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Hybrid Communication as a Prospect for Organisation Development

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Abstract. *Recently, hybrid communication is gaining more and more importance in our society (Bielinis, 2020) - due to the COVID-19 pandemic and social restrictions, people were forced to use remote means of communication, thanks to which it was possible not only to avoid, but also to effectively manage the COVID-19 pandemic. However, hybrid communication is relevant not only in this context - thanks to it, members of various organizations can carry out continuous communication and connect 24/7 from anywhere in the world. A study by Berger et al. (2021) found that before the global COVID-19 pandemic, only 35% of organizations used/aspired to use a hybrid work model, but now even 77% use this work model. (Berger, Weber & Buser, 2021). Organizations that previously conducted their activities in a contact manner and could not imagine an effective flexible combination of remote and contact work methods, now face new challenges of internal processes, employee performance and change management. However, properly chosen methods of information transfer help to ensure targeted achievement of organizational goals, change management and smooth internal operational processes. Therefore, in the context of the hybrid work model, active and purposeful communication becomes particularly significant. The aim of the article is to determine the features of hybrid communication when applied to business development in Lithuania. The research showed that hybrid communication encouraged the introduction of new information dissemination channels in the organization, more efficient time management and increased employee productivity. However, the study also diluted the challenges of hybrid communication: i.e. the adaptation of new employees, the problem of receiving feedback, the abundance of e-mails and the growing social exclusion of employees, the consequences of which could be examined in other studies.*

Keywords: hybrid communication, organization development, social exclusion, productivity.

JEL Codes: D83, F63, E24, D24

1. Introduction

The hybrid work model is not new, but has become much more important in the pandemic period. However, a comprehensive understanding of how to effectively exploit the full potential of this work model is still lacking. According to Choi et al. (2021), "over the past sixty years, organisations in Europe, the United States, Japan and elsewhere have experimented with the hybrid work model", which has been shaped by the relatively rapid advances in technology, but whose development was affected by the COVID-19 pandemic. According to Loia and Adinolfi (2021), during the COVID-19 pandemic, this model of work enabled organisations to plan, manage and continue business activities in a targeted manner. Choi et al. (2021) investigated the methods and characteristics of the hybrid work model, showing that the latter are strongly associated with employees' emotional security and satisfaction. The study of Grzegorczyk et al. (2021) suggests that the hybrid work model may eventually become the dominant work model. Baker (2021), studying the potential of the hybrid work model to replace the contact work model, found that the hybrid

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work model is superior when considering economic, social and sustainability aspects. Although the Hybrid work model has only recently been widely adopted, there is already a strong interest from organisations in this model of internal organisation. It is believed that the Hybrid work model is likely to persist in many organisations and industries beyond the pandemic (Driggs & Southern, 2021).

Investigation problem. The newly formed model of hybrid work forced the search for new methods of information dissemination that would ensure the effective implementation of the desired business development goals. However, a problematic question arises: how does hybrid communication contribute to orignisation development in Lithuania?

The purpose of the article is to determine the features of hybrid communication when applied to business development in Lithuania.

Research methods: To examine the research problem, an analysis of scientific sources is performed and a quantitative research method - an online questionnaire survey. Descriptive statistics methods are used for data analysis.

2. Literature review

Hybrid communication can be described as mixed communication, both live, face-to-face communication and communication via remote means (Zoom, Google Meets, etc.) (Bielinis, 2020). The authors (Khan, Qureshi, & Khanzada, 2019) argue that hybrid communication is a composite way of communicating that allows for both live and remote communication. Different foreign authors define the hybrid work model as a flexible and reasonable combination of remote and face-to-face working models, which helps to organise, execute and control organisational processes or activities in a proper way (see Table 1).

