other. Initially, the focus will be on employees and managers, but if other stakeholders are identified as relevant during the study they will be included in the analysis.

In table 1 all the insights of the theoretical perspectives are combined into a theoretical framework on the organisation of hybrid working.

Table 1: Theoretical Framework for studying Hybrid Working

	Selection of main theoretical insight	Indicators
Ambidexterity	Does hybrid working, specifically working from home, hinder or encourage the productivity and development, of both organisation as individual, of employees and managers	Productivity Development
	How does hybrid working, specifically working from home, changes the way work is managed and how do managers adapt to this (potential) change	Management support
Socio-technical system design	Does hybrid working, specifically working from home, hinder the current clustering of tasks into jobs for employees and managers	Task concentration
	Does hybrid working, specifically working from home, hinder or encourage the amount of regulatory tasks employees experience in their jobs	Work responsibility
	What influence has hybrid working, specifically working from home, on the communication between organisational members to perform their work	Social interaction
Social business	Does hybrid working, specifically working from home, hinder or encourage the organisation and their organisational members, employees and managers, in the social value they deliver	Social impact
	Does hybrid working, specifically working from home, hinder or encourage the shared value organisational members, employees and organisations, share with each other	Organisational commitment

The summarising table 1 has highlighted hybrid working from three theoretical perspectives, including the indicators which will be the input for the methodological choices in the next chapter. The three hybrid organisational theories may contradict or strengthen each other in the insight they provide on the organisation of hybrid working. The next chapter will outline the methodological justification for this study, whereby methodological choices are made to the further operationalisation of the theoretical framework.

Chapter 3: Methodology

Chapter 3 will elaborate and explain the methodological decisions that were made within the study, in order to answer the research question: *“What are the implications of hybrid working for the organisation of work as emerged during the Covid-19 pandemic?”*. In paragraph 3.1, the research design will be presented. Paragraph 3.2 will elaborate on the methods of data collection applied in the study. Paragraph 3.3, will address the data analysis. In paragraph 3.4, the quality criteria will be explained. In paragraph 3.5 some ethical considerations regarding the study will be discussed.

3.1 Research design

In order to gain a better understanding of hybrid working, as emerged during the Covid-19 pandemic, a qualitative study has been conducted. Qualitative research is focused on collecting and analysing linguistic material in order to understand a particular phenomenon in reality in depth (Bleijenbergh, 2015; Myers, 2013). Qualitative research provides rich data material, because, for example in interviews, a lot of information can be gained about participant’s experiences regarding the phenomenon under research (Bleijenbergh, 2015). Qualitative research is especially suitable for exploratory research, which is the case when the research topic is (quite) new and little has been published about it yet (Myers, 2013). For this study, a qualitative research design with an exploratory research approach was suitable, because hybrid working is, as mentioned before, a quite new research domain and through qualitative research the experiences of organisational members have been collected and analysed to gain a better understanding of hybrid working as emerged during the Covid-19 pandemic. The research design also fits within the researcher’s philosophical assumptions of interpretivism, which assume that phenomena can only be understood through the meaning that people assign to them (Myers, 2013).

The research strategy that was executed consists of data gathering by means of semi-structured interviews and a document analysis. The selected research strategy for the study involved triangulation. Triangulation refers to the use of multiple (at least two) data sources, aimed at validating the ensuing findings by using different data sources and methods (Bryman, 2004; Bowen, 2009). In addition to validating ensuing findings, triangulation also offers the researcher to study the research topic from different angles, allowing for a more comprehensive picture of the phenomenon being studied (Myers, 2013). A research strategy involving triangulation has been chosen in order to study hybrid working from different angles and to validate ensuing finding with each other. In the study, triangulation consists of analysing three different data sources collected through two methods: semi-structured interviews, internal document analysis and external document analysis.

The study includes semi-structured interviews with organisational members, employees and managers, within three different business units of the Dutch Central Government. The choice to study governmental organisations was deliberately, allowing for uniformity among the organisations under investigation. Governmental organisations have been specifically selected, as it was expected that governmental organisations have considerably more time to reflect on and report on the implemented policies. In addition, the government encourages hybrid working, which is why it was expected that the government itself would also be a forerunner in organising hybrid working within its own organisation. A semi-structured interview allows the interviewer to use pre-formulated questions, but also provides the opportunity to ask new questions when they arise during the interview (Myers, 2013). The advantage of semi-structured interviews is that it provides both structure and improvisation to the researcher (Myers, 2013). The semi-structured interviews were focused on the perspectives and experiences of organisational members, employees and managers, with hybrid working as emerged during the Covid-19 pandemic.

A document analysis is the review and evaluation of documents, documents refer to textual, visual and audio materials recorded without the intervention of a researcher (Bowen, 2009). A document analysis can be used in various ways within a study. For example, it can provide background information, help framing interview questions, and/or verify findings from other data sources (Bowen, 2009). In the study, the document analysis consists of two data sources, (a) internal and (b) external documents.

Ad a: Internal documents are documents produced within organisations for internal purposes, these documents are also defined as private documents by Payne and Payne (2004). In the study, one internal document has been gathered and analysed. The analysed internal document was focused on some of the key points of interest on the organisation of hybrid working for organisational members within the investigated organisation. The execution of an internal document analysis provided the researcher with (background) information on how the organisation had organised hybrid working. The (background) information helped in verifying the information given in the interviews.

Ad b: External documents, defined by Payne and Payne (2004) as public documents, are documents published for public consumption. The document analysis of external documents has been conducted on two previously published reports on hybrid working. The external documents were advisory reports on hybrid working based on the experiences of organisational members and organisations. In the next paragraph the analysis of the external documents will be discussed in more detail. The execution of the external document analysis provided the researcher with new insights on hybrid working, but also insights that verified the data of the interviews.

3.2 Methods of data collection

In this study, the methods of data collection consisted of semi-structured interviews and a document analysis of both internal and external documents. Within data sources a distinction can be made between primary and secondary data sources. Primary data sources are those data sources that are gathered directly from individuals and/or organisations, such as interviews or unpublished documents. Secondary data sources are any data sources that already have been published (Myers, 2013). The study included both primary, interviews and internal documents, as secondary data sources, the external documents.

The semi-structured interviews and internal document analysis were conducted within three different business units of the central government of the Netherlands. Four different teams have been analysed within three organisation units of the central government, these units are: 'Ministerie van Financiën', 'Nederlands Forensisch Instituut (NFI)' and 'Dienst Uitvoering Onderwijs (DUO)'. Initially the study would be conducted at the NFI and the municipality of Nijmegen, but the latter withdrew from the study. Due to this, the researcher has contacted the workgroup hybrid working within the central government, who brought the researcher in contact with the two other research units.

Seven semi-structured interviews were conducted with eight organisational members, employees and managers, in four teams of the three organisational units of the central government. There is not a set of fixed numbers of interviews that should be conducted to conduct proper qualitative research. More important is to ensure a broad variety of interviewees (Myers, 2013). An equal number of employees and managers were interviewed. The study analysed four different teams within the organisational units, two within the NFI and one each at the other two. From each team both a manager and an employee were interviewed. The approach has provided a broad perspective on hybrid working within the central government. The study has strived for an equal distribution between male and female interviewees, as they may experience hybrid working differently. A total of five men, three managers and two employees, and three woman, one manager and two employees, were interviewed, which leads to not an equal distribution in both gender and function. One double interview was conducted with both the manager and the employee of the team. It was not planned in advance, but occurred due to miscommunication between interviewer and interviewees. The researcher does not expect that it has affected the interview and the answers of the interviewees. Three of the seven interviews were carried out online, the others were physically conducted at the organisation's location of the interviewee. The researcher noticed that there was a slight difference in conducting the interviews online or physically. The interviews that were conducted physically were more comprehensive than the online interviews, which stayed much more closer to the predetermined interview questions. The interviews have been conducted in Dutch,

as it is the native language of both interviewer and interviewees. In appendix II, the division of the interviewees among the organisation units of the central government, their function and their gender are presented. The interviewees will remain anonymous and the organisational units will also be anonymised in the upcoming chapters.

The internal documents analysis consisted of analysing one internal document. The internal document consisted of some major key point on hybrid working for managers and HR-advisors within the central government. To what extent the document is applicable to all organisational units is a little vague for the researcher. As some of the organisational units operate quite independently of the central government, which is especially the case for the organisational unit of the NFI. Because it remains unclear to the researcher to what extent the document also applies to the NFI, it is decided that the document will not be used on the NFI.

The external document analysis has been conducted on two research reports on hybrid working. These research studies were commissioned by the government, to gain more insights about hybrid working. The first research report was executed by Capgemini, a consultancy company, in their research they have investigated the experiences, learned lessons and best practices of hybrid working by interviewing employers and employees of ten various organisations in the Netherlands. The second research report was executed by the Sociaal-Economische Raad (SER), a government advisory board, wherein an advise is presented to the government on hybrid working. The advice on hybrid working was developed by organising sessions with employers and employees on their experiences with hybrid working and by using knowledge from external experts and available studies.

3.3 Data analysis

The semi-structured interviews were conducted with eight organisational members, both employees and managers, in three business units of the central government. The interview questions were formulated based on the indicators as defined in the theoretical framework. In appendix III an interview protocol is presented, containing all questions from the interviews.

The data from the interviews have been analysed by using template analysis. Template analysis is a thematic analysis, which gives both structure and flexibility to the researcher when analysing textual data (King, 2012). King (2012, pp. 426–427) states the following about the purpose of template analysis: “Central to the technique is the development of a coding template, usually on the basis of a subset of the data, which is then applied to further data, revised and reapplied”. Template analysis has a balance of structure and flexibility, in that the development of a coding template provides structure to the analysis of the data without the requirement of specific procedures (King, 2012). Furthermore, another benefit of template analysis is the hierarchy that can be applied within the codes whereby groups of similar codes are grouped

together to create more general codes at a higher level. Hierarchical codes make it possible to analyse the data at different levels of specificity (King, 2012). The balance of both structure and flexibility in the data analysis technique and the ability to organise hierarchical layers in order to analyse the data at different levels of specificity made template analysis a suitable technique.

Template analysis allows the researcher to think of some themes, so-called a priori themes, in advance of the analysis. These a priori themes should be limited and based on the key concepts of the study, whereby these a priori themes could be redefined or rejected during the analysis process (King, 2012). The decision is made to develop a couple of a priori themes in advance of the analysis. These a priori themes are developed based on the theoretical framework, as discussed in chapter two. In Appendix IV a template is presented with the developed a priori themes.

The first step in the analyse process was to read through the first data transcript and marking each relevant text section and adding a preliminary code title in the margin that represented the content of the text section. The a priori themes can be applied here, but also new themes can be developed (King, 2012). The second step was the development of an initial template by clustering the preliminary codes into groups, whereby hierarchical relations can be defined (King, 2012). When the initial template is constructed the other data transcripts can be analysed by marking the relevant text sections with appropriate code(s). During the process, the inadequacies of the initial template will be discovered and improved, resulting eventually in the development of the final template (King, 2012). The initial template was developed based on the clustering of the preliminary codes of the first interview transcript. During the analysis the template had several iterations, in (re)naming and (re)clustering the codes. The most difficult decision in template analysis is the decision when a template is finished and no more modifications are needed (King, 2012). King (2012) argues that modifying and redefining the template can continue forever and that it is hard to determine when the template is good enough, but in general he states that a template cannot be considered as finished if there remain relevant text sections uncoded. The final template of the study have fulfilled King's argument, as no relevant text sections were left uncoded. During the analysis process, the software programme ATLAS.ti was used, a software programme developed for analysing qualitative data. As mentioned in the previous paragraph, the interviews were conducted in Dutch. As a result, the analysis of the interviews was also done in Dutch, in order to stay as close as possible to the original text fragments. In appendix V the final template of this study is presented.

To ensure the quality of the data analysis, King (2012) recommends to keep an audit trail during the analysis process. An audit trail keeps track of the different steps a researcher takes during the analysis process in order to reflect on the development of the researcher's thinking. For template analysis an audit trail consists of a track record of the template's as developed

during the analysis process (King, 2012). An audit trial of the template's development was conducted.

The internal and external documents were not included in the template analysis. The document analysis involves "skimming (superficial examination), reading (thorough examination) and interpretation (Bowen, 2009, p. 32). The document analysis can be a thematic analysis, where the data is coded and categorized into themes based on the characteristics of the data (Bowen, 2009). When coding the data, predetermined codes can be used, which is especially useful when document analysis is used in conjunction with other methods (Bowen, 2009). The document analysis consisted of the coding of the internal and external documents based on predetermined codes. The predetermined codes were based on the indicators developed in the theoretical framework. However, the document analysis, of both the external as internal documents, showed that some of the predefined codes had different sub-parts. Therefore, after the analysis, the researcher had divided some of the codes into a few sub-codes. In addition, new codes were introduced during the document analysis, as relevant text sections were discovered that were not included in the indicators of the theoretical framework. In appendix VI and appendix VII a codebook of the document analysis, of both the internal as external document, is presented.

3.4 Quality of the research methods

Within the qualitative research domain, there are different perspectives on what constitutes proper qualitative research (Symon & Cassell, 2012). The quality of the study has been assessed according to the quality criteria as defined by Guba & Lincoln (1989): (a) credibility, (b) dependability, (c) conformability and (d) transferability.

Ad a: Credibility refers to the fit between the "constructed realities of respondents and the reconstructions attributed to them." (Guba & Lincoln, 1989, p. 237). To ensure credibility, the methodological means of member checking has been used in this study. Member checking refers to testing the researcher's interpretation of the data with the research participants during the research process in order to check if the researcher is interpreting the data correctly (Symon & Cassell, 2012). During the interviews confirming questions were asked to check if the researcher has understood the interviewee correctly.

Ad b: Dependability refers to how methodological changes in the research are captured and evaluated (Guba & Lincoln, 1989). A research diary can contribute to the criteria of dependability, because the reader is able to read afterwards what methodological decisions have been made during the research and how they contribute to the research's results (Symon & Cassell, 2012). For the study, a research diary has been kept wherein all the methodological changes were recorded.

Ad c: Confirmability is about the origin of the data used in the research and how it has been transformed into results and findings, by keeping track of the data collection and analysis process (Symon & Cassell, 2012). Confirmability was ensured by providing a detailed description of the data analysis. As mentioned in the previous paragraph an audit trail have been kept wherein the development of the template was captured, which gives the reader the possibility to judge the interpretation of the data.

Ad d: Transferability refers to the extent to which the results and findings of the research are applicable to other contexts (Symon & Cassell, 2012). Providing a detailed description of the research can contribute to the quality criteria of transferability. Based on the detailed description, the reader can judge whether the results and findings are applicable to other contexts (Symon & Cassell, 2012). A thick description of the context of the study has been provided, in the previous paragraph, for a better interpretation of the findings.

