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Efficient working in the age of remote working — a literature review on organizational and individual skills

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Abstract

The abstract summarizes your entire work and should be guided by your thesis structure. The abstract is maximum three pages long and written in present tense.

At the end of your abstract, you have to provide about five keywords:

Keywords: hybrid work, capabilities, remote work, Keyword-4, Keyword-5

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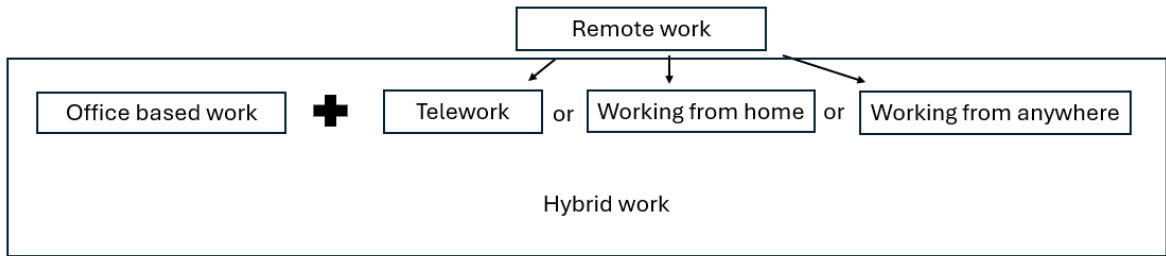


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1 Introduction

The new way of working, meaning the employee can work in an office of their company but also work in an additional place like their home, is largely implemented in the workplaces of companies worldwide. This happened with the turning point, the Covid 19 Pandemic, beginning 2020 where people were forced to stay and work at home because of curfew. Now flexible work arrangements, including telecommuting, have now become standard(Hopkins & Bardoel, 2023) .

As companies shifted to remote work, many realized that not only could productivity be maintained, but in some cases, it improved. This sparked a growing interest in hybrid models that combine in-office and remote work. Studies suggest that hybrid setups provide greater flexibility and autonomy while meeting employees' expectations for better work-life balance—resulting in higher job satisfaction and lower turnover rates (Hopkins & Bardoel, 2023). However, this shift also brings new challenges, requiring a rethink of traditional workplace structures and management approaches.

Before COVID-19, remote work was a niche practice, mainly reserved for highly paid professionals in specialized roles. It was often seen as an "elitist phenomenon," with only about 5% of American employees and 3.2% of workers in the European Union voluntarily working remotely(Chafi et al., 2022). Widespread adoption was further slowed by societal skepticism toward remote work, reinforcing the idea that being physically present in an office was essential for productivity.

The pandemic in 2020 completely disrupted this perception. As businesses scrambled to comply with public health regulations, remote work became the default for millions. Almost 50% of employees in the U.S. and 39% in the EU switched to working from home during this period(Chafi et al., 2022). This shift not only proved that remote work was feasible at scale but also set the stage for hybrid work models, giving employees more control over where and how they work.

As businesses adjusted to the new work landscape, they faced several challenges, including social isolation, inadequate home office setups, and blurred boundaries between work and personal life. These factors contributed to rising stress levels and burnout among remote employees(Galanti et al., 2023). The pandemic also highlighted the critical role of effective communication and social support in maintaining employee well-being during prolonged isolation(Galanti et al., 2023; Rohwer et al., 2024).

To tackle these issues, many companies reexamined their management approaches, shifting from traditional oversight methods—often ineffective in remote settings—toward a culture of trust and digital collaboration (Rohwer et al., 2024). With hybrid work becoming more common, organizations increasingly invested in technology and communication tools to facilitate teamwork and create a workplace environment centered on flexibility and autonomy. Ultimately, the pandemic not only accelerated the rise of hybrid work but also reshaped employee expectations, marking a shift toward more adaptive and well-being-focused workplace practices (Churilov et al., 2024).

As a result, hybrid work concepts were more and more used though the external shock of the covid 19 pandemic and are here to stay. The involuntary adoption of remote work may have increased workers' desire for voluntary remote arrangements post-pandemic (Baudot & Kelly, 2020).

But what's new work? The concept of new work was originally established by Frithjof Bergmann in the 1980s and it addresses challenges of unsatisfying work and job automation (Berend & Brohm-Badry, 2020) The concept includes approaches like employee participation, reduced hierarchies, and new leadership methods (Hackl et al., 2017). But since Bergmann's concept a lot has changed. Communication technology, mobile devices and co-working tools allow a virtual communication and cooperation. This enables companies worldwide to be more flexible. But in addition this new flexibility, further skills and concepts such as, agile work processes, new employment relationships, and leadership styles (Kattenbach et al., 2021) making the concept of new work quite complex.

For example, in 2023, 64% of leaders thought that full-time office work would be the future within five years. However, another survey with 20,000 workers showed that most of them preferred to stay in hybrid work, meaning some time spend in the office of the company and some time at another place (Heraty, 2023; Reisbeck, 2023). These two findings contradict each other, which is why it is important to investigate this topic further.

Technology can also be a barrier. Without the right infrastructure and support, remote work becomes challenging. Some employees might not have the digital skills or tools needed for effective collaboration. Furthermore, the implementation of flexible work arrangements seems to be challenging (Darshana & Tamilmaran, 2024). The challenges include the mentioned implementation of the right infrastructure as well as resistance from management. Managers might resist flexible work arrangements because they worry about losing control and not being able to monitor employee productivity. Some also think flexible work arrangements could harm collaboration and the company culture. Another concern is accountability and productivity. Organizations may struggle to measure employee performance in a flexible setup and fear that flexible work arrangements could reduce efficiency. Lastly, traditional work culture and mindsets can make the shift to flexible work arrangements difficult. Many organizations still value face-to-face interactions, and a lack of trust between managers and employees can make flexible work harder to implement.

As shown in the last paragraphs there seems to be an issue with implementing but also with the whole situation of hybrid work. What is also interesting is that the terminology is not very strict and clear. "Hybrid work", "remote work", "Work from anywhere", "Mixed Work", "telecommuting", "mobile work" and "Digital nomadism" are all terms that describe somehow the situation where individuals are working in a working concept that has multiple locations.

This observation leads to the first research question:

RQ1: "What are concepts of hybrid work?"

With this question we try to investigate what different concepts of hybrid work exist and if there are similarities. Also how are they different and defined?

Some studies show that hybrid work can benefit both employees and organizations. It can lower attrition rates by 35%, boost job satisfaction, and increase productivity (Bloom et al., 2022).

However, the success of hybrid work depends on different factors, like how much autonomy employees have and whether their workflow is disrupted (Handke et al., 2024). While hybrid work can reduce environmental demands and interruptions, it can also change how employees communicate and structure their workday (Bloom et al., 2022; Handke et al., 2024).

Overall, these findings suggest that when done right, hybrid work can combine the best of both world-giving employees' flexibility while still benefiting organizations.

But what are the factors of successful hybrid work? Hybrid work is complex. The concept is under the influence of multiple factors. The Management, the employees and the Organizations itself seems to be needed to have a good working hybrid work concept. But why do some companies work well in a hybrid concept? Why do some employees love hybrid work some hate it ? Why is there such a difference in the opinion of hybrid work from employees and Leaders?

This leads to the 2nd Research question:

RQ2: “Which capabilities are critical to hybrid work?”

With the umbrella term capabilities, terms like skills (meaning a learned ability), competences (which is a broader term that includes technical abilities but also knowledge) and proficiency, (meaning the level of expertise of a given or learned skill) are included.