Table 1: Understanding the specifics of the hybrid work model

Author	Concept of hybrid work model	Emphasis on hybrid aspect of the working model
Grzegorczyk et al. (2021)	Hybrid work model is a flexible combination of teleworking and face-to-face working models	Flexible combination of approaches
Brown (2021)	Hybrid work model is the execution of an organisation's functions, processes and activities through a combination of teleworking and face-to-face working models	Delivering the functions, processes and activities of the organisation by combining different working methods
Bloom (2021)	Hybrid work model allows the combination of the main advantages of teleworking and face-to-face working methods	Provides the opportunity to combine the advantages of different approaches
Choi et al. (2021)	Hybrid work refers to flexible working arrangements in which the worker's work location and/or hours are not strictly defined.	Flexible working hours

(Source: compiled by the authors)

The academic literature highlights the importance of digital technologies in the context of the hybrid working model. Grincevičienė (2020), focusing more on teleworking, argues that the development of communication and information technologies has led to the renewal and modernisation of business management processes, enabling the successful completion of assigned tasks remotely (Grincevičienė, 2020). This suggests that in the context of the hybrid work model, digital information and communication technologies are particularly significant. The latter enable consistent internal communication, help to manage

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employees' activities and achieve desired organisational goals when some employees work remotely and others through contact. It is therefore important for organisations with a history of contact-based working to properly prepare their staff and develop their computer literacy skills.

Communication skills in business are the way in which employees or partners communicate and discuss. Communication skills are an essential component in order to share information, such as requirements, plans, etc., with each other so that everyone works together. In order for a company to grow, it is essential that employees, partners and customers communicate and collaborate well (Schafer, Faehnrich, 2020). Verbal, listening, written, body language and visual communication skills are important elements of interaction (Holtzhausen et al., 2021). The following table (see Table 2) shows the verbal, non-verbal and visual communication channels. These are the channels that allow the message to be conveyed and addressed to the recipient in appropriate and desirable ways.

Table 2: Communication channels

Verbal communication channels	Written communication channels	Visual communication channels
Meetings	Invitations	Presentations
Conferences	Letters	Infographics
Hybrid Conversations	Reports	Charts
Chat (live)	Newsletters	Figures
Calls	Internet	Tables
Teleconferences	Advertising	Reports
Video conferencing	Email	Maps

(Source: compiled by the authors according to Hawrysz, Hys (2014))

Hybrid communication consists of: synchronous and asynchronous communication. It is the different communication planes of hybrid communication that make it possible to ensure a coherent and functional operation.

Synchronous communication takes place in real time and is designed to provide an immediate response, i.e. to react. Most of the communication that takes place in normal office conditions is synchronous. However, with mixed teams, synchronous communication is somewhat more difficult and usually involves additional planning and communication. Examples of synchronous communication vary (see Figure 1). It should be noted that verbal and non-verbal communication is also crucial in face-to-face communication, which allows for the expression of different emotions (Burgoon et al., 2016).

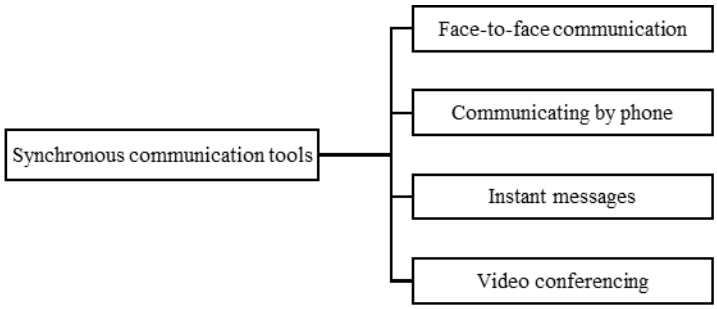

Fig. 1: Synchronous communication tools
(Source: compiled by the authors according to Khan, Qureshi, Khanzada, 2019)

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Synchronous communication can help remote and mixed teams that rarely meet in person to build trust and intimacy. This can go a long way in creating a sense of belonging and making employees feel connected to other employees, which promotes the growth and improvement of organisational culture (Kahn, Qureshi, & Khanzada, 2019).

Asynchronous communication does not usually take place in real time, given that there is a time difference between the person providing the information and the person receiving it. When it comes to remote and hybrid teams, they are likely to thrive with this type of communication, but it is usually suitable for work in office setting as well (Bielinis, 2020).