3.5 Research ethics

When conducting research, various ethical considerations may arise. As a researcher, it is important to be aware of these ethical considerations and to consider them during the research process. This paragraph elaborates on how the researcher has addressed these ethical considerations.

Research ethics can be defined as: “the application of moral principles in planning, conducting, and reporting the results of research studies. The fundamental moral standards involved focus on what is right and what is wrong” (McNabb, 2002, p. 36; Myers, 2013, p. 49). In qualitative research, ethical considerations are mostly related to the respect and protection of those people that agreed to be studied (Payne & Payne, 2004). The following ethical considerations were considered in the research design: (a) informed consent, (b) transparency, (c) privacy and (d) honesty regarding research findings.

Ad a: Informed consent means that (potential) participants have freely given their consent to participate in the study, and that they may and can terminate this consent at any time (Payne & Payne, 2004; Myers, 2013). All organisations have given their consent, through an authorized organisational member, for participating in the study by means of interviews and the possible provision of internal documents. Organisations are informed that they have the right to terminate their consent at any time. The same rights were applied to the interviewees within the participating organisations. They have given consent to participate in the study through an interview, and were aware that they may terminate their participation at any time. To ensure the aspect of informed consent towards organisations, the researcher has emphasized freely consent as well as freely termination of participation in the communication to the organisations. To ensure informed consent toward interviewees, a interview protocol has been established,

provided in Appendix III, wherein is stated that participation in the interview is freely consent and that termination is possible at any time. In addition, the protocol states that the interviewee may refuse to answer questions during the interview. The protocol has been verbally noticed at the start of each interview.

Ad b: If a research conducts interviews, the researcher should be transparent to participants about the research. Myers (2013) argues that interviewees at the start of the interview should be informed about “what you are doing, why you are doing it, and what you will do with the findings” (Myers, 2013, p. 52). At the start of each interview the interviewee was informed about the purpose of the study and the researcher and how the data and any findings will be treated. To enable proper analysis of the data, the interviewee were asked at the start of the interview if he/she agrees to record the interview. The interviewee had the opportunity to view the transcript of their interviewee when requested. To ensure the aspect of transparency, the interview protocol, as stated in Appendix II, also includes a description of the purpose of the study and researcher, how the data and any findings will be treated and if interviewee allows the researcher to record the interview. As mentioned before, the protocol has been verbally noticed at the start of each interview.

Ad c: When using data that is owned by the participating organisations or when using self-generated data through interviews, it is important to consider the privacy of the participating organisations and interviewees. Myers (2013) indicates that if it is considered to publish the real names of organisations and interviewees in the report, permission should be asked from them and that they should have the opportunity to read the report before publication. He also indicates that if advance insight is not desirable, it is advisable to anonymise the organisations and interviewees. The researcher has decided and communicated with the interviewees that their names and the name of the organisation will be anonymously reported.

Ad d: Honesty in research is vital; all researchers should be honest about their data, findings and research methods (Myers, 2013). As a researcher, I have been honest within this study, by being accurate with the representation of the data and research findings in the report.

Chapter 4: Results

In this chapter, the empirical findings will be presented, in order to answer the research question: “*What are the implications of hybrid working for the organisation of work as emerged during the Covid-19 pandemic?*”. In paragraph 4.1 a review on hybrid working will be provided based on the external document analysis. In the remainder of the chapter the various implications of hybrid working, as investigated, will be presented. The analysed implications of hybrid working will be presented in a thematic approach. The various implications emerging from the study can all be associated with a dilemma within the hybrid working context. During the analysis, it became clear that the organisational members of all three investigated organisational units experienced the same dilemmas in hybrid working. Therefore, the choice has been made to present the various implications (dilemmas) of hybrid working in a thematic approach. Paragraph 4.2 will present the implications of hybrid working on the execution of exploitation and exploration activities. Paragraph 4.3 will address the implications of hybrid working on the management style of managers and employees’ work responsibility. In paragraph 4.4 the consequences for organisational members’ professional development will be addressed. Paragraph 4.5 will highlight the implications of hybrid working on the social interaction between organisational members and the commitment towards the organisation. Paragraph 4.6 will present the implications of hybrid working on organisational members’ work-life balance. Paragraph 4.7 will highlight the (possible) motivational problems organisational members experience in the hybrid working context. In paragraph 4.8 unexpected insights on the organisation of hybrid working from a meta-level will be presented. Finally, in paragraph 4.9 a conclusion will be provided on the main insights of the study in relation with the theoretical framework. The chapter contains various quotes of the respondents to illustrate the empirical findings, the quotes will be available both in Dutch, original language of the interview, as English, whereby the quotes are translated by the researcher.

4.1 Hybrid working in practice

In the theoretical framework, hybrid working was defined as the combination between working from home and working from the organisation’s location. During the analysis of the external documents, different interpretations and practices were mentioned for hybrid working. These different interpretations and practices of hybrid working will be reviewed to determine whether a revision of the definition of hybrid working, in this study, is necessary.

The Sociaal-Economische Raad (2022, p. 13) defines hybrid working as follows: “Hybrid working is combining different forms of place- and time independent work”. The definition indicates that hybrid working is not only the combination of working from home and the organisation’s location, but it involves the combination of all kinds of different workplaces. Also

the element of when work is executed is mentioned as an element of hybrid working. It could be assumed that hybrid working, according to the above definition, is the execution of work independent of where and when it is performed.

Hybrid working provides organisational members the opportunity and flexibility to choose where work is executed. Where organisational members execute their work is (mainly) determined according on the type of work they have to perform. In the Capgemini report organisational members mentioned that working from home was mainly used for focus and individual work and the organisation's location is preferred for collaboration and creation (Capgemini, 2022).

Hybrid working, specifically working from a different location than the organisation's location, offers flexibility in organisational members' working hours, because they are no longer (necessarily) tied to fixed working hours due to office opening hours: "Flexibility also implies that employees can choose to work outside regular working hours, for example in the evening or at the weekend, instead of working in certain hours" (Internal document, 2022, p. 5). Time-independent work offers organisational members the opportunity to organise their working days more on their own preferences, which makes it, for example, easier to combine work and private life, as will be discussed in paragraph 4.6.

In conclusion, hybrid working can be interpreted as the execution of work through organisational members whereby they are independent of where and when they perform their work. The interpretations and practices provided the researcher with a more concrete view on hybrid working, as it places hybrid working in a broader perspective and also highlights the possibilities of hybrid working. Although, these interpretations of hybrid working highlighted the independence of where work is executed, in practice most organisational members choose for a combination between working from home and the organisation's location. Reviewing the definition of hybrid working as provided in the theoretical framework, it can be concluded that the definition is in alignment with the definitions and practices of the document analysis. In the remainder of the chapter, different implications and possibilities of hybrid working for organisational members will be discussed.

4.2 Execution of work

As explained in the theoretical framework on the ambidextrous organisations, organisations aim both to exploit their current activities and explore new innovations at the same time.

Organisational members execute work activities related to both exploitation as exploration. In this paragraph, the execution of both exploitation and exploration activities through organisational members will be discussed in relation to hybrid working. In section 4.2.1, the exploitation activities will be discussed by focusing on organisational members' productivity and

how this is influenced through hybrid working, specifically working from home. Section 4.2.2 will address the exploration activities, by discussing the influence of hybrid working, specifically working from home, on the ability of organisational members to be innovative. Section 4.2.3 will focus on how organisational members perceive these two work activities in the context of collaboration with other organisational members. Finally, in section 4.2.4 a conclusion will be drawn on the influence of hybrid working on the execution of work.

4.2.1 Organisational member's productivity

In the previous paragraph, it was indicated that hybrid working requires a more task-oriented view on the workplace and that work activities that require focus and can be performed individually are preferred to be carried out from home (Capgemini, 2022). This raised the researcher's attention and curiosity as to whether hybrid working, specifically working from home, also results in an increased productivity. Productivity is considered as the workload an organisational member can execute. Quite a few respondents indicated experienced a better productivity when working from home, as the following quote illustrates:

"Working at home is absolutely perfect for me, I have discovered that I am much more productive at home. I have a wonderful workplace, I have all the facilities, it is very relaxing." (Respondent 8, personal communication, March 25, 2022, p. 85).

"Thuiswerken is voor mij echt ideaal, heb ontdekt dat ik thuis veel productiever ben. Ik heb een heerlijke werkplek ik heb alle voorzieningen, het is heel relaxt."

The reason why organisational members experience an improved or increased productivity when working from home was mainly that they experience less distractions and stimuli at home than at the organisation's location. These reduced distractions and stimuli resulted in a better focus on their work. One of the organisational members mentioned the following example of why working from home is preferred when working on tasks requiring concentration:

"I also have a few dossiers that are politically sensitive and where I really need my attention, last time I had a memo that I could critically read with 180% results within less than an hour at home, it took me three hours and I still was not satisfied, at a certain point I sent it away, you know. You get disturbed a lot, for concentration work I should not go to the office." (Respondent 8, personal communication, March 25, 2022, p. 87).

“Ik heb ook een paar dossiers die politiek gevoelig zijn en waar ik echt mijn aandacht bij nodig heb, vorige keer heb ik een notitie die ik thuis binnen maximaal een uur met 180% resultaat kritisch kan lezen heb ik er drie uur over gedaan en ik was nog niet tevreden op een gegeven moment heb ik hem weggestuurd denk ja weet je. Je wordt heel veel gestoord, voor concentratie werkzaamheden moet ik niet naar kantoor gaan”

Respondent 1, manager, indicated that employees are now much more aware of the distractions and stimuli at the organisation’s location, after experiencing working entirely from home, due to the Covid-19 pandemic, and are taking these experiences into consideration in the hybrid working context (Respondent 1, personal communication, March 24, 2022). However, the reduction of distractions and stimuli had also consequences for organisational members’ motivation, as will be explained in paragraph 4.7.

Although, working from home is experienced by the respondents as an improvement of their concentration and therefore their productivity is questioned by one of the respondents. Respondent 7, manager, noted that the argument of fewer distractions at home than at the organisation’s location may not be entirely valid, as there are other types of distractions at home, for example the household chores (Respondent 7, personal communication, May 25, 2022). This argument is confirmed by the Sociaal-Economische Raad, (2022), which states that not all organisational members experience an increased concentration, and therefore productivity, when working from home.

In conclusion, the influence of hybrid working, specifically working from home, on the exploitation of work activities and the (possible) increased productivity of organisational members is two-sided. Organisational members experience less distractions and stimuli at home than at the organisation’s location what makes them more focused on their work tasks. On the other hand, working from home gives other distractions that makes organisational members less focused on their work. The investigated organisational members (mostly) agreed that working from home includes less distractions and is preferred when concentration is required.

4.2.2 Innovation

How does the hybrid working context influences the execution of the exploration activities. All the respondents mentioned that exploration activities are preferred to be carried out physically at the organisation’s location instead of online from home. The reason that innovation activities are preferred to be carried out at the organisation’s location was not explained unilaterally. However, the general view was mainly related to the interaction that takes place when organisational members are together at the organisation’s location, as will be discussed in more detail in the next section.

However, hybrid working, specifically working from home, could also have a positive influence on the ability to innovate, as organisational members' work is more concentrated at home and therefore generate increased output and more innovation (Sociaal-Economische Raad, 2022). Which is consistent with the previous section, where it was also argued that working from home can have positive effects on the concentration and productivity of organisational members.

In summary, it can be assumed that hybrid working, specifically working from home, could have both a positive as well as a negative impact on organisational members' ability to be innovative. Some organisational members argue that they prefer to execute exploration activities physically at the organisation's location, because of the interaction that is necessary with other organisational members to execute exploration activities. On the other hand, it is also assumable that organisational members' ability to be innovative increases when they work from home, because they are more concentrated which leads to a higher output and more innovations. The investigated organisational members prefer to execute exploration activities at the organisation's location.

In this section and the previous section, the execution of exploitation and exploration work activities in the hybrid working context has been addressed. As mentioned in the theoretical framework, the ambidextrous organisation focuses on organising a balance in the dilemma of exploitation and exploration. Section 2.4.4 will address organising the ambidextrous dilemma in the hybrid working context.

4.2.3 Working together

A consequence of hybrid working is that not all organisational members are present, every day, at the organisation's location. Which could affect how organisational members collaborate with each other. It is interesting to investigate what influence hybrid working has on how organisational members execute (a) exploitation and (b) exploration activities in collaboration with other organisational members.

Ad a: Within one of the teams in organisational unit X it was indicated that organisational members work collaboratively with each other in small scrum teams (Respondent 1, personal communication, date). Respondent 2 mentioned the following about how they try to organise collaboration in the scrum teams within the hybrid context:

“Um... we often... we like to keep the communication lines short, actually, so if we need to do something together, um... then we have an open, we call it an open Webex, a meeting that is actually open all day and in which you can participate and work with each other. (Respondent 2, personal communication, March 23, 2022, p.21).

“Euhm... we hebben vaak... ja, we houden de lijntjes kort eigenlijk, dus als we even iets samen moeten doen euhm... dan hebben we een open, dat noemen we dan een open Webex, een meeting die eigenlijk de hele dag open staat en waar je dan in kan en met elkaar kan werken.”

Respondent 3 mentions, as a manager, employees prefer to work collaboratively on difficult work activities physically at the organisation’s location (Respondent 3, personal communication, March 24, 2022). The respondents of organisational units Y & Z did not mention any concrete examples of collaboration in the hybrid working context.

A disadvantage of hybrid working, specifically working from home, is the emerging of a barrier in asking a colleague for help. Whereas at the organisation’s location, an organisational members can easily turn to a colleague for help, which is more difficult at home because it is less straightforward to ask a colleague for help and one has to seek contact through email, for example (Respondent 6, personal communication, May 24, 2022). One of the employees experienced and was sometimes also embarrassed to ask a colleague for help, whereas this would be less at the office:

“And that in the long run I also thought, at some very simple things, I do not know how this any more and I should know this, then I hardly dare to ask it to someone, because I felt so stupid, whereas if I was sitting next to someone and ask them and they answer and then it is done. But if I have to send someone an e-mail to ask how this works when I really should know does not feel right” (*Respondent 6, personal communication, date, p 71-72*).

“En dat ik op den duur ook dacht sommige, hele simpele dingen, ik weet het niet meer hoe dit werkt en ik zou dit wel moeten weten, dan durf ik het zelf bijna niet meer te vragen, omdat ik me zo dom voelde terwijl als ik bij iemand naast zou zitten hoe zat het nou met dat en die zegt het dan en dan is het klaar. Maar als ik nu iemand een mailtje moet sturen om te vragen hoe dit zit terwijl ik het eigenlijk zou moeten weten voelt gewoon niet goed.”

