

Hybrid Work: Is it a Blessing or a Curse?

Tatiana Andreeva

Tatiana.andreeva@mu.ie

<https://orcid.org/0000-0002-4045-7254>

Maynooth University, Ireland

Recibido: 26 de septiembre del 2022 / Aceptado: 10 de octubre del 2022

doi: <https://doi.org/10.26439/ciis2022.6066>

ABSTRACT. Enabled by new technologies and informed by the experiences during COVID pandemic, many employees would like to continue working remotely (Teevan et al., 2022), as this enhances their work-life balance and well-being (George et al., 2021). Many leaders, on the contrary, would like to see their employees back to the office (Microsoft, 2022). To address this challenge, many organisations are considering moving to the hybrid work arrangements, allowing their employees to work some days in the remote settings, but requesting them to be in the office some other days (e.g., Barerro et al., 2022). This approach is often seen as a solution that meets the interests of both employees and employers and can capture the benefits of both remote and in-office work (e.g., Choudhury et al., 2022). But does hybrid work really work?

KEYWORDS: hybrid work, remote work, HRM, collaboration, line managers, management challenges

TRABAJO HÍBRIDO: ¿BENDICIÓN O CARGA?

RESUMEN. Habilitados por las nuevas tecnologías e informados por las experiencias durante la pandemia del COVID-19, a muchos empleados les gustaría continuar trabajando de forma remota (Teevan et al., 2022), ya que esto mejora su equilibrio y bienestar entre el trabajo y la vida personal (George et al., 2021). Muchos líderes, por el contrario, quisieran ver a sus empleados de vuelta en la oficina (Microsoft, 2022). Para hacer frente a este desafío, muchas organizaciones están considerando cambiar a acuerdos de trabajos híbridos, permitiendo que sus empleados trabajen algunos días en entornos remotos, pero solicitándoles que estén en la oficina otros días (p. ej., Barerro et al., 2022). Este enfoque a menudo se ve como una solución que satisface los intereses tanto de los empleados como de los empleadores y puede capturar los beneficios tanto del trabajo remoto como en la oficina (p. ej., Choudhury et al., 2022). Pero ¿realmente funciona el trabajo híbrido?

PALABRAS CLAVE: trabajo híbrido, trabajo remoto, HRM, colaboración, gerentes de línea, desafíos de gestión

1. IN THIS TALK

This talk explores the effects of hybrid work on individual employees and organisations, building on the insights from previous research (e.g., Cristea & Leonardi, 2019; Gajendran & Harrison, 2007; Golden & Veiga, 2005; Rockmann & Pratt, 2015) and on recent emerging evidence (e.g., Choudhury et al., 2022; Zappa et al., 2022). How do work arrangements of the employees—in the office, hybrid or remote— influence their creativity and performance? How these work arrangements impact knowledge sharing and collaboration among the colleagues in the organisation? How do line managers react to the different work arrangements? Analysis of the emerging evidence on these questions suggests that hybrid work may bring not only benefits, but also serious risks—both for employees and organisations—and thus needs to be carefully managed. Some ideas on how these risks could be addressed are discussed.

REFERENCES

- Barerro, J., Bloom, N., & Davis, S. J. (2022). *Why working from home will stick*. National Bureau of Economic Research (working paper 28731). <https://www.nber.org/papers/w28731>
- Choudhury, P., Khanna, T., Makridakis, C., & Schirmann, K. (2022). *Is hybrid work the best of both worlds? Evidence from a field experiment*. Harvard Business School (working paper 22-063). https://www.hbs.edu/ris/Publication%20Files/22-063_639195cc-e7b5-47d3-9281-62d192c5b916.pdf
- Cristea, I. C., & Leonardi, P. M. (2019). Get noticed and die trying: Signals, sacrifice, and the production of face time in distributed work. *Organization Science*, 30(3), 552-572. <https://doi.org/10.1287/orsc.2018.1265>
- Gajendran, R. S., & Harrison, D. A. (2007). The good, the bad, and the unknown about telecommuting: Meta-analysis of psychological mediators and individual consequences. *Journal of Applied Psychology*, 92(6), 1524-1541. <https://www.apa.org/pubs/journals/releases/apl-9261524.pdf>
- George, T. J., Atwater, L. E., Maneethai, D., & Madera, J. M. (2021). Supporting the productivity and wellbeing of remote workers: Lessons from COVID-19. *Organizational Dynamics*, 51(2), 100869. <https://doi.org/10.1016/j.orgdyn.2021.100869>
- Golden, T. D., & Veiga, J. F. (2005). The impact of extent of telecommuting on job satisfaction: Resolving inconsistent findings. *Journal of Management*, 31(2), 301-318. <https://doi.org/10.1177/0149206304271768>
- Kane, G. C., Nanda, R., Phillips, A., & Copulsky, J. (2021). Redesigning the post-pandemic workplace. *MIT Sloan Management Review*, 62(3), 12-14.

- Microsoft (2022). *Great expectations: Making hybrid work work. Work trend index: Annual report*.
<https://www.microsoft.com/en-us/worklab/work-trend-index/great-expectations-making-hybrid-work-work>
- Mortensen, H. (2021, February 24). How to make hybrid workplace fair. *Harvard Business Review*. <https://hbr.org/2021/02/making-the-hybrid-workplace-fair>
- Rockmann, K. W., & Pratt, M. G. (2015). Contagious offsite work and the lonely office: The unintended consequences of distributed work. *Academy of Management Discoveries*, 1, 150-164. <https://doi.org/10.5465/amd.2014.0016>
- Teevan, J., Baym, N., Butler, J., Hecht, B., Jaffe, S., Nowak, K., Sellen, A., & Yang, L. (Eds.). *Microsoft New Future of Work Report 2022. Microsoft Research Tech Report MSR-TR-2022-3*. <https://www.microsoft.com/en-us/research/uploads/prod/2022/04/Microsoft-New-Future-Of-Work-Report-2022.pdf>
- Zappa, P., Andreeva, T., & Dávila, G. (2022, July 7-22). *Hybrid work arrangements, asymmetry in task dependence and knowledge network churn in the (post) COVID-19 workplace* [Conference presentation]. 38th European Group of Organization Studies Colloquium, Vienna, Austria.