Asynchronous communication is great for relieving the pressure to respond immediately to messages or emails. Employees tend to value the time they can spend on generating the right response rather than automatically responding to important questions and requests. The benefits of asynchronous communication are different (Khan, Qureshi, & Khanzada, 2019):

- Statement of clear and realistic communication expectations.
- Providing reasonable and thoughtful responses.
- It is convenient for people who are reluctant to communicate.

In essence, the hybrid working model was designed to allow employees to choose where to work from. Some days they can work from the office and other days from their home. Based on this, we can identify five models of hybrid communication (see Figure 2).

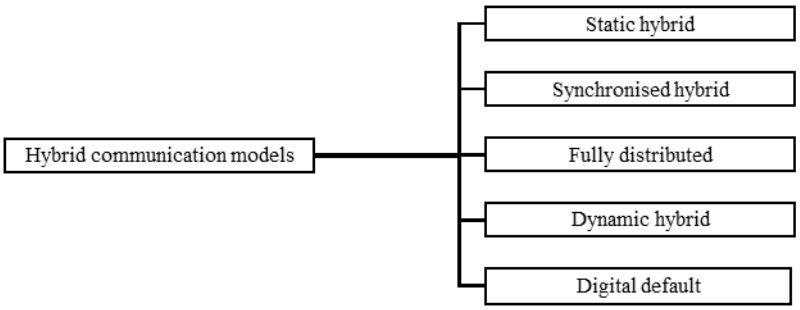

Fig. 2: Hybrid communication models
(Source: compiled by the authors according to Khan, Qureshi, Khanzada, 2019)

Static hybrid: with this model, each team member has a fixed workspace in the office or at home. Dynamic hybrid: employees can decide where they want to work, in the office or remotely. Synchronized hybrid: team members work remotely and in the office, but come to the office at the same time. Default digital: with this working model, employees can work wherever they want, without any expectations. This model is sometimes referred to as the remote management model. Fully distributed: is essentially what some call completely remote (Khan, Qureshi, Khanzada, 2019)

According to Alexander, De Smet and Mysore (2020), the effective combination of teleworking and face-to-face models is indeed a very complex process. This suggests that a comprehensive understanding of how to effectively exploit the potential of the hybrid working model is still lacking, and that organisations adopting the new internal organisation model face challenges in selecting the right approaches. According to Choi et al. (2021), the most effective approaches to hybrid working are expected to evolve in the coming years, and organisations are now obliged to take responsibility for identifying the most appropriate approaches on an individual basis: deciding which employees should work in a contact-based way, why and

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when, and under what circumstances they should work remotely (Choi et al., 2021). This suggests that organisations seeking to adopt a hybrid work model are applying work organisation methods based on uncertain conditions.

However, while there are no valid and clearly identified hybrid working model approaches to ensure effective organisation and management, Choi et al. (2021) have identified steps to facilitate the development of tailored approaches to identify the most effective hybrid working practices:

1. It is valuable to assess the feasibility of a hybrid working model based on a flexible, holistic and open approach to the members of the organisation, considering them as a whole and as individuals.

2. Hybrid working model approaches should be shaped by the organisational culture, the form of governance chosen and the opportunities for information transfer.

3. The methods of the hybrid working model should be designed around the needs of the employees. In the search for the most appropriate working methods, it would be important to move away from hierarchical decision-making practices and to allow each employee to combine contact and teleworking patterns or working hours according to individual needs. According to the authors, this practice would lead to more sustainable approaches to the hybrid working model (Choi et al., 2021).

Grzegorczyk et al. (2021) describe the process in a very similar way. According to the authors, hybrid working model approaches should be identified and applied by mutual agreement between management and employees. A joint assessment of employees' personal needs and the nature of their work should shape the most effective methods for combining flexible teleworking and contact working models to help ensure the organisation's purposeful performance (Grzegorczyk et al., 2021). Bloom (2021) puts the process of selecting hybrid working model approaches in a slightly different light, arguing that these choices should be based on managerial insights that allow for an appropriate balance between the advantages of teleworking and contact working methods, ensuring systematic change management, a purposeful organisational culture and a smooth information transfer process (Bloom, 2021, p. 1). Thus, the lack of clear and valid approaches to the hybrid working model obliges organisations to look for the most effective ways of organising their internal business operations.