As shown in the previous sections, hybrid work is a complex and evolving concept influenced by various factors, including management approaches, employee preferences, organizational culture, and technological infrastructure. While some companies and employees thrive in hybrid settings, others struggle with its challenges, leading to mixed opinions on its effectiveness. Additionally, the terminology surrounding hybrid work remains inconsistent, making it difficult to establish clear definitions and frameworks.

To better understand hybrid work, this thesis investigates two key research questions: (1) What are the different concepts of hybrid work, and how are they defined? (2) What capabilities are critical for successful hybrid work? Answering these questions requires a structured approach, combining a review of existing literature with empirical analysis. The following section outlines the research methods used to explore these topics, including data collection, analysis techniques, and the criteria for evaluating hybrid work concepts and competencies.

2 Methods

2.1 Adaptation of the Eight-Step Guide to Conducting a Systematic Literature Review

As, this thesis is a literature review, the best practices from (Watson, 2002) and (Okoli, 2015) were used.

Especially the provided eight step guide was used to fulfill the literature review.

The Guide starts with **Identify the purpose**, the initial step in any review involves clearly identifying the review's purpose and intended goals, which is essential for the review to be clear to its readers. This task was fulfilled by creating the research questions RQ1: **"What are concepts of hybrid work ?"** and RQ2 **"Which Capabilities, are critical to hybrid work?"** That was established in the chapters above.

The 2nd step: **"Draft protocol and train the team"**: For any review with more than one reviewer, it is important for reviewers to agree on the procedure they will follow, necessitating a written, detailed protocol document and training for all reviewers to ensure consistency in the review process. In this study this is irrelevant as only one reviewer is doing the job.

Apply practical screen: Also known as screening for inclusion, this step requires reviewers to explicitly state which studies were considered for review and which were excluded without further examination. Reviewers must provide practical reasons for excluding certain studies and justify how the resulting review remains comprehensive despite these exclusions.

This step was taken via inclusion and exclusion criteria to ensure the integrity and relevance of this systematic literature review, clear inclusion and exclusion criteria were established:

Inclusion Criteria:

- **Inclusion Criteria 1: Studies and papers discuss leadership and/or employee skills and capabilities in the context of remote or hybrid work.**

Analyzing studies on employee skills and capabilities allows for a comprehensive understanding of the competencies necessary for successful adaptation to hybrid and remote work settings. This could include both technical and soft skills, such as digital literacy, self-management, and communication as described in the interdictio section as well.

- **Inclusion Criteria 2: Research papers focusing on hybrid work concepts and the necessary skills and capabilities for hybrid work.**

As this study is primarily focused and interested in the new way of working, meaning hybrid work, its essential to include studies and papers that are discussing this work style. As "hybrid work" is used interchangeable with other terms like "remote work", "working from home", "tele work" and "mobile work" these words were also included in the search query. This criterion also includes papers that could bring a better understanding of necessary skills from a corporate or employee / workplace perspective, complementing the inclusion criteria 1 where skills from employees and leaders were included into the pool of the papers, that needed further attention.

Search for literature: Reviewers need to describe the details of the literature search and explain and justify how the search's comprehensiveness was ensured.

For the literature review, the Web of Science database was utilized, applying a comprehensive search query:

("hybrid work" OR "remote work" OR "Work from anywhere" OR "Mixed Work" OR "telecommuting" OR "mobile work" OR "Digital nomadism") AND (skills OR competences OR capabilities OR proficiency).

It is important to note that in the search, not only "skills" but also synonymous terms such as "competences" and "capabilities" were included to ensure a broad and inclusive collection of relevant literature. Moreover, the search was not limited to "hybrid work" but also extended to "telework" and "remote work," as these concepts were discussed in the introduction section. This comprehensive approach was essential to encompass the varied terminologies and perspectives within the emerging paradigm of modern work environments.

Extract data: Once the studies to be included in the review are identified, reviewers systematically extract the relevant information from each study.

For this step the reviewer asks himself questions to guide himself while reading the paper. The answers were collected in an excel spreadsheet, complementing the inclusion and exclusion criteria step above. The first question was "What is the research topic of the paper?". This question was to get a rough overview of the paper as well as to get a summary and a short description of the paper to make it easier to recognize instead of reading the whole abstract again. The next question: "Does the paper provide definitions for "Remote Work," "Hybrid Work," "Working from Home," "Telework," or any other form of hybrid working?" was drafted to search for definition of hybrid work or any other form of remote work. If the paper mentioned any definition this was also documented in the master excel spreadsheet. To gain some insight on meta data and possible correlations the research methods and sample size of the papers were also documented. The according questions were: "What research methods are employed in the paper?" and "What is the sample size utilized in the paper?".

As this paper is focused and interested in the skills that could affect hybrid work in a positive way a complimentary question was also part of the Extract data step: "What specific skills or attributes are identified in the paper that facilitate working in a hybrid work environment?" if skills could be identified this was documented in the master excel spreadsheet. If no mention of skills or competencies were found this was also documented.

As mentioned above the terminology of hybrid work tele work remote work is sometimes used interchangeably and therefore the reviewer documented if: "the paper utilizes any of the following terms: "hybrid work," "telework," "remote work," "working from home," or "mobile work"?" and documented it accordingly in the master excel file.

All these questions were designed to ensure a consistent evaluation of each study, allowing the reviewer to systematically compare and analyze the literature while reading it.

Appraise quality: Also known as screening for exclusion, this step requires reviewers to explicitly specify the criteria used to exclude papers of insufficient quality. Researchers must score all the papers included based on their research methodologies to assess quality.

Similar to the Apply practical screen step this was done via inclusion and exclusion criteria to ensure the integrity and relevance of this systematic literature review, clear inclusion and exclusion criteria were established:

Exclusion Criteria:

- **Exclusion Criteria 1: Studies not related to hybrid work**

Studies which are not related to hybrid work are excluded to ensure the relevance, consistency, and validity of the research. Since the study focuses on the skills and capabilities necessary for hybrid work, including literature that examines only traditional office settings work could introduce irrelevant findings and theoretical inconsistencies. Hybrid work presents unique challenges differing from other work models. Excluding such studies ensures that the analysis remains focused on hybrid work, strengthening the applicability of findings to real-world organizational settings while maintaining the coherence and rigor of the literature review. This exclusion criterion also excludes hybrid or remote settings on other context like learning / distance learning during the Covid period or other situation where a remote/ hybrid setting is given but not in the context of classic office work. As well as hybrid situations in chess or other sports / games.

- **Exclusion Criteria 2: Studies unrelated to the skills and capabilities required for hybrid work**

Studies that do not focus on the skills and capabilities required for hybrid work are excluded to ensure that the research remains relevant and aligned with its objectives. Since this study aims to explore which skills and competencies which is important for hybrid work, including literature that does not mention any of those aspects would not contribute well. It is expected that Hybrid work presents specific challenges that require distinct skills, and studies that do not examine these competencies would not provide useful data for the analysis. Therefore, by excluding such studies, the research maintains a clear focus and ensures that its findings are directly applicable to understanding the skills needed for success in hybrid work environments.

- **Exclusion Criteria 3: Papers published before 2014.**

The present study focuses on the emerging paradigm of hybrid working, which entails a transformation in the conventional physical workplace. Consequently, there is an imperative for novel technological solutions to facilitate this transition. Key technologies, including cloud storage, communication tools such as Zoom, Trello, Slack, and MS Teams, as well as reliable broadband internet, were introduced around the year 2014. Consequently, any extant literature or studies published prior to this timeframe were excluded from further research, as it was deemed highly improbable that the style or remote/tele work would be considered a suitable fit for the prevailing new normal as of today.