One of the managers mentioned that the barrier in asking a colleague for help was especially visible among new recruits (Respondent 7, personal communication, May 25, 2022).

Ad b: In the previous section it was mentioned that the respondents prefer to carry out exploration activities at the organisation’s location, because of the interaction that occurs when

organisational members are physically together. An example was provided by one of the managers who noticed that better results were accomplished when organisational members perform exploration activities together at the organisation's location:

In my department, we have a website for which visuals are made to show how, for example, certain expenses are handled. Then I notice that it is more pleasant or that there are more results when people are at the office and then stand together and are all staring at the screen: "that should look differently or you could do it differently, let me sketch/draw something". That actually works better than everyone sitting at a distance from each other and doing it online. At least, that is how I experience it." (Respondent 7, personal communication, May 24, 2022, p. 77).

"Wij zijn... op mijn afdeling worden zeg maar ook... hebben we een website en daar worden visuals voor gemaakt om inzichtelijk te maken hoe het bijvoorbeeld met bepaalde uitgaven gaat. Dan merk ik gewoon dat het fijner is of dat er meer resultaat komt als mensen op kantoor zitten en dan bij elkaar gaan staan en allemaal naar het scherm kijken "die moet er anders of je zou het anders kunnen doen, laat ik even wat schetsen / tekenen" dat werkt echt beter dan dat iedereen op afstand van elkaar zit en het online gebeurt. Dat is in ieder geval of hoe ik dat zie."

Respondent 1 also indicated the importance of being physically together in brainstorm sessions. Within the team of respondent 1 they had tried to organise online brainstorm session, but they had not the same effect than doing them physically (Respondent 1, personal communication, March 24, 2022). The interaction between organisational members in case of exploration activities is difficult to replicate online.

In summary, hybrid working influences the collaboration between organisational members in both exploitation as exploration activities. For the execution of exploitation activities there are possibilities of collaborating together in a hybrid way. Although, in some cases being physically together at the organisation's location is preferred. A disadvantage of hybrid working, specifically working from home, is that it creates a barrier for organisational members to ask a colleague for help, because this requires much more initiative in contacting a colleague. Exploration is preferably executed at the organisation's location, as the social interaction is difficult to replicate online.

4.2.4 Dilemmas in the execution of work

Hybrid working influences how work is executed, both exploitation as exploration and in the collaboration these activities (sometimes) require. In the exploitation of activities it may occur that organisational members experience an increased productivity when working from home, as they experience less distractions and stimuli at home than at the organisation's location.

However, some organisational members may experience it the exact opposite way, that they are more distracted at home than at the organisation's location. When collaborating in exploitation activities, there are possibilities to do this in a hybrid way or (online) from home, but being physically together at the organisation's location is in some cases preferred. For the execution of exploration activities organisational members prefer to carry them out at the organisation's location, as in many cases it requires collaboration with organisational members and the required interaction is difficult to replicate online.

As mentioned before, the execution of work can be explained with the theory of the ambidextrous organisation. The execution of exploitation activities is, in most cases, preferred to be carried out from home and the execution of exploration activities is preferred to be carried out at the organisation's location. Which shows similarities with the structural approach of the ambidextrous organisation, in which separate structures should be organised for the execution of exploitation and exploration activities. Although, the execution of exploitation activities cannot be fully assigned to working from home. In some cases, especially when collaboration is required, the organisational members could prefer the organisation's location as the most suitable workplace for execution. Therefore, it could also be argued that organisations should create separate structures based on the kind of work activities, work that requires focus and concentration is suitable for home and work activities that require a certain amount of collaboration are performed at the organisation's location. In addition, collaboration could be explained with the sociotechnical system design approach, as this mentions the requirement of working relations. Collaboration is, in most cases, preferred to be carried out at the organisation's location, because of the social interaction with colleagues that is easier physically at the organisation's location than online from home. At this point the analysis does not yet offer a clear classification regarding the theoretical framework.

4.3 Managing hybrid working

In the introduction, it was already indicated that hybrid working (probably) requires a more result-oriented view on how work should be managed. It is interesting to investigate to what extent hybrid working, specifically working from home, has an influence on the management style managers apply toward their employees. In addition, a more result-oriented management approach provides more responsibility to employees in managing their own work. Therefore, it

is also interesting to explore if the responsibility organisational members experience in their work, on how they manage and organise their work, has been influenced through hybrid working, specifically working from home, and whether it is also influenced by the (possibly) changing management style. In section 4.3.1 the management style of managers toward their employees and the execution of work will be discussed. In section 4.3.2 it will be discussed if organisational members experience a change in the responsibility they have regarding the execution of their work. Finally, Section 4.3.3 will provide a conclusion on managing work from both the manager's as employees' perspective and the influence from hybrid working, specifically working from home, on it, with also attention on the (possible) change in the social interaction between managers and employees.

4.3.1 Result-oriented management style

The management style of managers regarding the execution of work is focused on how they monitor and control their employees on the execution of their work and the associated results. All managers, from both organisation units X, Y and Z, revealed that little has changed in their management style regarding employees' work execution, due to hybrid working, specifically working from home. The managers have confidence in their employees and on how they execute their work. The manager's confidence did not change when their employees started to work entirely or partially from home, as the following quote reveals:

"I have every confidence that they are executing their work properly. I do not have to control them or anything, I am not like that at all, even here at the office." (respondent 1, personal communication, March 24, 2022, p. 10).

"Ik heb er alle vertrouwen in dat ze hun werk goed doen en dat ze...euh...ik hoef ze niet te controleren ofzo, zo zit ik ook helemaal, ook hier in op kantoor, niet in elkaar."

Also the employees, of all the organisation units, did not mentioned a change in the management style of their managers, when they started working (entirely or partial) from home. Respondent 6 (personal communication, May 16, 2022) was rather surprised that the manager still gave them so much freedom and trust when they started working from home, while the manager had less control in the new working situation.

The managers, of all the organisation units, apply a management style based on trust in their employees and how they execute their work. A management style based on trust is considered necessary within hybrid working. Managers should have confidence in their

employees and their performances, and should not manage on employees' attendance but on the output employees deliver. (Sociaal-Economische Raad, 2022; Capgemini, 2022)

In conclusion, hybrid working, specifically working from home, requires a management style based on trust from managers towards employees and which is driven by results and not by employee presence. Within the analysed teams of the organisation units X, Y and Z little has been changed in the management style managers apply. The investigated managers were used to manage based on confidence in their employees and that they would execute their work properly, and they have continued this way of managing in the new situation of working from home.

4.3.2 Work responsibility of the employee

It could be assumed that hybrid working (possibly) increases organisational members' work responsibility. As managers adapt a management style focused on trust and results, employees could experience more opportunities for organising and managing their own work.

As in the previous section was highlighted, a management style based on trust and result was already applied, and this has not changed since hybrid working, specifically working from home. Nevertheless, some respondents mentioned experiencing more work responsibility in the hybrid way of working. Respondent 2 experienced an increased work responsibility when working from home, because of an increased dependency on themselves (personal communication, March 23, 2022). Respondent 8 also felt more work responsibility as a result of hybrid working, specifically working from home. Less opportunity to exchange views with respondent's manager increased the responsibility, but also increased respondent's self-confidence:

"It was more of an independent product and he could supplement it if necessary ... So that gives more self-confidence, I can carry on, so at a certain point... I actually felt that when I was working from home, I had my own company, my own business, fully independent in terms of knowledge, and I really like that." (Respondent 8, personal communication, May 25, 2022, p. 91).

"Het was meer zelfstandig product en hij kan daar eventueel aanvullen Dus dat geeft ook meer zelfvertrouwen van mij, ik kan door dus op een gegeven moment... ik voelde eigenlijk als ik thuis werkte mijn eigen bedrijf, eigen onderneming, zelfstandig volledig qua kennis en dat vind ik eigenlijk heel fijn."

The idea of feeling one's own business was also mentioned by one of the managers. The manager claimed that hybrid working, specifically working from home, resulted in more independent,

responsible and mature employees than before, comparable with self-employed persons (Respondent 5, personal communication, May 16, 2022).

It can be concluded that hybrid working, specifically working from home, leads to a (possible) change in the work responsibility of employees. Working from home makes employees more dependent on themselves what results in a greater responsibility and independency in their work. However, the managers of the investigated organisational teams did not change their management style, because of hybrid working, specifically working from home. Therefore, it cannot be concluded if the work responsibility of employees changes as a result of hybrid working, specifically working from home, in combination with a changing management style of their managers.

4.3.3 Managing work in the hybrid working context

The management style of managers in a hybrid working context is focused on trust between managers and employees and work should be managed based on results and output. The investigated managers did not change their management style in the hybrid working context, as they already applied a management style based on trust in their employees and a result oriented approach. As a result, it remains unclear how managers adapt to the hybrid working context. Employees could experience an increase in the work responsibility they have regarding their own work, as they are more dependent on themselves and feel more independency in their work. It remains unclear in this study to what extent this can also be explained by a changing management style through hybrid working. The study does not provide any indication to what extent the social interaction between managers and employees with regard to managing work has changed, as little has changed in how work is managed

A management style based on trust and social support resembles the contextual approach of ambidexterity, since it argues for an organisational context in which there is a high degree of performance management and social support from managers. Employees' work responsibility can be explained with the element of regulatory power in the sociotechnical system design approach. The regulatory power refers to the degree in which organisational members have influence in organising their own work and solving potential problems within it.

4.4 Professional development

Organisational members possess certain knowledge and competence to perform their work, and through education or training courses organisational members can further develop (new) knowledge or competencies, so-called professional development. Professional development is interesting to investigate in the hybrid working context, as it provides a broader perspective on

the aspects of exploitation and exploration, as discussed in paragraph 4.2. Professional development can be seen as part of exploration, as it involves the development of new knowledge and competences. It could be argued that it is a kind of exploration on an individual level, which benefits, eventually, the organisation. In this paragraph, it will be discussed to what extent hybrid working, specifically working from home, influences organisational member's professional development.

During the Covid-19 period, and the associated period of working from home, organisational members of organisation unit X were, still, able to develop themselves in their profession:

“I also encouraged them strongly, also in the alternation at home, to follow courses. At least via our digital learning environment or to follow an online study program at an university.” (Respondent 1, personal communication, March 24, 2022, p. 6).

“Ik heb ook heel er gestimuleerd, ook in de afwisseling thuis, dat ze opleidingen gingen volgen. In ieder geval via ...naam digitale leeromgeving... of bij een opleiding via universiteiten, omdat online te volgen.”

Although, organisational members of organisation unit X were able to develop themselves in their profession, not all facets of their profession could be developed equally well. A distinction can be made between hard and soft skills. The participating organisational members of organisation unit X mentioned that the development of hard skills was possible online from home and therefore did not suffer from stagnation. The soft skills, on the other hand, could not be developed sufficiently, as these training courses are mostly physical and could not take place due to the Covid-19 pandemic (Respondent 1, personal communication, March 24, 2022; Respondent 3, personal communication, March 24, 2022). It could be assumable that the hard skills are more suitable to be developed online from home than the soft skills. However, this conclusion cannot be assumed with any confidence since it was only mentioned within the teams of organisation unit X. In addition to the fact that this distinction was only noticed within the organisation unit X, the hard skills of the participating teams of unit X mainly consist of gaining new knowledge and experience with programming, a specialization already focusing on computers and digitalisation. It could be argued that the hard skills can be developed better from home than the soft skills, but this may depend on the type of hard skill.

Within organisation unit Y & Z, little is known about the possibilities for organisational members to develop their professional knowledge and competencies when working (entirely) from home. However, one of the managers, of unit Z, indicated that some of the employees in the

team deliberately chose to postpone their training courses until they were able to follow them physically again, as Respondent 7 explains in the following quote:

I have seen, fewer people have gone to training due to Covid-19. Many people did not like the idea of following online training courses, so they postponed it, they were going to take part in a conference or anything else and they said: "I'm not going to participate now, because it is online and I do not prefer that to being on location." (Respondent 7, personal communication, May 24, 2022, p. 78)

"Ik heb gezien, er zijn minder mensen op trainingen gegaan als gevolg van Corona. Veel mensen vonden het niet leuk om online trainingen te volgen dus die stelden dat dan uit, die zouden aan een congres of iets gaan deelnemen die zeggen ik doe nu toch niet mee, want het is online en dat vind ik minder fijn als op locatie."

In summary, it is not possible to provide an unequivocal conclusion on the influence of hybrid working, specifically working from home, on the professional development of organisational members, because the analysed organisational units are so different in the type of professional development their organisational members can develop. Organisational members have the possibility to develop themselves in some aspects of their profession when working from home, but this was not possible in all cases. It is possible that there is a difference between the hard and soft skills to the extent they can be developed online from home, whereby the hard skills are more easily to develop than the soft skills. Another possible reason is that organisational members prefer to follow training courses physically instead of online, and therefore the professional development did not happen when they worked entirely from home due to the Covid-19 pandemic.

The professional development of organisational members can be viewed as an expansion of the theory of the ambidextrous organisation, as it is focused on organisational members' professional development which will ultimately benefit the organisation. However, it is important that organisations stimulate their members to develop their professional knowledge and skills. It is difficult to explain the empirical results on professional development in relation to the ambidextrous organisation, because no coherent conclusion has emerged from the results. Professional development can be partly explained by both the structural as the contextual approach of the ambidextrous organisation. Structural as there is a slight indication that a difference can be made between the professional development of hard and soft skills. Professional development could require different structures for the development of hard and soft skills. The contextual approach as professional development requires a certain amount of

stimulation from managers for employees to organise their own professional development, based on their own preferences. The last argument of authority in organising professional development can also be linked to the concept of regulatory power in the sociotechnical system design approach. However, it is not possible to provide a theoretical explanation, as there is no unequivocal conclusion on the impact of hybrid working on organisational members' professional development. Further research is necessary to provide a better theoretical explanation on organisational members' professional development in the hybrid working context.

4.5 Social interaction in the hybrid working context

It could be assumed that hybrid working, specifically working from home, has a (possible) influence on the social interaction organisational members have with each other, but also the interaction between organisational members and the organisation itself, in terms of organisational commitment. The (possible) influence of hybrid working, specifically working from home, on the social interaction organisational members have with their colleagues and the organisation will be discussed, with special focus on the role the organisation's location can take in creating, improving and maintaining the social interaction. In section 4.5.1, the social interaction between organisational members will be addressed in relation to hybrid working. In section 4.5.2, the organisational commitment from organisational members toward the organisation will be addressed. In section 4.5.3, a conclusion will be drawn on the influence hybrid working has on the social interaction organisational members have with each other and the organisation.