Study of Xie et al. (2018) revealed particularly dynamic characteristics of the hybrid working model: the hybrid working model has no clear boundaries, it allows for contact or remote working, tasks are routinely interrupted by extraneous factors, and there is a marked desire to meet the objectives of multiple tasks simultaneously, which fosters the need for the ability to prioritise activities appropriately, however, the increased practice of simultaneous multi-tasking may reduce staff's commitment to their professional activities, lead to emotional and even physical fatigue, and an increased need for continuous learning, new knowledge and skills to make good use of the latest technologies. In their study, the authors identified the main characteristics of the hybrid working model and their relationship to employees' attitudes towards work and overall well-being (see Figure 3). The authors highlight that the hybrid work model is a work model with a unique, distinctive design, which is still not sufficiently analysed in the literature (Xie et al., 2018).

According to Xie et al. (2018), the original hypotheses - the characteristics of hybrid work - were partially confirmed by the study. The absence of clear boundaries does have a negative impact on employees' well-being, but nevertheless the data did not reveal either a positive or a negative impact on employees' attitudes towards work. The pursuit of multiple objectives at the same time, as predicted, also has a negative impact on employee well-being, but the results obtained could again neither disprove nor confirm the hypothesis that this element has a negative impact on employee attitudes, as the results were equal. The need for continuous learning is indeed linked to professional commitment and organisational satisfaction, but

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again did not reveal a clear link with employee well-being. Non-work-related disturbances indeed confirmed the original hypotheses and negatively affect employee well-being and attitudes (Xie at el., 2018).

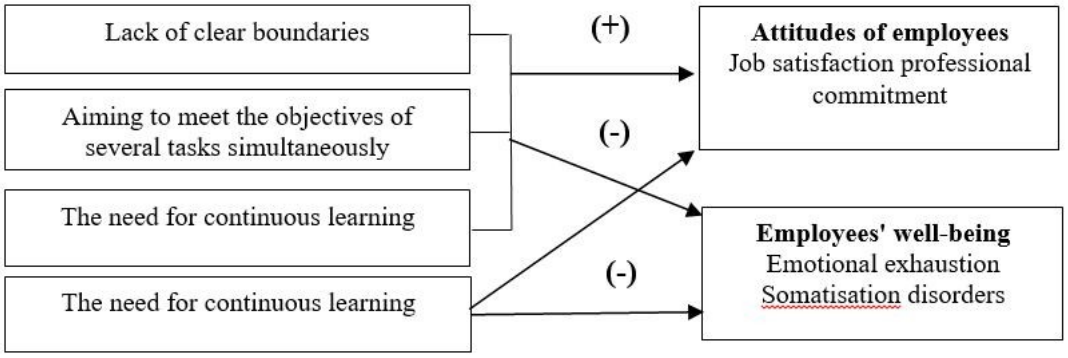

Fig. 3: Hypothetical characteristics of the hybrid work model
(Source: Xie et al., 2018)

The newly emerged hybrid model of work in organisations has also become a challenge for consistent information dissemination. It has forced the search for new communication methods and channels to ensure purposeful internal communication and successful business operations. The importance of internal communication has consistently increased in organisations newly adopting the hybrid working model, as organisations focus more on information dissemination processes in order to effectively control new performance management challenges (Summerfield, 2022). This suggests that the introduction of a hybrid working model requires a greater focus on optimising information dissemination processes. Also, according to Choi et al. (2021), the new working model encourages the search for new information transfer practices to maintain the consistency of internal communication and to ensure the effectiveness and quality of the message sent. Thus, the hybrid work model encourages the identification, development and application of new internal communication practices that help to effectively communicate the desired messages to employees. According to Singh (2015) and Field (2021), internal communication in an organisation is the continuous and consistent dissemination of information that all members of the organisation inevitably encounter. Significant information is shared between employees, different departments, divisions, etc. (Pirjol & Radomir, 2017; Pažėraitė & Repovienė, 2018; Oviedo, 2019). According to Itiveh and Gbemudu (2016), internal communication is not only the only means of communicating desired information, but it is also one of the key elements of business management on which effective performance achievement depends (Itiveh & Gbemudu, 2016). Similarly, Singh (2015) describes the essence of internal communication, stating that it is an extremely significant process without which an organisation would not be able to perform successfully and would eventually fail.