- **Exclusion Criteria 4: Paper full text not available in English or German**

As the language skills of the reviewer are limited to English and German, any paper that is written in another language is excluded from the study for obvious reasons.

All these criteria ensure that the literature review remains focused, comprehensive, and relevant to the research questions. After reading the abstract of each paper the inclusion and exclusion criteria were documented in an Excel spreadsheet.

Synthesize studies: Also referred to as analysis, this step involves combining the facts extracted from the studies using appropriate techniques, whether quantitative, qualitative, or both.

This step was done in iterative. First all papers that had one of the exclusion criteria but one of the inclusion criteria were read in by the reviewer completely. The goal of this step was to gain detailed information about each paper. The reviewer focused on finding information on: The method that the paper used, the sample group (if mentioned in the paper and fitting to the method), capabilities mentioned by the paper and definitions for concepts of hybrid work the paper may mention. Additionally, a short summary of the paper was documented, as well as a very short sentence that roughly describes the paper to identify it more easily. All these items were documented in the master excel file.

After this step the synthesis per Research question was done. For RQ1 a separate table includes all paper that had a definition or description of a hybrid work concept. As the papers sometime don't have a clear definition with clear inclusion and exclusion criteria, descriptions of the work concept were also collected to get more data to work with. Additionally, to the Author and year to identify the paper, of course the definition / descriptions are part of the table. As well three additional columns to structure the definitions and descriptions more. The column "Technology is mentioned" was marked with an "x" if the definition / description of the paper is using in some sort of technology like "telecommunication technology" or "information technology". The column "work outside fixed office is mentioned" was marked with an "x" if the definition / description is mentioning in any way that a physical place apart from the dedicated office of the employee was used. The column "time mentioned" was marked with an "x" if the definition / description mentions in some way that a time like hours or working days are part of the definition / description. All these steps led to the table 1 Concepts. With this table the researcher can find similarities in the definitions / descriptions of the papers to identify hybrid work concepts better.

For the RQ 2 also several tables were created. As source, the master excel file was used. For a better understanding of what kind of capabilities in what kind of concepts from whom are used and useful, all papers were screened for a working concept. If the paper was written about and discussing a subject in the time related to the Covid 19 pandemic, the identified work style "full remote covid" was matched to the paper. "hybrid work, office + X" was used to mark papers that were discussing subjects in a setting where employees were partly working in an office from their employers and partly in another physical location such as their home or a remote office or any other separate location. "Remote Work / Working from Home" was used to mark papers that mentioned in their definition / description that the work was done remotely in the home of the employee and discussing such a scenario. These three concepts were all included as "full Remote" as the workstyle is not mentioning an office, either because of curfew regulations (COVID) or other situations. With this clustering six tables (tables 3 - 8) were created. With the help of the tables all the excerpt work was done. Regarding the capabilities the findings were also split into 3 groups. In a hybrid work environment, leaders, employees, and organizations each play distinct roles shaped by their unique responsibilities and challenges. Their perspectives on hybrid work differ because their priorities and concerns are not the same. But they are interconnected. These considerations led to the Tables 3,4,5 where the Capabilities of the three groups in a hybrid set up were collected and to the Tables 6,7,8 for a remote setting.

To understand what the effects of the capabilities may be, the papers were read again and the effects, if some could be identified, were also transferred to the master excel file.

Write the review: In addition to following standard principles for writing research papers, the process of a systematic literature review must be reported in sufficient detail to allow other researchers to independently reproduce the review's results.

The result of this step is the whole thesis

As mentioned above, these steps were aligned on the 8 steps to literature review from (Okoli, 2015).

3 Findings

This Sections investigates the concept of hybrid work and shed light on the essential capabilities needed for successful hybrid work, highlighting the distinct roles of leaders, employees, and organizations in this new work environment.

The papers reviewed in full were not directly synthesized in the traditional sense. Instead, the critical capabilities identified across the literature have been organized into tables to provide a more structured comparison. This method allows for a clearer understanding of the specific skills required and how they differ between leaders, employees, and organizations in the hybrid work context. Same was done for the concepts as can be seen in the following paragraphs.

3.1 Concepts

As described in section 3, Table 1 was created to gain a better insight into the concepts of hybrid working from reviewed papers.

<i>Paper</i>	<i>Term Defined.</i>	<i>Definition / Description</i>	<i>Tech- nology is men- tioned</i>	<i>work out- side fixed office is mentioned</i>	<i>time men- tioned</i>
(Tsareva & Omelyanenko, 2020a)	Remote work	Remote work: According to the Labor Code of the Russian Federation (Article 312.1), the paper states that remote employment means "the performance of a labor function determined by an employment contract outside the employer's location, directly or indirectly under the control of the employer, provided that public information and telecommunication networks are used to perform this labor function."	x	x	

(Vartiainen & Vanharanta, 2024)	Tele work	<p>Telework:</p> <p>From the International Labor Organization (ILO, 2020b):</p> <p>"A subcategory of the broader concept of remote work. It includes workers who use information and communications technology (ICT) or landline telephones to carry out the work remotely. Similar to remote work, telework can be carried out in different locations outside the default place of work. What makes telework a unique category is that the work carried out remotely includes the use of personal electronic devices."</p>	x	x
(Vartiainen & Vanharanta, 2024)	Hybrid work	<p>Hybrid work definition:</p> <p>"A hybrid workforce essentially refers to a workforce that is distributed across different locations, from traditional office and factory spaces to remote locations, including within employees' living space, be it a family home or shared apartment. A hybrid working model is characterized by the flexibility and choices it offers employees, and it can be an innovative way of driving new approaches to agility, collaboration, and ways of working."</p>		x
(Joellenbeck et al., 2022)	Teleworking	<p>Teleworking:</p> <p>a fixed workplace at home, often set up with the support of the employer, and subject to the health and safety regulations of the workplace ordinance.</p>		x
(Joellenbeck et al., 2022)	Home Office Working from Home	<p>Home office/Working from home (WFH):</p> <p>These terms refer to less regulated and formalized forms of remote work, which became more prevalent during the COVID-19 pandemic.</p>		x

(Vicerra et al., 2022)	Telework	Telework: "work-from-home (WFH) setup" where employees can perform their work remotely, away from the office. It mentions that telework was historically adopted in 1967 in Germany to help employees with transportation issues.		x	
(Henke et al., 2022)	Telework	Telework: from the European Foundation for the Improvement of Living and Working Conditions (Eurofound, 2021): "...a form of organizing and/or performing work, using information technology, in the context of an employment contract/relationship, where work, which could also be performed at the employer's premises, is carried out away from those premises on a regular basis."	x	x	
(Bentley et al., 2016)	Telework	Telework: "a flexible work arrangement whereby workers work in locations, remote from their central offices or production facilities, with no personal contact with co-workers, but the ability to communicate with co-workers using ICT".	x	x	
(Martin & MacDonnell, 2012)	Telework	Telework: "the substitution of communication technology for work-related travel, and can include paid work from home, a satellite office, a telework center or any other workstation outside of the main office for at least one day per work week."		x	x
(Agbanyo & Shi, 2024)	Working from anywhere	Work-from-Anywhere (WFX): "a tech-enabled, unconventional working arrangement capitalizing on a mix of online, offline, and hybrid work, with distance flexibility and human resource management agility." It is described as a flexible yet convoluted work arrangement that combines remote work and commuting to the office.		x	