4.5.1 Interaction between organisational members

Organisational members, of all organisation units X, Y and Z, indicated that for encounter and social contacts with colleagues they have to go to the organisation's location and that social contact with colleagues during working from home remains a difficult issue. The (possible) problem that arises is that organisational members only have social interaction with those colleagues that are present at the organisation's location the same day as themselves, which was confirmed by some respondents (Respondent 2, personal communication, March 23, 2022; Respondent 4, personal communication, March 24, 2022; Respondent 6, personal communication, May 16, 2022).

To stimulate social contact and team building between organisational members fixed working days at the organisation's location could be organised. Three of the analysed teams mentioned the implementation of fixed working days in which all organisational members are present and work at the organisation's location. These fixed working days are intended to gather

the entire team together and to encourage encounters and social interaction between organisational members (Respondent 1, personal communication, March 24, 2022; Respondent 7, personal communication, May 24, 2022). Respondent 7 mentioned the following about why they agreed as a team on fixed working day at the organisation's location:

Um... Look, we have agreed with each other as department that we think it's important, because we are also a team, to regular come to the office to meet each other. Anyway, a very large proportion of the people are convinced that it is important to see each other physically on a regular basis, because then you meet people, you hear different things, it is easier to meet colleagues from another department who you normally do not meet so quickly, or online for that matter, but you do meet them at the coffee machine or in the restaurant when you have lunch, so there are a lot more other contacts. (Respondent 7, personal communication, date, May 24, 2022, p. 79).

“Euhm... kijk, wij hebben met elkaar afgesproken als afdeling, dat we het belangrijk vinden, omdat we ook een team zijn, om regelmatig allemaal op kantoor te komen om elkaar te ontmoeten je bent met elkaar een team en het werkt ook wel euhm... in ieder geval een heel groot deel van de mensen is er van overtuigd dat het belangrijk is om elkaar regelmatig fysiek te zien, omdat je dan... je hoort wat meer, je hoort wat andere dingen, je komt ook wat makkelijker collega's tegen van een andere afdeling die je normaal niet zo snel, of online eigenlijk niet ontmoet, maar die kom je wel tegen bij het koffiezetapparaat of het restaurant als je gaat lunchen dus er komen veel meer andere contacten. Het merendeel vindt het belangrijk om ook daarvoor naar kantoor te komen, zeg maar die aanpalende zaken, dat hebben we met elkaar afgesproken dat we dat gaan doen. We hebben met elkaar afgesproken we komen op maandag altijd naar kantoor, dan is er ruimte voor ontmoeting.”

Both teams at organisation unit X had implemented fixed working days at the organisation's location. Although, the extent to which these fixed working days occurred varied, from each week to once in the six weeks (Respondent 1, personal communication, March 24, 2022; Respondent 3, personal communication, March 24, 2022). Respondent 6, employee of organisational unit Y, mentioned that fixed working days at the organisation's location, in respondent 6 opinion, are (probably) necessary to rebuild the team feeling within the team, after the long period of working from home (personal communication, May 16, 2022).

It is considered that having social contacts at work is an important element of work. However, working (entirely) from home, due to the Covid-19 pandemic, has resulted in a

decrease in the social interactions organisational members have with their colleagues (Sociaal-Economische Raad, 2022). In the hybrid work form, the organisation's location is perceived as an important place where organisational members can meet each other (Sociaal-Economische Raad, 2022; Capgemini, 2022).

In summary, working from home has changed the social interactions and cohesion between organisational members. Now with a hybrid way of working, the organisation's location is seen as an important place for encounter, social contact and team building for organisational members. It was indicated that social interaction mainly occurs at the organisation's location with the colleagues who are there at that moment and that the interaction with those who are not met at the organisation's location remains the same. To stimulate social interaction and team building, some teams have agreed with each other about fixed working days at the organisation's location in which encounters, social contacts and team building are made possible.

4.5.2 Organisational commitment

In both organisations, there has been little revealed about organisational members' commitment towards the organisation in the hybrid working context. However, Respondent 6 mentioned that working from home can lead to a distance from the rest of the organisation (personal communication, May 16, 2022). Respondent 6 experienced a distance in becoming more isolated and having no clue what is happening in the rest of the organisations:

"Um... But that I got so caught up in my own bubble of only being able to follow what I was doing and no longer being able to pick up fragments of conversations that I totally lost track of what was going on in the rest of the organisation, and I think that was the hardest part for me" (Respondent 6, personal communication, May 16, 2022, p. 71).

"Euhm... maar dat ik zo in die, in mijn eigen bubbel kwam van alleen nog maar meekrijgen waar ik zelf mee bezig was en niet meer die die flarden van gesprekken opvangen dat ik totaal niet meer meekrijg wat er in de rest van de organisatie speelt en ik denk dat ik dat het lastigs heb ervaren."

Respondent 6 also mentioned hybrid working could reduce the feeling of being isolated from the organisation, as working at the organisation's location is possible again after the Covid-19 period (Respondent 6, personal communication, May 16, 2022). Respondent 8 also mentioned the same distance to the organisation, but did not experience it personally but heard from other organisational members that it was a reason for them to work (sometimes) at the organisation's location (personal communication, May 25, 2022)

The respondents did not reveal other indications about organisational commitment, which makes it difficult to determine to what extent the organisational commitment has decreased or increased due to hybrid working, specifically working from home, and the Covid-19 pandemic. Therefore it could only be assumed that working from home could lead to a feeling of being isolated from the organisation, in the sense that working from home causes less awareness in what is happening within the organisation. The feeling of being isolated from the organisation is related to the lack of social interaction between other organisational members when working from home. However, hybrid working, specifically working at the organisation's location, could reduce the feeling of being isolated.

4.5.3 The interaction dilemma in the hybrid working context

Hybrid working, specifically working from home, has a negative influence on the social interaction between organisational members. In the hybrid working context the organisation's location is an important place in creating, improving and maintaining the social interaction between organisational members. Organisational members only experience social interaction with their colleagues when they are at the organisation's location. Fixed working days at the organisation's location could stimulate encounter, social contacts and teambuilding. The lack of social interaction between organisational members can also influence organisational members' commitment towards the organisation, as organisational members feel isolated from the organisation in not knowing what is happening in the organisation.

The social interaction between organisational members is part of the requirement quality of working relations in the sociotechnical system design approach. The social interaction between organisational members can be explained from two different ways of thinking. First, the sociotechnical system design approach argues that organisations should create and maintain meaningful jobs for their organisational members. What they precisely mean with meaningful remains a bit vague, but it can be argued that having social contacts with colleagues is an important element of work, it makes a job meaningful. Secondly, the hybrid working context no longer facilitates social interaction with colleagues, as they known before. Organisational members should take own initiative in facilitating social interaction with other organisational members. It could be argued that this refers to the regulatory power within the sociotechnical system design, as organisational members have to organise social interaction by themselves by, for example, implementing fixed working days at the organisation's location. To explain the organisational commitment from a theoretical bases was a difficult search for the researcher. In first, it could be argued that it is part of the theory of the social business, as organisational commitment refers to a shared value organisational members share with each other towards the organisation. However, the element of shared value in the social business theory is focused on all stakeholders

of the organisation, not only the internal stakeholders, and is focused on a shared value towards a social goal. Therefore, it is questionable to what extent organisational commitment could be explained with the element of shared value in the theory of the social business. On the other hand, the sociotechnical system design approach also does not provide any insights to explain organisational commitment. Although, the researcher thinks that there could be a possible connection between organisational commitment and the sociotechnical system design approach, a meaningful job is a job wherein organisational members feel committed to the organisation. It could be possible for further research to discover if organisational commitment could be included as an element of the sociotechnical system design approach.

4.6 Work-life balance

Hybrid working, specifically working from home, provides organisational members more flexibility in when they execute their work. This could provide opportunities for organisational members in how they combine their work and private life, as they are no longer limited to fixed office hours. The paragraph will discuss how organisational members experience the work-life balance in the context of hybrid working.

The respondents experienced an improvement in their work-life balance through hybrid working, specifically working from home. The reason provided is that the reduction in travel time and being at home more often makes it easier to combine work and private life. Organisational members experienced more time and possibilities for the housekeeping, care for the children and relaxation now they work (more often) from home, as respondent 8 describes in the following quote:

“When I finish work, I am much quicker done with cooking and my family, I have much more time in the evening and it gives me much more calmness and I can do other fun things. I just have more energy when I work at home.” (Respondent 8, personal communication, May 25, 2022, p. 85).

“Als ik klaar ben met mijn werk dat ik veel sneller klaar ben met koken en mijn gezin, dat ik veel meer tijd heb voor mijn avond en dat het veel meer rust geeft en dat ik ook andere leuke dingen kan doen. Ik hou gewoon energie over als ik thuiswerk.”

The work-life balance is perceived better in the context of hybrid working than when organisational members worked entirely from home, because the hybrid way of work provides enough opportunities for own regulation but also enough time at the organisation’s location to collaborate and encounter organisational members (Capgemini, 2022).

The improvement in the work-life balance differs for male and female organisational members with young children (not older than 13 years old) when they work from home. In those cases, men experienced an improvement in their work-life balance in contrast to women who did not experience an improvement, because they took on more care tasks (Sociaal-Economische Raad, 2022). However, the data was collected when organisational members worked (mostly) entirely from home, and in which child care and schools were closed, because of the Covid-19 pandemic. It is not known if these differences still hold in the post-Covid period, further research should be conducted on the differences for male and female organisational members on the work-life balance in the hybrid working context.

Although, hybrid working, specifically working from home, provides organisational members more opportunities to combine their work with their private lives, there was mentioned a (possible) issue regarding these possibilities. Respondent 1 argued that some organisational members now schedule for themselves fixed working days at home, so that they can combine their work with their private lives easier, for example to take care of the children (personal communication, March 24, 2022). Respondent 1 indicated that it could lead to difficult issues, because other organisational members are now forced to schedule physical appointments not on those days. Respondent 1 argued that it should be observed how this develops and perhaps agreements should be made on the issues. Other respondents did not mention the issue, but it could be possible that it is an issue that develops over time when hybrid working becomes more common in organisations.

In conclusion, it could be argued that hybrid working, specifically working from home, (possibly) improves the work-life balance of organisational members, because they have more opportunities and flexibility in combining their work with their private lives.

The study has highlighted the dilemma of the work-life balance and the influence of hybrid working on the balance. Which theoretical perspective is the most suitable for the concept of work-life balance as emerged from the analysis, is for the researcher difficult to argue. In the theoretical framework, it was argued that the possibilities of hybrid working, specifically working from home, on the work-life balance should fit within the theoretical perspective of organisations and society. However, the researcher now doubts whether it would be a correct application of the theory of the social business. The theory of the social business is focused on what social value organisations, or their members, deliver to society as a whole. In the case of work-life balance, the extent to which it provides social value to society is questionable. Therefore, the researcher has to conclude that the aspect of work-life balance could not be explained by the theoretical perspective of organisation and society, because it has no direct impact on the society. The work-life balance can be explained with the sociotechnical system design approach, as this theory highlights the importance of regulatory power within

organisational members jobs. Hybrid working provides organisational members more regulatory power in how they organise their work in combination with their private lives, therefore it could be explained with the sociotechnical system design approach.

4.7 Organisational members' motivation

When analysing the data the researcher identified that several respondents mentioned the element of motivation and energy in the context of hybrid working. The researcher thinks it is interesting to investigate the topic of motivation and energy in more detail, despite the fact that it was not initially expected to be investigated when the theoretical framework of this study was developed.

One of the respondents experienced motivational problems during the period of working entirely from home, due to the Covid-19 pandemic. The respondent gave the following explanation for the motivational problems:

"That I was very much in this... how should I describe it, um... atmosphere of 'how should I start, how do I get through this'. Not the impulse of a colleague who says something 'oh, I also need to do something with that' or 'That is useful, I can work with that'. I was very much stuck in... I was really reluctant to start working on real issues, so it was a bit of reactive work for me. I find that a very negative side effect for me. (Respondent 6, personal communication, May 16, 2022, p. 64)

"Dat ik heel erg in z'n... hoe moet ik dat omschrijven euhm... sfeer kwam van "hoe moet ik hier aan beginnen, hoe kom ik hierdoorheen". Niet even die prikkel van die collega die even ergens wat over zegt "oh ja, daar moet ik ook nog wat mee of dat heb ik wat aan, daar kan ik even mee verder". Ik bleef heel erg hangen in.... ik zag er echt als een berg tegenop om echt zaken te gaan oppakken, dus was een beetje reactief werken voor mij echt grote projecten zijn niet uit mijn hand gekomen terwijl ik dat wel voor mezelf had gepland zeg maar. Dat vind ik wel heel, voor mij, heel negatief bijeffect."

Missing an impulse from a colleague was mentioned by more respondents as a negative side effect of working from home, as the impulses provide a certain energy and motivation (Respondent 2, personal communication, March 23, 2022; Respondent 5, personal communication, May 16, 2022). On the other hand, one of the respondents mentioned that working from home requires less energy compared to working at the organisation's location. The respondent experienced the stimuli and distractions at the organisation's location as a major energy leakage (Respondent 8, personal communication, May 25, 2022). Respondent 2

also mentioned that the reduction in travel time to the organisation's location, through working from home, resulted in more energy for the execution of work (personal communication, March 23, 2022). The motivation of organisational members in their work has improved in the hybrid working context compared to the period wherein organisational members worked entirely from home, due to the Covid-19 pandemic (Capgemini, 2022).

One of the respondents argued that hybrid working, specifically working from home, could provide opportunities in preventing burn-outs among organisational members (Respondent 8, personal communication, May 25, 2022). Hybrid working, specifically working from home, could provide organisational members more peace of mind, because of the reduction in travel time and the possibilities to recharge during the day:

“You can recharge, if I am very tired and I am sitting on the couch at half past three with a nice film, a book or nothing at all, then I already feel more energy to continue. If I am at the office and I just work until the end and then I still have to go to home and I have my responsibilities and family at home, if I continue this for a couple of days or a couple of weeks, you just feel it. (Respondent 8, personal communication, date, p. 93).

“Je kan opladen als ik heel moe ben en ik zit half vier lekker op de bank met een leuk filmpje, boekje of helemaal niks dan voel ik al meer energie om verder te gaan. Als ik dan op kantoor ben en ik werk gewoon tot eindig en ik moet dan nog thuis komen en ik heb thuis nog mijn verantwoordelijkheden en mijn gezin, als ik dan paar dagen paar weken zo loop voel je dat gewoon”

Respondent 6 also mentioned the possibilities of working from home in preventing negative health issues. Personally, respondent 6 experienced the period of working entirely from home, due to the Covid-19 pandemic, in combination with the care for young children as beneficial. Respondent 6 could imagine that not having this possibility of working from home might have caused negative health issues (Respondent 6, personal communication, May 16, 2022).