Jakubiec (2019) identifies six key elements that influence the development of internal communication ethics and practices in an organisation: the chosen organisational governance structure, the organisational culture, the organisational climate, the communication skills of managers and employees, and the interpersonal relationships within the team. According to Jakubiec (2019), it is important to emphasise that these elements provide the basis for individual assumptions of internal communication effectiveness, which

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help each organisation to make the right choice of information transmission channels and communication tone.

A clear understanding of the functions of internal communication helps to understand the importance of effective and targeted internal communication for an organisation. Internal communication in an organisation helps to ensure purposeful organisation and control of employee performance (Dahlman, Heide, 2021). According to Pikturnaitė and Paužuolienė (2020), internal communication in an organisation allows employees to know their jobs, to have the opportunity to clarify information, to express their opinions freely, to express dissatisfaction, and to provide suggestions and ideas. All of these elements are crucial for the smooth functioning of employees. The analysis of scientific literature has also revealed the importance of the contribution of internal communication to the development of teamwork among the members of the organisation. According to Valo and Mikkola (2020), active discussions and periodic feedback promote teamwork. According to Slijepčević et al. (2018), employees see internal communication as an appropriate tool for solving performance problems. This suggests that information dissemination processes within an organisation help to effectively resolve emerging conflicts, challenges and problems, with reasonable and prompt follow-up helping to maintain competitive advantage, reputation and ensure targeted performance. Vora&Patra (2017) identified the key components of internal communication that help to ensure the purposeful performance of the organisation and its employees as decision-making processes, timely feedback, change management, and the continuous dissemination of information to the members of the organisation provides a sense of stability, builds employee commitment and involvement in the organisation, and helps to ensure purposeful and coordinated teamwork and the success of the goals set for it.

Maintaining internal communication methods and the tone of communication is usually the responsibility of a group of people or an individual with specific knowledge of the organisation's information processes. According to Field (2021), managers of organisations need to make an informed decision on how the dissemination of information should be managed and controlled, either by forming a separate communication department or by appointing a responsible person with the necessary skills.

It is also important to note that the hybrid working model has led to the emergence of new information dissemination practices in the digital space. It has become the most widely used tool for communicating messages to staff working in different locations. According to Halford (2005), in organisations with a hybrid working model, the desired information is routinely shared in the digital space. This suggests that digital communication platforms allow the desired information to be shared directly, quickly and efficiently with employees. However, it is clear that the need for live contact communication remains. When choosing communication channels, it is important to consider the purpose of the message to be sent, which can sometimes be more effectively achieved through face-to-face meetings.

The need for live contact communication in the hybrid working model is also highlighted in the scientific literature, where foreign authors have highlighted the importance of this communication channel. According to Alexander et al. (2020), the choice of communication channels in an organisation should be based on the main purpose of the message. For example, e-mail is a significant way of communicating information that would take a little more time to process properly. However, in order to properly resolve organisational problems or to discuss issues such as possible promotions, salaries, performance, etc., a contact meeting should be organised on the premises of the organisation, as this will help to properly understand the sender's and receiver's intentions, possible responses and to control the rhythm of the conversation. Thus, Alexander et al. (2020) argue that, despite active internal communication in the digital environment, organisations adopting a hybrid working model should focus more on live contact. The authors highlighted the main advantages of live contact in organisations adopting hybrid working approaches:

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- Informal contact is established.
- Staff trust is built.
- Cooperation towards common goals is strengthened.
- Emotionally strong interpersonal contact is established.
- Opens up a freer creative space.
- Also, a more consistent organisational culture is fostered (Alexander et al., 2020).