(Agbanyo & Shi, 2024)	Telework	Telework/Telecommuting: "Telework, also known as telecommuting, can be defined as a type of work carried out remotely, at a distance, and online through Mobile Information Technology Devices (MITDs) for work performed outside the employer's premises."	x	
(Mishima-Santos et al., 2021)	Remote work	Remote work: an umbrella term, including any employee who works outside of the traditional office and uses information and communications technology to access work."	x	x
(Yorulmaz & Baykal, 2024)	Telework	Telework: "performing work wholly or partially at an alternative location outside the workplace through information and communication technologies (computers, tablets, phones, etc.)". It is distinguished from the broader concept of "remote work". Remote work: The paper states that remote work is a "more general, inclusive umbrella concept that refers to working wholly or partially at an alternative location outside the workplace". It includes all work activities outside the workplace, not just those enabled by information and communication technologies.	x	x
(Chafi et al., 2022)	Hybrid work	Hybrid work: the emerging preference and consequence of having some workers remote and some on-site. It describes hybrid work as involving "hybrid collaborations" (collaboration between co-located and remote participants) and "hybrid meetings" (meetings with both co-located and remote participants).		x

(Perry et al., 2018)	Hybrid work as an extent of remote work	Remote work: "Aligning our work with Allen et al. (2015), we define the extent of remote work as the frequency with which an employee works away from their primary office at any other location, ranging from none (i.e., traditional office-based work) to full-time (Bailey & Kurland, 2002; Gajendran & Harrison, 2007). Adopting remote work as a broader label than telecommuting or telework, we include any work location that is not a primary office operated by the organization, such as home, coffee shops, or customer sites (Allen et al., 2015; Gajendran & Harrison, 2007)."		x
(Tramontano et al., 2021)	Remote workers	Remote Workers: "In the present contribution we refer to remote workers as "individuals who use technology to work remotely from the main group office at any time or place"	x	x
(Szulc, 2022)	Remote work	Remote work: "Remote work involves performing work-related activities outside of an employee's primary office "		x
(Kilson & Tavares, 2024)	Remote work	Remote Work: Refers to professional activities performed physically away from those who hire or supervise the work. Many professionals like field researchers or sales personnel may be classified as remote workers.		x

(Rodriguez-Modrono & Lopez-Igual, 2021)	Home based tele workers	Regular home-based teleworkers: Those who use ICT devices at least several times a month to work from home, and at all other locations (except the employer's premises) less often than several times a month. Highly mobile teleworkers: Those who work with the help of ICT devices at least several times a week in at least two locations other than the employer's premises, or work daily in at least one other location. Occasional teleworkers: Those working primarily at the employer's premises, but occasionally (less than several times a month) work from home or other locations (less frequently and/or at fewer locations).	x	x	x
(Law & Koh, 2023)	Remote work/telework	Remote work or teleworking: "is subsumed under the arrangement of remote- or teleworking, which in turn relates to the practice of flexible work arrangements for employees in need or offered as a perk to valuable employees."		x	
(Benligiray et al., 2024)	Working from home	Working from home: "the practice of an employee working at their home, or in some other place that is not an organization's usual place of business" and "a flexible work arrangement whereby workers work in locations, remote from their central offices or production facilities, the worker has no personal contact with co-workers there but is able to communicate with them using technology".	x	x	
(Russo et al., 2023)	Remote work	Remote work: "organizational work that is performed outside of the usual organizational confines of space and time". This implies a high degree of freedom in terms of scheduling and location.			x

(Mura et al., 2024)	Remote work smart work	The paper states that the terms "remote working," "e-working," and "smart working" are used "to refer, often undifferentially, to those types of work activities that can be conducted at any time, any place and are characterized by intensive and extensive use of technology to foster flexible work practices."			x
(Gifford, 2022)	Remote work	Remote working: "a rise in remote working and virtual teams looks to be the one that's most likely to be sustained permanently" because of the COVID-19 pandemic.		x	
(Gifford, 2022)	Hybrid work	Hybrid working: "a long-term growth in hybrid working seems inevitable", referring to a mix of remote and on-site work.			x
(Sostero et al., 2023)	Telework	telework: is used in EU legislation and agreements between social partners, e.g., https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=LEGISSUM:c10131 ."	x	x	
(Allen et al., 2015)	Telecommuting	"Telecommuting is a work practice that involves members of an organization substituting a portion of their typical work hours (ranging from a few hours per week to nearly full-time) to work away from a central workplace—typically principally from home—using technology to interact with others as needed to conduct work tasks."		x	
(Niebuhr et al., 2022)	Working from home	Working from Home "a work practice that involves members of an organization substituting a portion of their typical work hours (ranging from a few hours per week to nearly full-time) to work away from a central workplace—typically principally from home—using technology to interact with others as needed to conduct work tasks"	x	x	

(Ferrara et al., 2022)	Remote work	Remote working/E-working: "any form of substitution of information technologies (such as telecommunications and computers) for work-related travel: moving work to the workers instead of moving workers to the work". "conducting formal, paid work at home during normal business hours, a majority of homeworkers are not typical teleworkers and do not have a formal agreement with their employers".	x	x
(Silva et al., 2022)	Hybrid work	Hybrid Work: "a modality that became more common after several COVID-19 waves and lockdowns" where "part of the work activities is carried out outside the office and it is performed adopting new information and communication technologies through remote work."	x	x
(Chatterjee et al., 2021)	Remote Work	remote work: "an employee who arranges to work away from the normally allocated place of work by using digital technology." It also discusses related concepts like workplace flexibility, work time flexibility, and infrastructure flexibility.	x	
(Thompson et al., 2022)	Telework Telecommuting	telework/telecommuting: "the discretionary act of periodically working from home or another remote location, typically via technology for some portion of one's work schedule."	x	
(Dzandu et al., 2023)	Remote work	Remote work: "a work practice that involves members of an organization substituting a portion of their typical work hours (ranging from a few hours per week to nearly full-time) to work away from a central workplace-typically principally from home-using technology to interact with others as needed to conduct work tasks" (Allen et al., 2015, p. 44).	x	x

(Yozi & Mbo- kota, 2024)	Hybrid work	Hybrid work: a "work practice that involves members of an organization substituting a portion of their typical work hours (ranging from a few hours per week to nearly full-time) to work away from a central workplace – typically principally from home – using technology to interact with others as needed to conduct work tasks" .	x	x
(Berling et al., 2022)	Mobile work	mobile work: "Mobile workers in this study include persons who work from home for at least 1 day/week and/or work in field service for at least 1 day/week and/or have business travel activities for at least 1 day/week.".		x
(Bolisetty et al., 2023a)	Hybrid work	Hybrid work: wherein employees can work from the office or work from home, or work from anywhere."		x
(Melin & Cor- rell, 2022)	Telework	Telework: "performing work wholly or partially at an alternative location outside the workplace through information and communication technologies (computers, tablets, phones, etc.)".	x	x

Table 1 Concepts

From the 81 papers that were read in full by the reviewer, 32 papers had a definition or description of a hybrid work concept. Some papers (Vartiainen & Vanharanta, 2024) (Joellenbeck et al., 2022) (Agbanyo & Shi, 2024) also had multiple concepts described. Most of the papers that had definition / description were published in 2022 (n=11). Eight papers were published in 2024, five in 2023 and three in 2021. The publication years 2012, 2016, 2015, 2018 and 2020 were represented once.

Terms the definitions or descriptions define or describe are very diverse. (n=1) "remote workers"; "Home based tele workers"; "Mobile work" and "Work from anywhere". The terms "Home office / working from home" were mentioned 3 times. With (n=11) "Remote work" and (n=19) "Tele" are defined or described more often compared to the other terms. The term "Hybrid work / hybrid working" was mentioned five times. "Tele commuting" was mentioned two times.