One of the managers indicated that during this period of working entirely from home, due to the Covid-19 pandemic, organisational members struggled with the social isolation they experienced and the difficulty in executing their work during that time. The manager indicated that this had an influence on the role of the manager:

“As a manager, I have really been given a very different role these past two years than I had before, also in order to keep monitoring each other and to check that everyone was happy and Whether they were able to do their work and that is very difficult to monitor

from a distance. So I had to invest extra time in contacting people.” (Respondent 1, personal communication, March 24, 2022, p. 7-8).

“Dus ik heb als teamleider afgelopen twee jaar wel echt een hele ander rol ook wel gekregen, dan dat ik voorheen had. Ook om elkaar gewoon goed te blijven monitoren en te zien of iedereen gewoon ook nog wel happy was en...euh...ja, of die aan zijn werk toe kwam en dat is wel heel moeilijk om dat op afstand natuurlijk te zien. Dus ik heb daar wel extra tijd in moeten stoppen om mensen te contacten.”

Respondent 5 also mentioned that, as a manager, it has become more difficult to monitor employees when they work from home instead at the organisation’s location (Respondent 5, personal communication, May 16, 2022). Hybrid working, specifically working from home, make it difficult for managers to monitor their employees on how they feel and if they are able to perform their work healthily and safely (Sociaal-Economische Raad, 2022). In addition, respondent 5 mentioned the importance of colleagues in monitoring employees; they also monitor when one of their colleagues is not feeling good and need some attention, this kind of social control will decrease due to hybrid working, specifically working from home (personal communication, May 16, 2022). For managers and employees it becomes (more) important now with hybrid working to stay in (regular) contact with each other to keep track of (possible) negative health effects in the well-being and job satisfaction of organisational members (Sociaal-Economische Raad, 2022).

In summary, hybrid working, specifically working from home, could have both a positive as negative impact on the motivation and energy organisational members have for their work. Hybrid working, specifically working, from could have as a positive impact that organisational members feel more energetic for their work, as they experience less stimuli from other organisational members and also through the reduction of travel time. There is also a possibility that hybrid working, specifically working from home, could help in providing burn-outs, cause organisational members have, when working from home, more possibilities to recharge during the day, but also more serenity by being more at home. On the other hand, hybrid working, specifically working from home, could lead to negative issues regarding the motivation and energy, as working from home does not provide them the same impulses as they experience at the organisation’s location from other organisational members. Managers also indicated the difficulty for them in monitoring their employees, working from home makes it more difficult to observe employees on how they are feeling, for example in their motivation. The social interaction between managers and employees has changed due to hybrid working, specifically

working from home, and makes it more complex for managers to monitor their employees' well-being.

As mentioned at the beginning of this paragraph, the element of work motivation was not included in the theoretical framework. When looking back at the element of work motivation in relation to the dilemma reasoning of the study, it can be argued that it relates to the dilemma of intrinsic and extrinsic motivation. However, only the element of extrinsic motivation is clearly present in the study, as the organisational members only refer to the lack of an (external) stimuli, both positive as negative, as one of the reasons for a changing work motivation and energy in the hybrid working context, specifically working from home. The reviewed theories in the study do not provided any insights in how the element of work motivation could be explained. To explain work motivation in the context of hybrid working further research should be conducted, in which insight of the organisation psychology could be used. The (possible) prevention of burn-outs through hybrid working can be partly explained with the theoretical framework of the study. In the theory of the social business the element of providing social value for the society is mentioned. It could be argued that preventing burn-outs delivers the society indirect a positive impact, as society benefits from health people by saving health cost that are paid by society.

4.8 Necessary requirements for organising hybrid working

The previous paragraphs have focused on the implications of hybrid working on the level of organisational members, manager and employees. However, the researcher discovered during the analysis that an additional meta-level was present within the study, namely the implications of hybrid working on an organisational level. The respondents repeatedly referred to necessary requirements to facilitate hybrid working within organisations. The necessary requirements for the organisation of hybrid working will be discussed. Section 4.8.1 will focus on the policies and arrangements to enable hybrid working within organisations. Section 4.8.2 will discuss the necessary facilities that are required to facilitate hybrid working. Finally, in section 4.8.3 a conclusion will be drawn on this meta-level of organising hybrid working, whereby abduction will be applied to explain the meta-level on a theoretical basis.

4.8.1 Policies and arrangements

Within organisation unit X, a general policy with some maxims regarding hybrid working has been published who are applicable throughout the whole organisation. It is the responsibility of the teams themselves to further implement and develop the policy into work arrangements (Respondent 1, personal communication, March 24, 2022). Both managers of organisation unit X mentioned that they have made working arrangements with their team about hybrid working

(Respondent 1, personal communication, March 24, 2022; Respondent 3, personal communication, March 24, 2022). Respondent 1 mentioned the following about these working arrangements:

“And we have been very busy with that for the past two years, also with the team. We also had several sessions on this top, on what we want to organise together to make hybrid working possible. And actually, last year in September, when all the Covid-19 restrictions had disappeared to some extent, we formulated a kind of framework for what hybrid working means for us. An dit contains a number of agreements, in particular, how often are you at the organisation’s location, do we think it is necessary for all of us to be at the organisation’s location again.” (Respondent 1, personal communication, March 24, 2022, p. 3).

“En daar zijn we de afgelopen twee jaar heel erg druk mee bezig geweest, ook met het team. Daar hebben we ook meerdere sessies over gehad, wat willen we nu met elkaar organiseren om dat hybride werken mogelijk te maken. En eigenlijk hebben we vorig jaar in september toen eigenlijk alle maatregelen een beetje wegvielen een soort van kader opgesteld wat voor ons hybride werken betekent. En daar zitten een aantal afspraken in, met name hoe vaak ben je aanwezig op kantoor, vinden we het überhaupt nodig dat we met zijn allen nog een keer op kantoor zijn.”

Both managers indicated that these working arrangements have been established in dialogue with the whole team, so employees are involved in the organisation of hybrid working (Respondent 1, personal communication, March 24, 2022; Respondent 3, personal communication, March 24, 2022).

Within the organisation units of Y and Z, there is a noticeable difference compared to organisation unit X about how hybrid working has been organised. Respondents of both teams were a bit critical, they experience a lack of guidelines from the organisation on how hybrid working has to be organised. Respondent 6 indicated a lack of guidelines on how to organise hybrid working as a team from the organisation (personal communication, May 16, 2022). The organisation has started initiatives to stimulate teams to have a dialogue on how hybrid working can be organized within the team, but respondent 6 would like to have some more guidelines, for example, guidelines on organising fixed working days at the organisation’s locations periodical (Respondent 6, personal communication, May 16, 2022). Respondent 7 indicates as a criticism that the assertion that employees determine where they work is a bit too non-committal in the current organisational policy on hybrid working of organisation Y:

“We are supposedly in a kind of experimental phase of a few months... And the certainty with which it is said that you determine whether you work at home or at the office, that certainty I would like to challenge, because in my opinion you have to decide that together and it is not only the employee who determines that, you determine that as a group, sometimes as a manager I have to say you have to work at the office.” (Respondent 7, personal communication, May 24, 2022, p. 83).

“We zitten zogenaamd in een soort experimenteer fase van een paar maanden euhm... en de stelligheid waarmee dan wordt gezegd van jij bepaald zelf of je werk thuis of op kantoor doet, die stelligheid die wil ik wel wat aanvechten want volgens mij moet je dat met elkaar doen en het is niet alleen dat de medewerker dat bepaald, dat bepaal je als groep, soms moet ik als leidinggevende ook zeggen je moet op kantoor.”

Respondent 7 indicated that as a manager lacking the decisive vote to force employees to work at the organisation’s location, as this is sometimes in the interest of the organisation (Respondent 7, personal communication, May 24, 2022). However, in the analysed internal document it is mentioned that in organising hybrid working, both the interest of the employee and the employer should be considered, but that the managers, if necessary, has the deciding voice (Internal document, 2022).

The external documents indicated that for the organisation of hybrid working, most organisations choose to set up guidelines at the organisational level, which are then further developed and implemented at the individual level, in coordination with the team and the manager (Capgemini, 2022). Allowing the organisation of hybrid working (mainly) at the organisational members ensures that the flexibility and possibilities of hybrid working remains (Capgemini, 2022). In addition, the Sociaal-Economische Raad (2022) mentions that hybrid working requires customization and also within organisations there may be differences between teams on how hybrid working can best be organised and implemented.

In conclusion, the organisation of hybrid working should be organised as much as possible on an individual level. Organisations should develop guidelines for the organisation of hybrid working, which are then further developed and implemented on the team and individual level, so that customization remains possible. The development and implementation of the policy will be in dialogue with both the team, the manager and the organisation, whereby the interest of both the organisational member as the organisation are the focal point.

4.8.2 Necessary facilities

Respondents of both organisations mentioned the necessary facilities to enable hybrid working, both at home and at the organisation's location:

“So we have made sure that everyone has facilities at home, but we also have mobile screens here at the office so that everyone can connect on these screens.” (Respondent 1, personal communication, date, p. 3).

“Dus we hebben gezorgd dat iedereen gewoon thuis voorzieningen heeft, maar dat we ook hier op kantoor verrijdbare schermen hebben waardoor iedereen ook kan aanhaken daarop.”

Facilities mentioned by respondents were budgets for facilities at home, but also meeting rooms at the organisation's location in which hybrid meetings are possible (Respondent 5, personal communication, May 16, 2022; Respondent 8, personal communication, May 25, 2022).

Respondent 3 highlighted the importance of organisations in providing support to organisational members in how to organise (online) tools at home. The helpdesk should provide that support and no longer only for the workplace at the organisation's location (Respondent 3, personal communication, March 24, 2022). An important precondition of hybrid working is the contribution of the organisation on the facilitation of a proper workplace at home. Also, the importance of adequate technical facilities, both at home and at the organisation's location, is seen as a precondition to enable hybrid working (Capgemini, 2022).

In the previous paragraphs, it became clear that the organisation's location in the hybrid working context becomes a primarily place where organisational members can meet and collaborate with each other. Respondent 1 mentioned that within organisation unit X they are considering redesigning the organisation's location to make it more suitable for hybrid working. They are thinking about designing the organisation's location more as a meeting point, where organisational members can encounter and work together and that it is less focused on providing individual workplaces (Respondent 1, personal communication, March 24, 2022). Also the respondent of organisation units Y and Z mentioned the importance of redesigning the organisation's location, by providing more (small) working rooms where organisational members can collaborate with each other and organising meeting rooms where digital meetings can be attended (Respondent 5, personal communication, May 16, 2022; Respondent 8, personal communication, May 25, 2022). Organisational members will come to the organisation's location more for collaboration than individual working, which has consequences for the organisation's location in the kind of workplaces it provides. The focus has to be more on rooms for encounter

and meetings and workplaces where you can make video/phone calls without being disturbed (Sociaal-Economische Raad, 2022).

4.8.3 How to organise hybrid working

In summary, it can be assumed that at the meta-level the implications of hybrid working are focused on necessary conditions organisations have to provide to enable hybrid working for their members. An important condition is that the organisation and implementation of hybrid working should be, as much as possible, on the level of the individual organisational member. In dialogue with colleagues and managers working arrangement can be made on how hybrid working will be practiced. In addition, organisations should facilitate adequate (technical) facilities to enable hybrid working for organisational members. Also, organisations should consider redesigning their organisation's location in a more suitable workplace in the hybrid working context, by providing more room for collaboration and encounter and less individual workplaces. The meta level of organising hybrid working also contains a dilemma . The organisation of hybrid working on a meta level requires a balance between developing guidelines on the organisational level and organising hybrid working on the individual organisational member level, which relates to the dilemma of top-down versus bottom-up.

The researcher did not assume when developing the theoretical framework that the results on the meta level of organising hybrid working would be obtained. To explain the meta-level on hybrid working, abduction should be applied. The researcher has reviewed if there is a (hybrid) organisational theory available that could explain the meta-level of hybrid working. A theoretical explanation was found in the managerial grid of Blake & Mouton (1964), not a well-known theory in the domain of organisational design, but was considered as the most suitable to explain the meta-level of hybrid working. In the managerial grid different management styles are discovered based on balancing two opposite aspects of managing: task-oriented guidance and personal attention. One of the identified management styles is that of team leadership, wherein the manager has attention for both the tasks that have to be performed as to the interest of the employee. The balance is created by establishing a dialogue with employees and where agreements and goals are determined in collaboration, which results in a strong mutual bond and a result-oriented culture. As mentioned, hybrid working should be organised and implemented by involving organisational members in the process of developing policies and arrangements. This shows similarities with the management style of team leadership in the managerial grid of Blake and Mouton. The necessary facilities to enable hybrid working are not covered within the theory of the managerial grid. However, the researcher argues that the element of necessary facilities on the meta-level could be explained by the current theoretical framework. The socio-technical system design is besides the social aspect of work also focused

on the technical aspect, which is focused on realizing the achievement of organisational objectives. It could be assumed that the necessary facilities to enable hybrid working are a requirement for organisational members to be able to work hybrid and realising their work and the organisations objectives.

4.9 Conclusion of the results

In summary, in chapter 4, different implications of hybrid working were identified and explained in relation to the research question: *What are the implications of hybrid working for the organisation of work as emerged during the Covid-19 pandemic?*. In this paragraph, an overall conclusion of the empirical results in relation to the theoretical framework will be presented.

In chapter 2, relevant hybrid organisational theories were reviewed, which resulted in a theoretical framework. In table 2, the relevant empirical insights are presented in relation to the theoretical framework. A small improvement has been made in the theoretical framework, by renaming the indicator of work responsibility to regulatory power, because during the analysis it was revealed that the element of regulatory power within the sociotechnical system design approach does not only affect the execution of work by organisational members in the context of hybrid working.