The fact that so many millions were or are still working from home created an accidental intimacy fueled by the fact that seeing into people's homes gave workers insights into their colleagues' lives they could never have arrived at by any other means. The Zoom universe gave permission for workers to ask each other about the children, pets, artwork, plants, and furnishings that appeared before the camera or on the audio link. This natural process created a new and different energy in many corporate settings that worked to strengthen corporate cultures within and across departmental organizations even as remote working threatened to weaken interpersonal ties traditionally nourished in shared corporate spaces and at the "water cooler" (Hirsh, 2021).

It is therefore important to emphasise that the hybrid working model also makes good use of live contact communication. This helps to ensure employee satisfaction, emotional well-being and helps to target the desired organisational performance.

The vast majority of challenges arise in the digital space, where information dissemination processes are most active. The first challenge identified by the authors concerns the growing exclusion of employees. Hybrid meetings - video calls involving employees working remotely or face-to-face. According to Bloom (2021), these types of calls increase the exclusion of employees, as remote workers can hear the extraneous conversations of their colleagues during hybrid calls, and therefore feel more excluded as they are not able to engage in extramural discussions. Also, meetings involving ten or more members of the organisation are routinely viewed negatively, as such meetings divide employees into smaller virtual rooms, which deprives them of the opportunity to assess shared verbal and non-verbal communication (Bloom, 2021). Thus, it can be argued that this internal communication practice, even if it allows all employees to be informed at the same time, is not considered to be very effective. Driggs and Southern (2021) add that the increasing isolation of employees is also shaped by the untimely dissemination of information, which is why it is particularly important to deliver meaningful messages to all employees at the same time (Driggs & Southern, 2021).

In summary, hybrid communication models allow employees to adapt and work in a way that is most acceptable and convenient for them. This can provide a wide range of benefits in terms of employee job satisfaction, organisational culture growth, employee motivation and increased productivity. The absence of valid approaches to the hybrid working model obliges organisations to critically assess the most appropriate perspectives for identifying and applying the latter, and to look for the most effective ways of organising the internal workings of the business, based on the existing form of management, organisational culture, internal communication capabilities and/or employees' personal insights. The characteristics of the hybrid working model that are linked to employee behaviour and emotional security are analysed in the literature: the absence of clear boundaries, the desire to achieve multiple objectives simultaneously, the need for continuous learning and the satisfaction of the members of the organisation.

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3. Methodology

In order to present the specificities of the development of hybrid communication, it is important to take into account the context, i.e. to present the views of the people who use hybrid communication. Research method. The research method chosen is quantitative research (survey).

The survey was chosen because it provides insight into the general public's views on the use of hybrid communication (in business).

Organization and sample of the study. The sample of the study was convenient, so the respondents of the selected (n = 301) participated in it. The selection criteria for respondents are:

- The respondent must work in a business organisation that uses hybrid communication.
- The respondent must have been using hybrid communication with colleagues for at least 1 year.
- The respondent must work in a business organisation that provides services related to training/education and is located in 'X' city.

The analysis of the demographic characteristics of the respondents revealed that 201 (67%) were male and 100 (33%) female. The majority of respondents were also aged between 18 and 30 years, i.e. 45% of the participants. The remaining respondents were aged between 31 and 40 years at the time of the survey, i.e. 30% of the respondents. The age range of 41 to 50 years was 19% of the respondents. The smallest proportion of respondents were aged between 51 and 60 years at the time of the survey (4% of respondents) and over 61 years (2% of respondents).

The analysis of the income of the respondents showed that the majority of them earn between €1301 and €2000 per month (57% of the respondents). The rest of the respondents reported earning more than €2001 (20% of respondents). Between €901 and €1300 per month was reported by 18% of the respondents and between €601 and €900 by 4% of the respondents. The lowest number of respondents earned up to €600, i.e. only 1% of the respondents.

Without exception, all respondents had a university degree. This can be attributed to the fact that one of the selection criteria for the respondents was that they had, at the time of the survey, been involved in services related to education or training. The majority of the respondents had completed a non-university higher education qualification, i.e. 54% of the respondents, while the remainder of the respondents claimed to have completed a university higher education qualification (46% of the respondents).