Papers (Vicerra et al., 2022) also use terms (telework and working from home) interconnected. Five other papers mix terms in their definition or description (Agbanyo & Shi, 2024; Bolisetty et al., 2023a; Law & Koh, 2023; Mura et al., 2024; Vartiainen & Vanharanta, 2024).

The findings regarding the fields for “Technology is mentioned”, “work outside fixed office is mentioned” and “Technology is mentioned” are n=19, n=29 and n = 7. The terms that were defined / described the most had the following distribution of the fields:

<i>Term</i>	<i>Technology is mentioned</i>	<i>Work outside fixed office</i>	<i>Time is mentioned.</i>
Remote work	5	7	3
Tele work	7	8	1
Hybrid Work	2	6	1
Tele working		1	
Home Office / working from home		3	
Working from Anywhere		1	
Remote workers	1	1	
Homebased tele work	1	1	1
Tele commuting	1	1	
Mobile work			1

Table 2 Concepts variables mentioned

3.2 Hybrid work

From table 2 it is recognizable that hybrid work seems to be also work outside of and inside a fixed office. What’s interesting is that at least for the investigated descriptions / definitions the technology aspect does not seem so important compared to telework or remote work.

From the various definitions its can be said that hybrid work is a mix of remote and in-office work, emphasizing flexibility and employee choice where that other place is physically located seem to be limited (Bolisetty et al., 2023a) and can definitely also be the home of the worker (Yozi & Mbokota, 2024) .

One paper (Perry et al., 2018) is using the term “extent of remote” which can also be understood as hybrid work as the definition of the paper is aligned with any of the other descriptions and definitions of hybrid work. Including the mention of technologies as well the explicit additional workplace outside the workers main office in a company. (Chafi et al., 2022) is adding to the work that’s preformed outside the office, that meetings and collaboration between workers can be also done hybrid meaning one party in together in one physical location and another collaboration via a remote set up.

The subsequent section will present the findings pertaining to the remote terms.

3.3 Remote Concepts

While studying the concepts of the remote concepts it was noticed that the terms and definitions are not that clear and sometimes mixed in the descriptions and definitions, for example is (Law & Koh, 2023) were remote work and teleworking are not separated. Some papers also refer to other researchers but some use their on descriptions or definitions.

Our findings regarding Telework/Telecommuting are that they are a subtype of remote work that explicitly requires Information and Communication Technologie and is often formalized with regulations and

are also a legal term (Sostero et al., 2023; Tsareva & Omelyanenko, 2020a) . For “Tele work” the employee also needs to work in a physical location that is not the office of the employer. This other physical location can but not must be the home of the employee (Allen et al., 2015; Thompson et al., 2022). “Telework”, “Tele working” and “telecommuting” can be seen as synonymous.

For the term of “homebased tele workers”, the paper of (Rodriguez-Modrono & Lopez-Igual, 2021) is the only one that uses subcategories for tele workers. The difference between the categories are the time spent away from the primary office of the employee.

The terms “home office” and “working from home” are described as the situation where the employee is working from his home (primary living location) (Benligiray et al., 2024) But here the description is naming also that the other location may not be limited to the home. This could be easily confused with the working from anywhere defeniont from (Agbanyo & Shi, 2024)

The description of (Joellenbeck et al., 2022) for “working from home” is not very clear and distinct. A better definition is from (Niebuhr et al., 2022) where it is referred to a work arrangement in which employees replace part or nearly all of their regular office hours by working remotely, primarily from home. This setup relies on technology to facilitate communication and collaboration, ensuring that work tasks can be completed effectively despite the physical distance from the central workplace.

The Remote working concept with the term of remote work can be clustered as an overarching term for work that’s done outside of an office. Telework and teleworking as well as mobile work and working from home and working from anywhere can all be seen as subcategories of remote work.

3.4 3.2 Capabilities

Regarding capabilities, the findings were also categorized into three groups. In a hybrid work environment, leaders, employees, and organizations each assume distinct roles, shaped by their specific responsibilities and challenges. While their perspectives on hybrid work may be different on priorities and concerns, they remain deeply interconnected, influencing and shaping one another. In the following the findings on this are presented in a table formatted and the key findings expressed in text.

3.4.1 Hybrid Work: Capabilities of Leaders, Employees and Organizations

<i>author und year</i>	<i>Capabilities the paper mentions</i>	<i>Who has the Capabilities</i>	<i>identified Hybrid Work style</i>
(Camp et al., 2022)	technological competence autonomy teamwork	Leaders	hybrid work, office + X
(Bentley et al., 2016)	organizational and technical support for teleworkers managing social isolation	Leaders	hybrid work, office + X
(Chafi et al., 2022)	self-management digital skills interpersonal skills	Leaders	hybrid work, office + X

(Silva et al., 2022)	Digital skills and technological proficiency Lifelong learning Diversity and inclusion skills Work-life integration skills	Leaders	hybrid work, office + X
(Yozi & Mbokota, 2024)	Listening and giving feedback - Focusing on "what is not said" and providing immediate feedback Empathy Building authentic relationships - Creating space for social engagement to strengthen team ties	Leaders	hybrid work, office + X

Table 3 Capabilities Leaders Hybrid Work

From the investigation papers five papers are in the category of Hybrid work and Leader Capabilities. The papers were published between 2016 and 2024 (each year n=1). Three papers were published in 2022. Regarding the leadership capabilities the findings are a mix of individual skills for the leaders like digital skills and management skills like building relationships. Also, social skills like empathy, active listening, and giving feedback (Yozi & Mbokota, 2024) are crucial for fostering connection and maintaining engagement in hybrid settings. Hybrid work can create communication gaps, making it essential for leaders to focus on "**what is not said**" and provide immediate feedback to ensure clarity.

Overall, hybrid work seems to require leaders to develop a **blend of technical, interpersonal, and self-management skills**. Their role extends beyond traditional leadership to include digital proficiency, emotional intelligence, and proactive relationship-building. By mastering these skills, leaders can support both organizational goals and employee well-being in a hybrid environment.

Continuing with the Capabilities of the employees in a hybrid work environment:

<i>author und year</i>	<i>Capabilities the paper mentions</i>	<i>Who has the Capabilities</i>	<i>identified Hybrid Work style</i>
(Tsareva & Omelyanenko, 2020a)	communication skills, digital skills	Employees	hybrid work, office + X
(Evans et al., 2024)	counselling analyzing and evaluating information accessing and analyzing digital data	Employees	hybrid work, office + X
(Kraus et al., 2023)	knowledge sharing	employees	hybrid work, office + X
(Hafermalz & Riemer, 2020)	the ability to balance dualities like nearness/farness and freedom/control negotiating and finding the right phenomenal	employees	hybrid work, office + X

	distance in the remote interaction		
(Nemashkalo 2024)	digital knowledge	Employees	hybrid work, office + X
(Knoll 2022)	knowledge sharing and integration	Employees	hybrid work, office + X
(Binczycki 2023)	flexibility, resilience to stress, self-organization, and self-control ability to use knowledge and modern solutions interpersonal skills and openness to other cultures	Employees	hybrid work, office + X
(Mickeler 2023)	knowledge seeking	Employees	hybrid work, office + X
(Macchi 2024)	creativity, decision-making flow experience	Employees	hybrid work, office + X
(Henke 2022)	strong time management and self-discipline clear communication skills ability to maintain work routines and boundaries between work and home	Employees	hybrid work, office + X
(Agbanyo 2024)	self-management technological competence	Employees	hybrid work, office + X
(Mishima-Santos 2021)	knowledge sharing receiving clear feedback on one's work Having social support from managers, colleagues, etc. autonomy in problem-solving and decision-making	Employees	hybrid work, office + X
(Benligiray 2024)	problem-solving skills time management skills communication skills	Employees	hybrid work, office + X
(Ferrara 2022)	boundary Management skills, boundaries between work-life and private life	Employees	hybrid work, office + X
(Budnitz 2022)	workplace flexibility - the ability of workers to choose when, where, and how long they engage in work-related tasks.	Employees	hybrid work, office + X

	work time flexibility - the ability of workers to work at any time beyond conventional work hours.		
	Infrastructure flexibility - the availability of digital technologies and platforms to support remote working.		
(Dzandu 2023)	the ability to be creative and find new ways to complete work tasks remotely	employees	hybrid work, office + X
	IS upskilling - acquiring new digital/technological skills to support remote work		
	IS deskilling - losing certain office-based IS skills that are not applicable in remote work settings		
(Bolisetty 2023)	strong self-discipline	Employees	hybrid work, office + X
	effective time management		
	excellent communication skills		
(Sonnenschein 2022)	address both physical and psychosocial working conditions	Employees	hybrid work, office + X