Table 2: Empirical findings I relation to the theoretical framework

	Indicators	Empirical results
Ambidexterity	Productivity	Organisational members prefer to carry out exploitation activities at home, as they are more productive at home.
	Development	Organisational members prefer to execute exploration at the organisation's location, because of social interaction. It is unclear to what extent the professional development is hindered or encouraged through hybrid working
	Management support	Hybrid working, specifically working from home, requires a management style that is based on trust and is focused on the output organisational members deliver. How managers adapt to this change cannot be determined within this study.
Sociotechnical system design	Task concentration	No empirical results were obtained
		Organisational members experience more independency in their work in the hybrid working context
	Regulatory power	Hybrid working requires from organisational members that they should take more initiative in organising social contacts with their colleagues.
		Organisational members have more flexibility and possibilities in organising the combination of their work and private life
	Social interaction	When intensive collaboration is needed between organisational members this is preferred to be carried out at the organisation's location, because of the communication which is difficult to replicate online. Social interaction between organisational members mainly occurs at the organisations location
Social business	Social impact	No clear indication that hybrid working, specifically working from home, hinders or encourages the social value organisations and their members deliver.
	Organisational commitment	There is an indication that working entirely from home leads to less commitment toward the organisation, but it cannot be concluded how this develops in the hybrid context.
Additional findings	Work motivation	Hybrid working, specifically working from home, can encourage or hinder organisational members' work motivation
	Meta level of hybrid organising	Hybrid working should be organised bottom-up as much as possible Organisations should contribute in facilitating (technical) facilities to enable hybrid working.

The execution of work in the context of hybrid working shows similarities with the structural approach of the theory of the ambidextrous organisations. Two clear (preferred) structures can be recognised within the hybrid working context. The execution of exploitation work activities are preferred to be executed from home, as they experience an increased productivity due to less distraction when working from home. Exploration work activities are preferably carried out at the organisation's location, as these activities require a certain amount of collaboration which is difficult to replicate online. A sidenote is that exploitation activities are not always preferred to be executed from home, when intensive collaboration is needed the organisation's location is preferred. It could be argued that the choice for workplace is based on the kind of work tasks that need to be executed. The aspect of collaboration refers to the sociotechnical system design approach which refers to the importance of social interaction. Organisational members' professional development shows similarities with both the structural as contextual approach of the ambidextrous organisation. It remains unclear how organisational members' professional development is hindered or encouraged in the hybrid working context, as the results did not provide a coherent conclusion on organisational members' professional development in the hybrid working context.

The contextual approach of the ambidextrous organisation explains the role of the manager in the hybrid working context. The hybrid working context requires a management style based on trust between managers and employees on the proper execution of work and with a result oriented management approach. The results did not reveal how managers have adapted to the new situation of hybrid working, as the investigated managers already applied the required management style and did not have to change their management style on the hybrid working context. Hybrid working provides organisational members with more autonomy and independency in their work. The increased autonomy and independency in organisational members' work can be associated with the theoretical aspect of regulatory power in the sociotechnical system design approach. The (possible) relation between the changing management style and the increased regulator power of employees could not be observed in the study, as the management style of the investigated managers has not changed.

In addition, to the increased regulatory power in organisational members' work, organisational members also experience an increased regulatory power in their work-life balance. Organisational members experienced an increased flexibility and possibility in combining their work with their private lives.

The theoretical aspect of regulatory power is also reflected in the social interaction between organisational members. Hybrid working, specifically working from home, reduces the social interaction between organisational members. Social interaction primarily occurs at the organisation's location, which requires organisational members to take more initiative in

organising social contact with other organisational members in the hybrid working context. Taking the initiative in organising social interaction can also reduce the feeling of isolation from the organisation,

The theory of the social business was also investigated in the hybrid working context, by exploring the implications of hybrid working on the social value and the organisational commitment. Although, there were some slight indications that hybrid working influences these two aspects, it remains unclear the exact influence of hybrid working on these aspects.

The study also included some results that were initially not included in the theoretical framework. Hybrid working, specifically working from home, can have both a positive as negative impact on organisational members' work motivation. Further research on the aspect of work motivation is necessary to theoretically explain the element of work motivation in relation to hybrid working. The analysis revealed that the organisation of hybrid working also affects the organisation on a meta-level. The organisation of hybrid working on a meta-level requires a bottom-up approach, hybrid working should be organised, as much as possible, on the individual level of the organisational member. The meta-level of organising hybrid working can be explained with the management style of team-leadership as developed in the managerial grid of Blake and Mouton.

The starting point of the study was exploring the dilemma of organising hybrid working. Chapter 4 has provided insights on the organisation of hybrid working and it appeared that the organisation of hybrid working also contains several dilemmas. The theoretical aspect of regulatory power can be argued as the most important element to explain hybrid working. Hybrid working provides organisational members flexibility and possibilities in organising their work from a broad perspective. In the next chapter, an answer to the research question will be provided followed by a discussion of the study.

Chapter 5: Conclusion and discussion

The focus of the current study was on the dilemma of hybrid working and the implications it entailed for the organisation of work. The previous chapter has highlighted that hybrid working is not only a dilemma in itself, but also the implications of hybrid working contain various dilemmas in which a balance must be achieved. In this chapter, a conclusion will be provided followed by a discussion. In paragraph 5.1, the conclusion will be presented by providing an answer on the research question: *“What are the implications of hybrid working for the organisation of work as emerged during the Covid-19 pandemic?”*. Paragraph 5.2 will discuss the limitations of the study, including an evaluation on the methodological choices.. Paragraph 5.3 will highlight the theoretical implications on the reviewed hybrid organisational theories. In paragraph 5.4, the practical implications will be presented to the organisational context, managers and employees. Paragraph 5.5 will discuss recommendations for further research on the topic of hybrid working. Finally, paragraph 5.6 will presented an personal reflection of the researcher on the study and the research process.

5.1 Conclusion

The Covid-19 pandemic forced organisations and their members to work, as much as possible, from home. Now, at the beginning of the post-Covid-19 period many organisational members would like the implementation of a hybrid working structure, in which they combine working at home with working at the organisation’s location. The concept of hybridity in organisational science was a new unknown research domain for the researcher and caught the attention when it was read in an article. Hybridity can be defined, in the researcher’s perspective, as a dilemma of two opposites in which a balance is sought. The organisation of the dilemma of hybrid working, combining working from home and working at the organisation’s location, is the subject of the study. Hybrid working has implications for how work is organised within organisations. The study aims to explore the various implications of hybrid working from an organisational design perspective, by investigating the experiences of organisational members, employees and managers, with hybrid working. The study investigated the following research question: *“What are the implications of hybrid working for the organisation of work as emerged during the Covid-19 pandemic?”*. To investigate the research question the implications of hybrid working have been studied from three different organisational perspectives. It was assumed, in advance, that hybrid working influences both the technical organisation of work and the social organisation of work. In addition, it was also expected that hybrid working would have an influence on society, the interaction between organisation and society. The organisational perspectives are studied by reviewing three hybrid organisational theories, namely: the ambidexterity organisation, the sociotechnical system design approach and the social business.

The concept of hybridity in relation to organisational theories has been extended, by arguing that an organisational theory can be considered hybrid if it struggles with finding a balance between two different organisational aspects. Accordingly, a methodological approach was developed, which consist of conducting seven interviews among eight organisational members, four managers and four employees, about their experiences with hybrid working. Followed by a document analysis of two external research reports and one internal document with key points on hybrid working.

Hybrid working can be defined as the execution of work through organisational members, in which they are independent of where and when they execute their work. Most organisational members implement a form of hybrid working that combines working from home with working at the organisation's location. Combining these different workplaces provides flexibilities and opportunities to organisational members and organisations in how to organise work.

The first theoretical perspective of the technical organisation of work was focused on the organisation of hybrid working in order to achieve organisational objectives, by using insights of the ambidextrous organisation. Hybrid working has an influence on the execution of exploitation and exploration work activities. Organisational members prefer to execute exploitation activities from home, as they experience less distractions at home than at the organisation's location and therefore are feeling more productive when working from home. For the execution of exploration activities the organisation's location is preferred, as these activities require a certain amount of social interaction between organisational members which is difficult to replicate online. All work activities that require intensive collaboration, both exploitation as exploration, are preferred to be carried out at the organisation's location, because of the social interaction between organisation members it requires. The execution of work activities can be organised based on the structural approach of the ambidextrous organisation, as it shows that different structures, or in this case workplaces, are required for the different work activities of exploitation and exploration. In addition, in this study exploration was extended in also including the individual level of organisational members professional development. There are slight indications that hybrid working, specifically working from home, influences organisational members' professional development. Working from home can hinder the development of some skills, specifically the development of soft skills. In addition, organisational members prefer to follow training courses physically instead of online from home. These indications may suggest that for organising the professional development within the hybrid working context the structural approach of the ambidextrous organisation is required. However, the indications are too narrow to argue this with complete certainty. The contextual approach of the ambidextrous organisation was also investigated, by examining the role of managers in managing hybrid working. Hybrid working requires a management style of trust between managers and

employees and a result-oriented approach. The contextual approach argues that employees should be enabled and encouraged to organise their own work activities and that managers should create a supporting environment. The contextual approach shows similarities with the required context for hybrid working, as managers should create a context of high performance management and social support. The investigated managers already applied a management style based on trust and with a result oriented view. As managers had no adjustments to the new working context of hybrid working it remains unclear to what extent the social interaction between managers and employees has changed.

The second theoretical perspective of the social organisation was focused on studying the influence of hybrid working on organisational members' jobs, by using insights of the sociotechnical system design approach. The organisational element of regulatory power in the sociotechnical system design approach can be identified within hybrid working and is even extended. Organisational members are feeling more independent and autonomous in their work, which can be explained with the original element of regulatory power. The expansion of regulatory power is discovered in the social interaction between organisational members and the work-life balance. Organisational members experience in the hybrid working context only social interaction with their colleagues when they are at the organisation's location. In the hybrid working context, social interactions have to be initiated much more by organisational members themselves, for instance by organising fixed working days at the organisation's location for the whole team. The organisational element of regulatory power is expanded in the context of hybrid working, as it argues that organisational members also have regulatory power in organising and maintaining social interaction with their colleagues. It was also discovered that organisational members experience more flexibility and opportunities in organising their work in combination with their private lives when working from home. Hybrid working, specifically working from home, provides organisational members with an increased regulatory power in the organisation of their work-life balance.

The third theoretical perspective of the interaction between organisation and society was focused on the impact hybrid working has on society, by applying insight of the theory of the social business. Few indications have been identified of the impact of hybrid working on society. It is assumed that hybrid working influences society, but that these effects are not visible yet as hybrid working is still relatively new in organisations. Further research, in the upcoming future, should be conducted to investigate the possible impact of hybrid working on society.

In addition to the three investigated theoretical perspectives, two other (relevant) implications of hybrid working on the organisation of work were identified. These two implications could not be explained with the theoretical framework and therefore abduction has to be applied to these insights. Firstly, hybrid working, specifically working from home, could

have an impact on organisational members' work motivation and energy. The reduction in stimuli when working from home can have both a positive as negative effect on organisational members' work motivation. The implication of work motivation in the hybrid working context refers to the dilemma of intrinsic and extrinsic motivation and further research should be conducted to explain the influence of hybrid working on the work motivation of organisational members. Secondly, a meta-level of hybrid working was identified. The meta-level is focused on how organisations should organise hybrid working, to enable the possibilities of hybrid working for organisational members. Within the meta-level of organising hybrid working the dilemma of a top-down or bottom-up organisation of hybrid working was identified. Organisation should, as much as possible, apply a bottom-up approach in organising hybrid working, by assign the organisation and implementation of hybrid working on the individual or team level. Organisations could develop organisation-wide guidelines for hybrid working, which are then further developed and implemented at the team and individual level. To explain the meta-level of hybrid working abduction has been applied. The managerial grid of Blake and Mouton, not well known in the organisational design domain, provided relevant insights. The management style of team leadership highlights the importance of dialogue between managers and employees when finding a balance between work activities and employees' interest.

In conclusion, it can be stated that the study has partially answered the research question. The study has highlighted several implications of hybrid working on the organisation of work. However, the study contains a couple of limitations which will be discussed in more detail in the next paragraph. The study meets the quality criteria of credibility, dependability and conformability. The results of the study are not transferable to other contexts, as will be discussed in the limitations.

5.2 Limitations of the study

In this paragraph, the limitations regarding of the study will be discussed. Also, an evaluation of the methodology, as initially established in chapter 3 of the research proposal, will be presented, as some adjustments were made in the methodology during the research process.

Firstly, the study aimed at expanding our understanding of hybrid working by exploring its implications from different hybrid organisational theories. A renewed view on hybridity within organisational science has been provided, classifying organisational theories as hybrid. These hybrid organisational theories are used to identify implications of hybrid working. As a result, only those implications of hybrid working that can be identified with these theories are being studied. Therefore, it is possible that there are other implications of hybrid working that are not investigated, but who can be identified and analysed through further research by using different hybrid organisational theories.

Secondly, the concept of hybrid working and the (possible) implications it has on the organisation of work is a broad research topic. The focus has been on the implications of hybrid working, specifically working from home, from an organisational members perspective, what are the direct consequences for them on their work and the associated aspects of work. However, hybrid working also has other implications for organisations, and society as a whole, that were not included in the research scope. For example, hybrid working also has legal implications, as adjustments are (possibly) needed to the current labor regulations. These implications are not included in the research scope, but the researcher is aware that these implications should be taken into account to enable and organise hybrid working.

Thirdly, the study did not include the whole population, or a representative sample, of organisational members who work hybrid within governmental organisations or across the Netherlands. The research has attempt to select a representative sample of the population, but acknowledges, afterwards, some inadequacies therein. First, the sample is not representative for all governmental organisations in the Netherlands. The study has been conducted at the national central government and therefore does not include all kind of governmental organisations, for example municipalities. In addition, the sample is composed of four teams divided among three different organisational units of the national government. This can be considered as a small sample of the national central government, who consist of many more organisational units and teams. Secondly, the sample does not have an equal male-female distribution among the respondents. The researcher aimed to select an equal distribution, with an equal number of male and female respondents, both among managers and employees. The sample consist of five men and three woman, of which three male managers and only one female manager. Thirdly, the sample did not consist of (young) inexperienced employees. In retrospect, it might have provided different insights, as there were indications that (young) inexperienced employees have different experiences with hybrid working than more experienced employees. The study does not meet the quality criteria of transferability, as the results of the study are not transferable to the whole population. Further research should be conducted to increase the transferability.

Fourthly, the insights of the hybrid organisational theory of the social business have not been discovered. The researcher expected beforehand that hybrid working, specifically working from home, might have an impact on the social value organisations and their members deliver to society. The analysed results from the interviews and documents provided little indication of the potential social impact. The researcher considers it possible that the impact on society, on the long term, are not noticeable now, due to the fact that hybrid working has only just been implemented when conducting this study. Further research should be conducted to investigate if

hybrid working has an impact, in the long term, on the social value that organisations and organisational members deliver to society.

During the research process it became apparent that not all interesting insights discovered in the data could be explained with the theoretical framework. Therefore, abduction has been applied. During the analysis implications of hybrid working on organisational members' work motivation and on a meta-level were discovered, these insights were considered, by the researcher as too interesting to overlook them. Therefore, abduction has been applied, which adds interesting insights, expands and enriches the study.