Table 4 Capabilities Employees Hybrid Work

For the Capabilities of the employees in a hybrid work setting 19 papers can be used. From the mentioned capabilities some clusters can be created. For individual skills, communication skills and digital skills and knowledge as well as any technical skills seems to be very important as they are mentioned frequently. Also, knowledge sharing seems to be critical as 5 papers mention this capability. Another cluster "Self-management" is also appearing frequently, with the specific capabilities of general adoption skills, The capabilities of resilience and the capabilities to balance dualities (meaning the different workplaces).

The findings highlight that employees in hybrid work need to be independent, flexible, and comfortable with technology while also being strong communicators. Digital skills and self-management are essential, but just as important are teamwork, creativity, and maintaining a healthy work-life balance. Furthermore the ability to learn new things and upskill is required and necessary.

Continuing with the capabilities of Organizations in the hybrids work setting:

<i>author und year</i>	<i>Capabilities the paper mentions</i>	<i>Who has the Capabilities</i>	<i>identified Hybrid Work style</i>
(Joellenbeck et al., 2022)	give and communicate clear work agreements, establish workplace health management provide Office equipment for home office	organization	hybrid work, office + X
(Zhylynska & Pavlenko, 2023)	having workshops as learning method for IT professional to learn new IT skills	organization	hybrid work, office + X

Table 5 Capabilities Organization Hybrid Work

For the capabilities of the organization in a hybrid work concepts the findings are that workshops seem to be a very good method for IT professionals to learn new IT skills and that the organization should have the capacity to provide office equipment for their employees, as well as give clear communication and provide work agreements for hybrid work (Joellenbeck et al., 2022; Tsareva & Omelyanenko, 2020a) . Only two papers can be used to interpret the Capabilities of organizations in a hybrid work setting.

In the following section the findings regarding Capabilities of Leaders, Employees and Organizations are discussed.

3.4.2 Full Remote Capabilities of Leaders, Employees and Organizations

<i>author und year</i>	<i>Capabilities the paper mentions</i>	<i>Who has the Capabilities</i>	<i>identified Hybrid Work style</i>
(Narbariya et al., 2022)	give management support	Leaders	full remote covid
(Ng et al., 2022)	communication trust-building from leaders	Leaders	full remote covid
(Boccoli et al., 2024)	supervisor's digital communication skills adaptability and abstract thinking	Leaders	full remote covid
(Klimova & Klimov, 2021)	fostering trust and feelings of belonging/involvement among remote employees facilitating effective communication and information sharing across distributed teams	Leaders	full remote covid

(Lashitew & Addisu, 2023)	balancing control and autonomy/initiative in managing remote workers adoption and utilize these digital technologies.	Leaders	full remote covid
(Law & Koh, 2023)	digital fluency virtual collaboration employee engagement	Leaders	full remote covid

Table 6 Capabilities Leaders Remote Work

For the capability in remote work six papers can be used. Two papers were each published in 2022 and 2023 one in 2021 and one in 2024.

The findings of the capability of the leaders can be (same as the capability of leaders in hybrid) splitted into personal skills like digital skills, the adoption and fluency with technologies as wall as abstract thinking (Boccoli et al., 2024; Lashitew & Addisu, 2023; Law & Koh, 2023).

But also, leadership skills like employee engagement, giving management support and foster trust are according to the investigated papers capabilities of leaders (Klimova & Klimov, 2021; Law & Koh, 2023; Narbariya et al., 2022). (Klimova & Klimov, 2021) is mentioning capabilities (balancing control and initiative in remote workers, foster a sense of belonging and facilitate sense of belonging) that are more soft skills than hard skills and are focused on managing employees.

Continuing with the capabilities of Employees in the remote working environment:

<i>author und year</i>	<i>Capabilities the paper mentions</i>	<i>Who has the Capabilities</i>	<i>identified Hybrid Work style</i>
(Ishii et al., 2023)	stronger technological skills ability to perform more cognitive, abstract tasks	Employees	full remote covid
Maden-Eyiusta, C; Alparslan, SE 2022	self-leadership	Employees	full remote covid
(Geldart, 2022)	time management Self-monitoring and self-evaluation Ability to create boundaries between work and home life	Employees	full remote covid
(Chue et al., 2024)	independent learning	Employees	full remote covid
(Orlandi et al., 2024)	self management	Employees	full remote covid
(Tworek et al., 2023)	e-trust	Employees	full remote covid
(Rangaswamy et al., 2024)	sufficient self-discipline technical skills	Employees	full remote covid
(Yee et al., 2023)	communication skills self-discipline autonomy innovativeness	Employees	full remote covid
(Anderson & August, 2023)	self-motivation flexibility strong organizational skills	Employees	full remote covid
(D'Auria et al., 2024)	self-management digital/technological proficiency adaptability willingness to learn	Employees	full remote covid
(Rietveld et al., 2022)	self-motivation	Employees	full remote covid
(Schoch, 2023)	coping with technostress	Employees	full remote covid
(Queiroz et al., 2023)	coping with video conferencing fatigue	Employees	full remote covid
(Figueira et al., 2023)	self-management ability to manage work-life balance: discipline and focus - resist cyberslacking	Employees	full remote covid
(Dervishaj & Neziraj, 2022)	new skill learning	Employees	full remote covid
(Momot & Lytvynenko, 2020)	self-efficacy resilience optimism	Employees	full remote covid

(Carozzo-Todaro et al., 2022)	strategic thinking ability to give and receive feedback time management	Employees	full remote covid
(Okuyan & Begen, 2022)	setting up an ergonomic home workstation maintaining good sleep, rest, and exercise habits achieving work-life balance by establishing routines and boundaries	Employees	full remote covid
(Settels, 2023)	adoption of remote work	Employees	full remote covid
(Presti & Mendes, 2023)	autonomy ability to cope with stress, ambiguity, and uncertainty proficiency in digital tools and remote communication platforms	Employees	full remote covid
(Tramontano et al., 2021)	capabilities to manage workload, tasks, time, and disruptions using digital technologies capabilities to build trustworthy relationships and promote trust between employees and managers capabilities to effectively manage work-life boundaries and avoid the "always on" mentality	Employees	full remote covid
(Kilson & Tavares, 2024)	ability to communicate effectively Self-management skills ability to manage one's own schedule and work productivity without direct supervision.	Employees	full remote covid
(Russo et al., 2023)	self-management adaptability communication	Employees	full remote covid
(Mura et al., 2024)	autonomy feeling capable and confident in one's work abilities maintaining strong social connections	Employees	Remote Work / Working from Home
(Sostero et al., 2023) ,	digital/technological skills to effectively use remote work tools self-management and autonomy to work independently work-life balance and	Employees	full remote covid

	boundary-setting abilities		
(Niebuhr et al., 2022)	time management functionality of the technical home equipment	Employees	Remote Work / Working from Home
(Bailey et al., 2024)	communication interpersonal skills	Employees	full remote covid
(Melin & Correll, 2022)	self-management communication resilience influence and networking skills to build strategic professional relationships	Employees	full remote covid

Table 7 Capabilities Employees Remote Work

For the finding capabilities of employees in a remote set up 29 papers can contribute. All of the papers were published after 2019, so all papers new the situation of the COVID Pandemic.