In this study, triangulation has been applied by analysing both interviews, external and internal documents. In this study, only a single internal document has been analysed, which was decided that it only suits the organisational units of Y and Z. As a consequence, the internal document analysis does not provide a complete view of the possible policies, rules and agreements regarding hybrid working. As a result, the internal document analysis is not sufficiently present within the triangulation.

5.3 Theoretical implications

In the current study, hybrid working was studied from three hybrid organisational theories. The study contributes to the theory, by contributing new insights on the three organisational theories as discussed in the theoretical framework in chapter 2.

In this study, hybridity within organisational studies has been reviewed as a broader concept than previously applied, within the knowledge of the researcher. The concept of hybridity within organisational studies has been extended, by arguing that an organisational theory can be classified as hybrid when it contains a dilemma between organising two (opposing) aspects. The three reviewed organisational theories, all try to combine two different perspectives on what an organisation should aim for in its (organisational) design. The study has contributed to the theory by extending the concept of hybridity within organisational studies. In the remainder of the paragraph, the theoretical implications on the (a) ambidextrous organisation, (b) sociotechnical system design approach and (c) social business of this study will be discussed.

Ad a: In the theoretical framework, was discussed that the ambidextrous organisations strives for the development of an organisational structure wherein both exploitation (efficiency) and exploration (innovation) occur in the business operations. The study has shown that the organisational design principles of the ambidextrous organisations is also reflected in the hybrid working context. It was revealed that hybrid working requires a more task-oriented view on the workplace. Focus work is (usually) preferred to be executed from home and more innovative and collaborative tasks are preferred to be carried out at the organisation's location. This shows

similarities with the design principles of the structural approach of the ambidextrous organisation, wherein also different structures are created for different work tasks. Another approach is the contextual approach, which is also reflected in hybrid working. Managers are expected to apply a management style based on trust and a result-oriented view in the hybrid working context. The contextual approach argues that organisational members should decide for their own how to divide their time between exploitation and exploration and that they need the support of the managers and organisation to achieve this.

Ad b: One of the key points of the sociotechnical system design approach is that it argues that organisational members should have enough regulatory power in the execution of their work. It was discovered that in the context of hybrid working the aspect of regulatory power is expanded rather than only focusing on the execution of work. It was revealed that organisational members not only experienced (more) regulatory power in the execution of their work but also in organising social contacts with their colleagues and in their work-life balance.

Ad c: The theory of the social business was reviewed to investigate if hybrid working has an impact on the society. Since little or no insights have been found on the impact of hybrid working on society, the study has not contributed new knowledge or insights on the theory of the social business.

5.4 Practical implications

The study has provided many practical insights on how hybrid working can be organised within organisations. The practical insights will be presented in the framework of a to-do list for the organisational context, managers and employees.

To-do's in the organisational context

The dilemma for organisation in organising hybrid working is the dilemma of top-down versus bottom-up. Hybrid working requires an organisational context in which agreements about hybrid working are made as low as possible in the organisation, on the level of the individual organisational member. However, the organisational context also requires a top-down approach in organising hybrid working. The following points of attention in organising hybrid working from a top-down approach should be taken into account:

- Organisations should formulate general guidelines on the organisation of hybrid working. To realize the possibilities and benefits of hybrid working, it is important that organisations entrust the organisation of hybrid working to its individual members as much as possible. For this reason, it is advisable for organisations to only formulate general guidelines on hybrid working and to entrust the further development and

implementation of these guidelines to the organisational member in collaboration with managers and colleagues.

- Organisations should contribute to the facilitation of a proper workplace at organisational members' homes. This could be facilitated by providing budgets to organisational members, which they can use to organise their workplace at home.
- Organisations should facilitate adequate technical facilities to enable hybrid working. One possibility for organisations is to provide support, in the form of a helpdesk, to help organisational members organise and install the (technical) facilities at home.
- Organisations should consider to redesign the organisation's location to better accommodate the hybrid working context. Including more room for collaboration, encounter, etc. and less individual workplaces. In addition, meeting rooms should be facilitated where technical facilities are available to enable hybrid meetings.

To-do's managers

Hybrid working requires a new way of managing from managers, the action points below can help managers to shape their new role as a manager:

- Managers should discuss with employees their desires and expectations regarding the realisation of hybrid working. Starting a dialogue within the team about hybrid working, in which working agreements can be developed with each other about how hybrid working is organised. Working agreements could, for example, involve the organisation of (periodic) fixed working days at the organisation's location or agreements on where certain work tasks are carried out.
- Managers should, if not already, adopt a management style that is based on trust and focused on results. Hybrid working results in employees being less at the organisation's location than (probably) before the Covid-19 pandemic. Managers have to trust their employees that they will perform their work properly when they work from home and should manage more on the output employees deliver than on attendance.
- It is for managers difficult to monitor their employees in how they are feeling and if they are able to perform their work healthy and safety when they work from home. Therefore, it is important as manager to regularly talk to employees and if necessary set aside extra time to contact them.
- Managers should observe to what extent the flexibility employees experience in combining their work and private life does not become a hinderance to the execution of work. It is important to maintain a dialogue within the team about the extent to which flexibility in working hours and combining private agenda's with work are allowed.

To-do's employees

- Hybrid working involves a more task-oriented view on the workplace. Employees should discover for themselves which work tasks they prefer to perform at which workplace. In which it is important to discuss this with colleagues if certain work activities require collaboration.
- Employees should keep an eye of what motivates and energises them in their work and ensure that they experience these impulses. For example, if working from home does not stimulate them enough, plan regular days at the organisation's location and vice versa.
- Employees should be aware that social contacts with colleagues are less obvious in the hybrid working context than before. Social interaction should be organised more on their own initiative. It could be interesting to make arrangements within the team on fixed working days at the organisation's location, in order to maintain social contacts with each other.

5.5 Toward a research agenda

In the current study, some implications of hybrid working were identified and analysed. However, hybrid working, as a research topic, provides many more possibilities for research. In this paragraph, some recommendations will be presented for further research on hybrid working.

The implications of hybrid working for organisational members were studied from three hybrid organisational theories. As mentioned in paragraph 5.2, the researcher expects that there are further implications of hybrid working, but that these are not investigated in the current research scope. Further research could be applied to investigate those other (possible) implications of hybrid working on the organisation of work, by making use of other hybrid organisational theories. A possible hybrid organisational theory that could be reviewed to investigate hybrid working is the theoretical organisational design concept of Lean Thinking (Wood, 2004). The theoretical concept of Lean refers to the design of organisational structures with minimal waste reduction and maximal customer service, which fits in the dilemma reasoning of the current study. The guiding question could be to what extent hybrid working is a hinder or encouragement to the value creation of work. It can be investigated by examining whether hybrid working reduces or increases forms of waste in organisational members' work.

As stated in the previous paragraph on limitations, the study did not represent the whole population. Further research could focus on expanding the population of the study, by selecting a more representative sample. For example, a quantitative research could be conducted, in which the results are tested by means of a questionnaire among a larger sample of

organisational members in governmental institutions. In addition, the current study could be replicated on a sample of organisational members working in the private sector, which provides the possibility of comparing results and examining if the organisation of hybrid working differs in the private sector compared to the public sector.

The study revealed that hybrid working, specifically working from home, has an influence on organisational members' work motivation. The theoretical framework of the study did not provide any insights on how to explain the element of work motivation in relation to the hybrid working context. Further research should be conducted to explain the element of work motivation, by using insights of the organisational psychology. As a researcher, I do not possess knowledge on organisational psychology and which theories could be reviewed to investigate the element of work motivation in the hybrid working context. However, the results reflected the dilemma of intrinsic and extrinsic motivation. Further research should focus on organisational psychology theories that highlight the dilemma of intrinsic and extrinsic motivation.

As mentioned, one of the limitations is that only the implications of hybrid working for organisational members, both managers and employees, were investigated. Hybrid working also has an impact on a macro level, for example on labour legislation. Further research should focus on these implications and what (possible) consequences it has for organisations from an organisational design perspective.

When thinking about hybrid working and the possibilities it provides for organisational members, the researcher could imagine that hybrid working has (positive) impacts on the emancipation. A research, pre-Covid-19, showed that women want to (start) work more hours with the possibility of working partly from home as one of the most important preconditions (Sociaal-Economische Raad, 2022). It might be interesting for further research to investigate whether hybrid working actually leads to more emancipation for women on the labour market. Further research could address the effects of hybrid working on the emancipation of different groups on the labour market. Again, the researcher does not possess any knowledge regarding emancipation at the labour market. However, further research could focus, for example, on (organisational) theories that highlight the differences between male and female work experiences.

As a society, we are at the starting point of a new era, the post-Covid-19 era. The Covid-19 pandemic has changed how we, as society, look at work. Organisational members all experienced the positive possibilities of working from home, but also the negative parts. As a researcher, I expect hybrid working will become the new working standard within organisations. Hybrid working will probably have an impact on the society as a whole. Further research could be conducted on the short and long-term effects of hybrid working on society. To

investigate the impact of hybrid working on society the insights of the theory of the social business, as reviewed in the current study, can be used. In the current study, no indications were found on hybrid working influencing society. However, hybrid working is still quite a new working situation and the researcher expects that the effects on society are not visible yet. Further research at a later stadium of hybrid working, for example in a few years' time, will perhaps provide results on the influence of hybrid working on society.

5.6 Reflection

In the study, I have tried, as a researcher, to investigate the implications of hybrid working for the organisation of work. At the start, I was attracted to the concept of hybrid working when I read an article of the Utrecht University. During the research process my curiosity about hybrid working has only grown. I discovered that hybrid working has many implications for how work in organisations is organised, but also that there are a lot more implications that were not included in the scope of this study.

I have experienced the research process as difficult. In the beginning, I was struggling with the development of the theoretical framework. As hybrid working is a relative new concept it was difficult in the beginning to determine what organisational theories could be suitable for investigating hybrid working. The struggle with finding the suitable theories and outline for this study has slowed the process quite a bit in the beginning.

As a researcher, it was also informative to learn a lot about a subject that will most likely influence me personally when starting my professional career. The study has provided me with points of attention for myself when I have a profession that involves hybrid working. I find it interesting to discover how my future employer has organised hybrid working and whether I can contribute to organising hybrid working with my gained knowledge about the subject. Hybrid working has aroused a great interest in me and I will continue to follow its development and am curious to see how it will evolve in the upcoming years.

References

- Achterbergh, J., & Vriens, D. (2010). *Organizations: Social Systems Conducting Experiments*. Springer Berlin / Heidelberg. <http://ebookcentral.proquest.com/lib/ubnru-ebooks/detail.action?docID=646002>
- Battilana, J., & Lee, M. (2014). Advancing Research on Hybrid Organizing – Insights from the Study of Social Enterprises. *Academy of Management Annals*, 8(1), 397–441. <https://doi.org/10.5465/19416520.2014.893615>
- Birkinshaw, J., & Gibson, C. (2004). Building ambidexterity into an organization. *MIT Sloan Management Review*, 45(4).
- Blake, R. R., & Mouton, J. S. (1964). *The managerial grid: Key orientations for achieving production through people*.
- Bleijenbergh, I. (2015). *Kwalitatief onderzoek in organisaties* (2e ed.). Boom uitgevers.
- Bolwijn, P. T., & Kumpe, T. (1990). Manufacturing in the 1990s—Productivity, flexibility and innovation. *Long Range Planning*, 23(4), 44–57. [https://doi.org/10.1016/0024-6301\(90\)90151-S](https://doi.org/10.1016/0024-6301(90)90151-S)
- Bowen, G. A. (2009). Document analysis as a qualitative research method. *Qualitative Research Journal*.
- Bryman, A. (2004). Triangulation and measurement. Retrieved from Department of Social Sciences, Loughborough University, Loughborough, Leicestershire: [Www. Referenceworld. Com/Sage/Socialscience/Triangulation. Pdf](http://www.Referenceworld.Com/Sage/Socialscience/Triangulation.Pdf).
- Capgemini. (2022). *Experimenteren met het werken thuis en op kantoor* (p. 26).
- De Haas, M., Hamersma, M., & Faber, R. (2020). *Thuiswerken en de coronacrisis: Een overzicht van studies naar de omvang beleving en toekomstverwachting van thuiswerken in coronatijd* (p. 65).
- De Sitter, L. U., Den Hertog, J. F., & Dankbaar, B. (1997). From complex organizations with simple jobs to simple organizations with complex jobs. *Human Relations*, 50(5), 497–534.

- Dekker, F., & Koster, F. (2020). Thuiswerken en innovatie: Het gaat er niet om waar je werkt. *Mens En Maatschappij*, 95(4), 321–337.
- Di Martino, V., & Wirth, L. (1990). Telework: A new way of working and living. *International Labour Review*, 129, 529–554.
- Freeman, R. E., & Reed, D. L. (1983). Stockholders and stakeholders: A new perspective on corporate governance. *California Management Review*, 25(3), 88–106.
- Guba, E. G., & Lincoln, Y. S. (1989). *Fourth generation evaluation*. Sage.
- Kennisinstituut voor Mobiliteitsbeleid. (2021). *Factsheet meting MPN thuiswerken en coronacrisis*.
- King, N. (2012). Doing Template Analysis. In G. Symon & C. Cassell (Eds.), *Qualitative Organizational Research* (pp. 426–450). SAGE Publications Ltd.
- Kor, R. (2020, April 6). De grootste veranderkundige ingreep ooit: Thuiswerken 2020. *Management Impact*. <https://www.managementimpact.nl/artikel/de-grootste-veranderkundige-ingreep-ooit-thuiswerken-2020/>
- March, J. G. (1991). Exploration and exploitation in organizational learning. *Organization Science*, 2(1), 71–87.
- McNabb, D. E. (2002). *Research Methods in Public Administration and Nonprofit Management: Quantitative and Qualitative Approaches*. M.E. Sharpe.
- Mumford, E. (2000). A Socio-Technical Approach to Systems Design. *Requirements Engineering*, 5(2), 125–133. <https://doi.org/10.1007/PL00010345>
- Myers, M. D. (2013). *Qualitative Research in Business & Management* (2e ed.). SAGE Publications Ltd.
- Nakrošienė, A., Bučiūnienė, I., & Goštautaitė, B. (2017). Working from home: Characteristics and outcomes of telework. *International Journal of Manpower*, 40(1), 87–101. <https://doi.org/10.1108/IJM-07-2017-0172>
- Payne, G., & Payne, J. (2004). *Key Concepts in Social Research*. Sage.