As for the explicit capabilities: A majority of capabilities can be clustered in the section of individual skills. Such as stronger technological skills, digital/technological skills, technical skills, communication skill, digital/technological proficiency but also fall under the category of handling technology (D'Auria et al., 2024; Ishii et al., 2023; Rangaswamy et al., 2024; Sostero et al., 2023) . Without enough proficiency regarding internet communication technology remote work does not work.

Another cluster is the social one which seems to be essential for fostering collaboration, trust, and effective communication in remote work settings. One key aspect of this cluster is communication (Bailey et al., 2024; Kilson & Tavares, 2024; Melin & Correll, 2022) . Employees need to express themselves clearly and effectively in virtual environments, whether through written messages, video calls, or asynchronous discussions.

But the ability of self-management including time management, and self-discipline seems to be equally important (Carozzo-Todaro et al., 2022; D'Auria et al., 2024; Figueira et al., 2023; Niebuhr et al., 2022; Rangaswamy et al., 2024; Russo et al., 2023). Because of the mentions.

Whats more unique in the remote setting are the capabilities related to resilience. Capabilities like boundary setting, feeling capable and confident in one's work abilities, achieving work-life balance by establishing routines and boundaries, adoption of remote work, and ability to cope with stress, ambiguity, and uncertainty are appearing only and very frequently in the remote set up (Mura et al., 2024; Okuyan & Begen, 2022; Settels, 2023; Sostero et al., 2023) .

The ability to give and receive feedback constructively is equally important, as it helps maintain alignment and productivity across distributed teams. Managing video conferencing fatigue while staying engaged in discussions further highlights the communication demands of remote work.

<i>author und year</i>	<i>Capabilities the paper mentions</i>	<i>Who has the Capabilities</i>	<i>identified Hybrid Work style</i>
(Benitez et al., 2023)	firms with higher digital maturity and prior experience in deploying remote work initiatives were better positioned to sustain these practices during the pandemic	Organization	full remote covid
(Vicerra et al., 2022)	internet speed IT equipment availability, computer literacy	Organization	full remote covid

Table 8 Capabilities Organization Remote Work

For the Capabilities of organizations in a remote work environment only 2 papers can be used to extract the capability. One paper was published 2020 one 2023.

The capabilities the papers mention are internet speed and in general IT equipment availability (Vicerra et al., 2022) . (Benitez et al., 2023) as well states that if companies had a higher digital maturity the adoption of remote work was easier in the pandemic in 2019.

What all these capabilities either in a hybrid or remote set up have effects are shown in the next paragraph.

3.4.3 Effects

But what kind of effects do all these capabilities have? From the 81 papers that were available in full text 71 papers that had effects could be extracted. The effects were very different from positive to negative and of course sometimes heavily depending on the capability. What's interesting is that the positive and negative effects happened in the settings identified as "hybrid, office + X" as well in the remote identified ones.

The findings show that well-designed remote and hybrid work arrangements can enhance both wellbeing and performance. Employees report higher job satisfaction, lower stress levels, and more positive emotional experiences when work is structured effectively (Vartiainen & Vanharanta, 2024) . Performance outcomes also improve, with higher productivity and better supervisor evaluations (Vartiainen & Vanharanta, 2024) . Key factors contributing to wellbeing include, appropriate home office equipment, while the employees had good time management skills and the organization provided home office equipment (Joellenbeck et al., 2022; Niebuhr et al., 2022) . When software engineers, had the capability of self-management and could arrange their task-specific stress (helping colleagues is better than bug fixing) this had a positive effect on their wellbeing as well (Russo et al., 2023) .

One Effect, the better transition to remote work was mentioned by three papers (Benligiray et al., 2024; Geldart, 2022; Tsareva & Omelyanenko, 2020b) with the corresponding skills being Time management from the employees, communication and digital skills.

For some people hybrid work is offering a great opportunity to deal with their needs. For example, for autistic employees their mental health was increased due to balancing the remote and physical attendance work according to their psychological needs (Goldfarb et al., 2022). Related to this another paper found negative effects (lower mental health) for neurominorities due to the lack of a cognitive break from work (Szulc, 2022).

Some other negative effects that were found in the papers were the frustration of the employees that could not work effectively because of slow internet (Chue et al., 2024). Also the extended working hours and blurred work life boundaries for interns was seen as a negative effect of remote work (Chue et al., 2024).

In the sections above self leadership was a very common finding for both hybrid and remote working employees. The Paper of (Maden-Eyiusta & Alparslan, 2022) is showing that self leadership can have the effect of boosting the work performance.

Regarding the effects of leadership in a remote setting (Boccoli et al., 2024) states that transformational leadership is positively related to perceived supervisor support even in remote work settings. Physical distance may prompt remote employees to perceive the leader's behaviors and messages in more abstract terms, enhancing the benefits of transformational leadership.

As well as the self-leadership the capability of communication and digital skill in general were found also in both settings in the section above. Regarding effects of those skills (Tsareva & Omelyanenko, 2020a) shows that the transition to a remote work is for employees who have those skills are easier for them compared to their colleagues.

Till here the thesis has investigated the Concepts of Hybrid work with a critical view on found descriptions and definitions as well finding capabilities that are critical to hybrid and remote work with the differentiation between the Leaders, the Employees and the Organization. In the next section the Discussion the thesis will discuss the Findings and find theoretical implications as well as practical implications. Limitations and further research will be also discussed in the next section.

4 Discussion

This section examines the findings in relation to existing research, focusing on the capabilities that influence the effectiveness of hybrid and remote work. In addition to analyzing these factors, the study also explored definitions and descriptions of hybrid and remote work to provide conceptual clarity. The results emphasize the importance of digital skills, self-management, and social competencies in enabling employees to work effectively across different settings. At the same time, they highlight challenges such as isolation, blurred work-life boundaries, and varying impacts based on individual and organizational factors.

4.1 Theoretical Implications

4.1.1 Concepts:

Overall the descriptions and definitions investigated were very different in the quality and precision of itself. Making the analysis of similarities or findings regarding a connection difficult. Even now there is a blur between the concepts of hybrid and remote work. But in the following text the researcher tries to solve the RQ 1.

The majority of definitions emphasize the use of information and communication technologies (ICTs) as a key characteristic of telework, remote work, and hybrid work. (Agbanyo & Shi, 2024; Bentley et al., 2016; Henke et al., 2022; Tsareva & Omelyanenko, 2020a; Vartiainen & Vanharanta, 2024; Yorulmaz & Baykal, 2024) This underscores the important role that digital tools play in facilitating work beyond the confines of the traditional office environment. And this is very reasonable, Information technology is essential to hybrid work because it facilitates seamless communication, collaboration, and access to resources across different work environments. In hybrid work IT plays a crucial role in bridging the gap between these settings. Through tools like video conferencing, instant messaging, and project management platforms, employees can remain connected and collaborate in real-time, regardless of their physical location. Cloud-based systems and virtual private networks ensure that employees can securely access documents, databases, and applications from home, a café, or the office, allowing for flexibility and autonomy in their work. Furthermore, IT systems ensure data protection and secure communication channels through encryption and multi-factor authentication, which are vital for businesses operating in hybrid environments. Additionally, technology allows organizations to monitor productivity and provide feedback, ensuring that the hybrid model does not compromise performance or accountability. In essence, IT forms the backbone of hybrid work, enabling employees to remain productive, connected, and secure no matter where they are working.

Therefore, it can be said that the importance of technology is an important part from both hybrid and remote work.

The physical location of the working employee both hybrid and remote work descriptions and definitions are also very align. So where is the difference? Is there any ?

While investigating the descriptions and definitions it was noticed that some of definitions speak of hierarchy like subgenre and (Mishima-Santos et al., 2021; Yorulmaz & Baykal, 2024) mentioning "remote work" as an umbrella term.

This is leading to the theory that remote work includes several terms where employees work outside a dedicated office. I like teleworking, working from home, working from anywhere. The key difference to

hybrid work seems to be the office of the employee in a company. Hybrid work would be the mix out of onsite office work and work than ,with the help of information technology, done in some other physical location.

The suggestion from the researcher would be to use the definition of (Perry et al., 2018) :

"Aligning our work with Allen et al. (2015), we define the extent of remote work as the frequency with which an employee works away from their primary office at any other location, ranging from none (i.e., traditional office-based work) to full-time (Bailey & Kurland, 2002; Gajendran & Harrison, 2007). Adopting remote work as a broader label than telecommuting or telework, we include any work location that is not a primary office operated by the organization, such as home, coffee shops, or customer sites (Allen et al., 2015; Gajendran & Harrison, 2007)."

And refer to the "extent of remote work" to hybrid work.

Because this extension of the remote work is exactly the other physical location making it to a hybrid work concept. The hybridity begins the multiple physical locations. But hybrid work can't be done fully remote! Depending on the understanding of work it may be also useful to include the definition of (Chafi et al., 2022)

The widespread use of the term "hybrid work" refers to the emerging preference of employees, but also the consequence of having some workers remote and some on-site. This distribution of employees also requires hybrid collaborations (i.e., "collaborative practices that involve simultaneous co-located and remote collaboration with phases of both synchronous and asynchronous work that spans multiple groupware applications and devices") and hybrid meetings (i.e., time-limited and synchronous communication sessions among co-located and remote participants).

Because especially in the knowledge worker sector the interaction between teams and individuals are a very important skill as the challenges or need for innovation can be easier be done in a group effort than alone (Ashton et al., 2019) .

Leading to figure 1 and the Answer to the RQ1:

The concepts of hybrid work are many. Hybrid work is a compilation of onsite office work and any remote concept (like Tele work or working from home or working from anywhere)

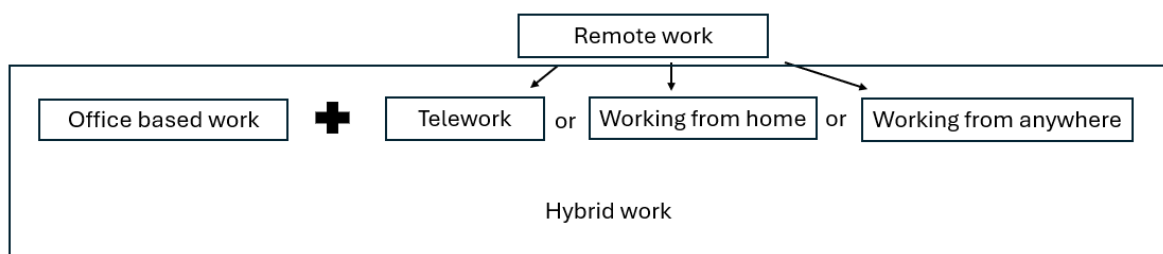


Figure 1 Concepts of Work

4.1.2 Capabilities :

4.2 Practical Implications

In general, it can be said that one key skill to work in a hybrid or in a remote work is communication. Employees need to express themselves clearly and effectively in virtual environments, whether through written messages, video calls, or asynchronous discussions. The ability to give and receive feedback constructively is equally important, as it helps maintain alignment and productivity across distributed teams. Managing video conferencing fatigue while staying engaged in discussions further highlights the communication demands of remote work or hybrid work

Emotional resilience also emerged as a crucial capability within this social cluster. The ability to cope with stress, uncertainty, and the blurred boundaries between work and personal life is essential for long-term well-being in remote work environments. Employees must develop emotional intelligence to collaborate effectively, navigate conflicts, and sustain motivation in a setting where social support may be less immediate. Managing isolation, maintaining a sense of belonging, and adapting to the challenges of remote work require both psychological strength and a proactive approach to social interaction. For practical implementation this can be seen as a learning and maybe employees could be trained regarding this topic.

With the more flexibility of choosing the physical location to work from and given the flexibility from the management as well having the skill of self-management the stress in a remote setting can be perceived as lower (Orlandi et al., 2024). This can help organization if they provide good self management to their employees.

For some people with special needs hybrid work is offering a great opportunity to deal with their special needs. Autistic people can manage their mental health via balancing the remote and physical attendance work according to their psychological needs (Goldfarb et al., 2022) .similar neurominorities (Szulc, 2022)

This help neurominorities as they can look for work in a hybrid work setting.'

An inserting finding and partial implication for organization is that the adaptation of hybrid work when education is higher, or people are younger (Settels 2023).

4.3 Limitations and Further Research

In this section the researcher is referring to possible limitation of the thesis as well pointing out some possible further research on the topics of capabilities in hybrid and remote settings as well as hybrid work in general.

Regarding the capabilities of organizations in both hybrid and remote environments the sample group of papers were very low (n=4) two for hybrid work and two for remote work. This limits the findings for the capabilities of organizations as there may be more capabilities as just shown in those 4 papers.

While studying the capabilities of the employees, leaders and organizations for remote and hybrid work the researcher noticed that the majority of papers for the remote work style were released after the covid 19 pandemic and often discussed the concept of a "full remote work" meaning the employees were not

allowed to come to the office in the company. This may lead to a distortion of the observations. For further research it could be interesting to distinguish between a full remote and remote or hybrid set ups.

The researcher did his best to identify the setting the paper is referring to but could be that the paper, especially when not description was given the categorization was done wrong.

5 Conclusion

For leaders, the key lies in fostering an environment that balances trust, autonomy, and effective communication. Leaders need to be able to guide teams with empathy and provide the support necessary for success. They must also maintain cohesion while allowing flexibility in how and where work is done. In hybrid environments, leadership is not just about directing but also about empowering employees to take ownership of their work while ensuring alignment with organizational goals.

Employees, on the other hand, need to be self-sufficient and adaptable. The findings suggest that employees must develop strong self-management, digital skills, and resilience. They need to maintain their productivity and engagement, no matter what the setting, while also cultivating a sense of belonging within the team. Employees in hybrid environments must find the right balance between autonomy and collaboration, ensuring they stay connected while remaining effective in their tasks.

Organizations, too, have a significant role in hybrid work. The findings show that organizations must provide the infrastructure and support systems needed for success. This means investing in technology, offering flexible working arrangements, and creating policies that support work-life integration. The organization's role also extends to fostering a culture that values inclusivity and continuous learning, ensuring that employees have the resources and skills they need to thrive in hybrid settings.

In conclusion, this study demonstrates that hybrid work is connected to remote work. And the line between them is disusing. The office is the key difference between hybrid work and remote work.

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Eidesstattliche Erklärung

Insert "Eidesstattliche Erklärung" as provided by the HNU here