- Pei, X., & Zurlo, F. (2016). Social Design Management: Design As An Organisational Tool For Social Business Development. *11th European Design Academy Conference "The Value of Design Research"*, 1–10.
- Raisch, S., & Birkinshaw, J. (2008). Organizational ambidexterity: Antecedents, outcomes, and moderators. *Journal of Management*, *34*(3), 375–409.
- Raisch, S., Birkinshaw, J., Probst, G., & Tushman, M. L. (2009). Organizational Ambidexterity: Balancing Exploitation and Exploration for Sustained Performance. *Organization Science*, *20*(4), 685–695. <https://doi.org/10.1287/orsc.1090.0428>
- Santos, F., Pache, A.-C., & Birkholz, C. (2015). Making Hybrids Work: Aligning Business Models and Organizational Design for Social Enterprises. *California Management Review*, *57*(3), 36–58. <https://doi.org/10.1525/cmr.2015.57.3.36>
- Sociaal-Economische Raad. (2022). *Hybride werken* (Advies 22/03; p. 154). Sociaal-Economische Raad: Commissie Hybride Werken.
- Spieth, P., Schneider, S., Clauß, T., & Eichenberg, D. (2019). Value drivers of social businesses: A business model perspective. *Long Range Planning*, *52*(3), 427–444. <https://doi.org/10.1016/j.lrp.2018.04.004>
- Symon, G., & Cassell, C. (2012). Assessing qualitative research. In G. Symon & C. Cassell (Eds.), *Qualitative Organizational Research* (pp. 204–223). SAGE Publications Ltd.
- Taylor, F. W. (1911). *The principles of scientific management*. Harper & Brothers.
- TNO. (2021, February 4). *Bijna een kwart van de thuiswerkers wil ook na corona grotendeels thuis blijven werken*. TNO. [/nl/over-tno/nieuws/2021/2/kwart-thuiswerkers-na-corona-deels-thuis-blijven-werken/](https://nl/over-tno/nieuws/2021/2/kwart-thuiswerkers-na-corona-deels-thuis-blijven-werken/)
- Utrecht University. (2020, October 8). *Thuis werken: Organisatiecultuur, identiteit en betrokkenheid - Achtergrond - Universiteit Utrecht*. <https://www.uu.nl/achtergrond/thuis-werken-organisatiecultuur-identiteit-en-betrokkenheid>

- Wilson, F., & Post, J. E. (2013). Business models for people, planet (& profits): Exploring the phenomena of social business, a market-based approach to social value creation. *Small Business Economics*, 40(3), 715–737. <https://doi.org/10.1007/s11187-011-9401-0>
- Wood, N. (2004). Lean thinking: What it is and what it isn't. *Management Services*, 48(2), 8–10.
- Zott, C., & Amit, R. (2010). Business model design: An activity system perspective. *Long Range Planning*, 43(2–3), 216–226.

Appendix

Appendix I: The seven design parameters of the sociotechnical system design of de Sitter

1. Functional concentration

Functional concentration refers to “the relation between operational tasks and order types. In particular, we define the degree of functional concentration as the degree to which operational tasks are (potentially) related to all order types” (Achterbergh & Vriens, 2010, p. 55). When the value on the parameter of functional concentration is low, it means that operational (work)tasks are not coupled to all order types of the organisation, but on only one order or a few orders.

2. Degree of differentiation of operational tasks

Operational tasks can be divided into three operational activities: production, preparation and support activities (Achterbergh & Vriens, 2010). In the sociotechnical system design approach the value on the second parameter is high, when the three types of operational activities are separated from each other in operational tasks. On the other hand, the value is low when operational tasks contain all types of operational activities (Achterbergh & Vriens, 2010).

3. Degree of specialization of operational tasks

The third parameter refers to “the degree to which operational tasks contain only a small part of the complete operational process” (Achterbergh & Vriens, 2010, p. 59). This value is low when operational tasks cover the whole operational process and the value increases when the operational process is split up into sub-activities that are assigned to separate tasks (Achterbergh & Vriens, 2010).

4. Degree of differentiation of regulatory activities into parts

Regulatory tasks can be divided into three sub-activities: monitoring, assessing and acting (Achterbergh & Vriens, 2010). The value on this parameter is high, when these three different activities are assigned to different tasks and low when they are combined into one task (Achterbergh & Vriens, 2010).

5. Degree of differentiation of regulatory activities into aspects

There are three forms of regulation: strategic regulation, regulation by design and operational regulation (Achterbergh & Vriens, 2010). The value on this parameter can be considered as high when these three forms of regulation are separated from each other

in different tasks and low values can be achieved when tasks contain all three forms of regulation (Achterbergh & Vriens, 2010).

6. Degree of specialization of regulatory activities

This parameter refers to the same as the third parameter and focuses on the scope of regulation a tasks contain. A high value means that the tasks has a small regulation scope and a low value means that the regulation scope is broader (e.g. large part of the operational process or large number of regulators under supervision) (Achterbergh & Vriens, 2010).

7. Degree of separation

This parameter reflects the separation between operational and regulation and to what extent these two aspects are separated from each other in tasks. A high value on this parameter means that operational and regulatory activities are separated as much as possible in tasks. A low value means that operational and regulatory activities are integrated as much as possible in tasks.

Appendix II: Sample size

Respondent	Organisational unit	Function
R1	X team A	Manager (female)
R2	X team A	Employee (male)
R3	X team B	Manager (male)
R4	X team B	Employee (male)
R5	Y	Manager (male)
R6	Y	Employee (female)
R7	Z	Manager (male)
R8	Z	Employee (female)

Appendix III: Interview protocol

Introductie

Dank voor u deelname aan mijn onderzoek. Ik ben Hilde Klumperink en ik neem dit interview af voor mijn Master Thesis Bedrijfskunde aan de Radboud Universiteit. Mijn Master Thesis richt zich op hybride werken, de combinatie van zowel op kantoor als thuis werken, wat door de Covid-19 pandemie een relevant vraagstuk is geworden binnen veel organisaties. In dit interview wil ik u graag een aantal vragen stellen over uw eigen ervaringen met hybride werken. Als u een vraag niet wilt beantwoorden of wilt stoppen met het interview, voelt u zich vrij om dit aan te geven.

Als u vragen heeft, ook gedurende het interview, stel ze dan gerust. Het interview zal ongeveer één uur duren. Gedurende het interview zal ik vragen stellen over uw ervaringen met hybride werken, waarbij er telkens de vergelijking wordt gemaakt tussen thuiswerken en werken op kantoor. De vragen zullen betrekking hebben op verschillende onderdelen van werk, zoals het uitvoeren van u werkzaamheden en het contact met uw collega's.

Alle informatie zal vertrouwelijk worden behandeld en alleen worden gebruikt voor onderzoeksdoeleinden. Ik wil dit interview opnemen om het interview later terug te kunnen beluisteren, om er een transcriptie van te maken voor verdere analyse. De opname zal na afloop van het interview worden gewist. Gaat u er mee akkoord dat het interview wordt opgenomen?

... start audio opname na toestemming...

Vragen

Inleiding

0. In dit interview zullen we spreken over uw eigen ervaringen met hybride werken, allereerst wat betekend voor u hybride werken?

Technische organisatie van werk

1. Als u vanuit huis werkt kunt u dan uw werk efficiënt uitvoeren? En hoe verschilt dit in vergelijking met werken op kantoor?
2. Bent u in staat om nieuwe ideeën en/of vernieuwingen in uw werk te bedenken als u vanuit huis werkt? En hoe verschilt dit in vergelijking met werken op kantoor?
3. Bent u in staat om u persoonlijk te ontwikkelen als u vanuit huis werkt? En hoe verschilt dit in vergelijking met werken op kantoor?

4. Als u naar de locatie van de organisatie gaat, hoe deelt u dan uw dag in? En hoe verschilt dit in vergelijking met werken vanuit huis?

Sociale organisatie van werk

5. Zijn uw werktaken veranderd sinds de Covid-19 pandemie en hoeverre is dit te wijten aan thuiswerken?
6. Hoe heeft u contact met uw collega's over werk gerelateerde zaken als u thuiswerkt? En hoe verschilt dit in vergelijking met werken op kantoor?
7. Hoe zou u uw relatie met uw collega's beschrijven? Is dit veranderd sinds de start van de Covid-19 pandemie?
8. **Medewerker:** Hoe zou u uw relatie met uw manager beschrijven? Is dit veranderd sinds de start van de Covid-19 pandemie?
8. **Manager:** Wat is u rol als manager nu er meer vanuit huis wordt gewerkt? En hoe verschilt dit met voor de Covid-19 pandemie?

Organisatie en maatschappij

9. Ervaart u privé meer ruimte voor sociale of maatschappelijke kwesties nu u meer thuiswerkt? En hoe verschilt dit met voor de Covid-19 pandemie?
10. Welke maatschappelijke waarde levert uw organisatie? En is dit veranderd sinds de start van de Covid-19 periode?

Slot

11. Als u terug kijkt op de afgelopen twee jaar van de Covid-19 pandemie en de totstandkoming van hybride werken, hoe heeft u de verandering naar hybride werken dan ervaren?
12. Wat is voor u belangrijk in het werk en is nog niet aan de orde geweest?

Bedankt voor uw tijd en deelname aan dit interview

---stoppen van de audio opname---

Appendix IV: The a priori themes

Dimensions	Indicators	Description	A priori theme	Statement focus
Technical organisation of work	Productivity	Does working from home hinder or encourage the productivity of employees and managers compared to working at the organisation's location	<u>Productivity of work</u>	<i>Interviewee refers to his/her own productivity when working from home</i>
	Development	Does working from home hinder or encourage the development of new innovations and the personal development of employees and managers compared to working at the organisation's location	<u>New innovations</u>	<i>Interviewee refers to new innovations the organisation has developed and implemented since the start of the Covid-19 pandemic</i>
			<u>Personal development</u>	<i>Interviewee refers to his/her own personal development and how this has developed during the Covid-19 pandemic</i>
Management support	Management support	How does working from home changes the way work is managed compared to working from the organisation's location and how do managers adapt to this (potential) change	<u>Managing work</u>	<i>Interviewee refers to how work is managed by the manager</i>
			<u>Adaptability</u>	<i>Interviewee refers to how the manager has adapted the new situation of hybrid working</i>

Social organisation of work	Task concentration	Does working from home hinder the current clustering of tasks into jobs for employees and managers, compared to working from the organisation's location	<u>Work tasks</u>	<i>Interviewee refers to changes in his/her work tasks</i>
	Work responsibility	Does working from home hinder or encourage the amount of regulatory tasks employees experience in their jobs compared to working from the organisation's location	<u>Regulatory tasks</u>	<i>Interviewee refers to his/her responsibility in managing his/her own work</i>
	Social interaction	What influence does working from home has on the communication between organisational members compared to working from the organisation's location	<u>Formal communication</u> <u>Informal communication</u>	<i>Interviewee refers to the formal communication between organisational members</i> <i>Interviewee refers to the informal communication between organisational members</i>

Organisation and society	Social impact	Does hybrid working hinder or encourage the social value an organisation and his members deliver, compared with the situation wherein work was performed only from the organisation's location	<u>Organisation's social value</u>	<i>Interviewee refers to the social value the organisation delivers to society</i>
			<u>Individual social value</u>	<i>Interviewee refers to the social value he/she as an individual delivers to society</i>
	Organisational commitment	Does working from home hinder or encourage the shared value organisational members share with eachother compared to working from the organisation's location	<u>Organisational culture</u>	<i>Interviewee refers to the organisational culture of the organisation</i>
			<u>Relationship</u>	<i>Interviewee refers to the relationship he/she has with other organisational members</i>

Appendix V: Final template

Thema	Code	Grounded
Execution of work	Geconcentreerd werken	9
	Hulp vragen aan een collega	4
	Korte communicatie lijntjes	5
	Langer nadenken over werk	2
	Ontwikkelen nieuwe ideeën	6
	Ontwikkelen nieuwe ideeën: Brainstormen	5
	Overleggen over werk	18
	Persoonlijke ontwikkeling	1
	Persoonlijke ontwikkeling: Hard skills	3
	Persoonlijke ontwikkeling: Soft skills	4
	Persoonlijke ontwikkeling: Trainingen en opleidingen	5
	Productiviteit	16
	Samenwerken	13
Managing hybrid working	Aansturing op resultaten	9
	Monitoren van het team	7
	Monitoren van medewerkers	16
	Verandering rol manager	8
	Verantwoordelijkheid in het werk	21
Personal development	Ontwikkelen nieuwe ideeën	6
	Ontwikkelen nieuwe ideeën: Brainstormen	5
Commitment to colleagues and the organisation	Relatie met collega's	30
	Relatie met collega's: Small talk	16
	Relatie met collega's: Teambuilding	5
	Stimuleren van sociaal contact	14
	Verbondenheid met de organisatie	4

	Balans werk en privé		17
Work life balance		Zorgtaken	10
		Ontspanning	5
	Ruimte in de privésituatie	Huishouden	7
		Privé afspraken	2
		Reistijd	7
<hr/>			
Organisational members' motivation	Energie voor werk		14
	Motivatie voor het werk		11
	Prikkelingen kantoor		15
	Welzijn medewerkers		11
<hr/>			
Necessary requirements for organising hybrid working	Inrichting kantoorgebouw		13
		Vaste kantoordagen	12
		Beleid organisatie	13
	Organiseren hybride werken	Betrokkenheid medewerkers	10
		Afspraken met team	18
		Voorzieningen	22

Appendix VI: Codebook external codebook

	Indicators	Code	Grounded
Ambidexterity	Productivity	Productivity	15
	Development	Development: Innovation	5
	Management support	Management support	2
		Management support: Managing results	7
		Management support: Monitoring organisational members	3
	Task concentration	-	-
Socio-technical system design	Work responsibility	Work responsibility	3
		Work responsibility: Time management	6
	Social interaction	Social interaction: formal	8
		Social interaction: Informal	8
Social business	Social impact	Social impact	2
	Organisational commitment	Organisational commitment	4
		Organisation of hybrid working	3
New codes	Organisation of hybrid working: Facilities	5	
	Organisation of hybrid working: Guidelines and agreements within organisations and teams	18	
	Organisation of hybrid working: Involvement organisational members	13	
	Organisation of hybrid working: Office design	5	
	Work-life balance	11	
	Work-life balance: Well-being organisational members	7	

Appendix VII: Codebook internal documents

	Indicators	Code	Grounded
Ambidexterity	Productivity	Productivity	3
	Development	-	-
	Management support	-	-
Socio-technical system design	Task concentration	-	-
	Work responsibility	Work responsibility	3
	Social interaction	Social interaction	3
Social business	Social impact	Social impact	2
	Organisational commitment	Organisational commitment	1
	New codes	Organisation of hybrid working	12
		Work-life balance	3