A mixed method of distributing the questionnaires was used: a written survey and an online survey. The most effective way to collect data was to send questionnaires directly to survey participants. A total of 253 questionnaires were distributed, filled in immediately and returned to the person who conducted the survey. Also, 48 respondents responded to the online questionnaire. For further data analysis, 301 questionnaires were used, which are considered suitable for statistical analysis. The ethical principle of free choice to participate in the survey was observed during the research. The study was conducted anonymously, the results were processed and summarized, and data confidentiality was ensured. Research methods. The analytical descriptive method was used to analyse the questions of implementation of internationalization development in higher education.

Quantitative research method. Respondents were asked a total of 13 questions in the survey, divided into two groups:

1. Demographic questions (age, gender, income and education).
2. Questions related to hybrid communication (advantages of hybrid communication, ensuring work efficiency, benefits of hybrid communication for business, its development, etc.).

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A questionnaire was created in order to understand the specificities of the development of hybrid communication, it is important to take into account the context, i.e. to provide the views of those who use hybrid communication. The questionnaire was constructed on the basis of theoretical insights, criteria selected in the scientific literature, based on which hybrid communication methods purposes were studied, factors determining hybrid communication in the company, and reasons limiting hybrid communication method usage. The validity and reliability of the questionnaire were determined by calculating Cronbach's alpha values for each group of statements in the questionnaire. The results of the statistical analysis show that the group of statements in the questionnaire on the benefits of hybrid communication has a sufficiently high internal compatibility rate (Cronbach's alpha) ranging from 0.841 to 0.851, except for the statement with a negative value of Cronbach's alpha = 0.774; therefore, this statement is analysed as a separate variable.

After checking the internal consistency of the statement of hybrid communication pitfalls, Cronbach's alpha = 0.8639 was calculated and ranged from 0.8479 to 0.8702. In defining the main reasons for non- usage hybrid communication in the company, the aim is to test several constructs in this regard. For this purpose, the analysis of principal component factors using a Varimax rotation was performed. The results show that the data are suitable for factor analysis: KMO = 0.793 (possible KMO not less than 0.6), and Bartlet specificity test $p<0.001$. The results of the factor analysis show that the statements in the question consist of three factors (see Table 1). Factor weights in each factor range from 0.41 to 0.791. The calculated internal degree of agreement (Cronbach alpha) for each factor and the number of statements are presented in Table 3.

Based on the fact that internal consistency should be between 0 and 1, and a Cronbach's alpha of 0.60 is considered suitable for research (Pakalniškienė, 2012), the Cronbach's alpha calculated in this study indicates that the groups of statements in the question should be considered compatible.

Table 3: Reasons for Hybrid Communication in the Organisations Development

Factors	Number of statements	Cronbach alpha
Hybrid communication advantages	6	0.637
Hybrid communication interference	6	0.806
Hybrid communication potential	4	0.652

Statistical research method. Statistical analysis methods were used to process the data collected during the study: calculations of percentage frequencies and statistical averages. Statistical analysis of the data was performed using the data package of SPSS software version 17.

4. Research results and discussion

In order to find out the peculiarities of the development of hybrid communication, respondents meeting the criteria presented in the methodological part of the paper were interviewed. Respondents were asked a total of 13 questions.

The analysis of the survey data showed that the majority of respondents use hybrid communication very often (71% of the survey participants). The other respondents stated that they use hybrid communication frequently, 24% of respondents, and the remaining 5% of respondents neither frequently nor rarely. In summary, the respondents used hybrid communication very often, which suggests that they use hybrid communication frequently and that they can answer the other research questions adequately.

To determine the appropriate and preferred ways of delivering and addressing the message to the recipient as presented in the theoretical part of the study, the study sought to find out which hybrid communication channels are used by respondents.

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While analysing the data (see Figure 4), it can be said that respondents mainly use telecommunication platforms such as Zoom, Google meet, Microsoft Teams (26% of respondents). 25% of the respondents stated that they use calls most often, while video conferencing is used by 24% of the respondents and email by 19% of the respondents. It should be noted that respondents do not choose SMS as a frequent channel of communication (only 6% of respondents).

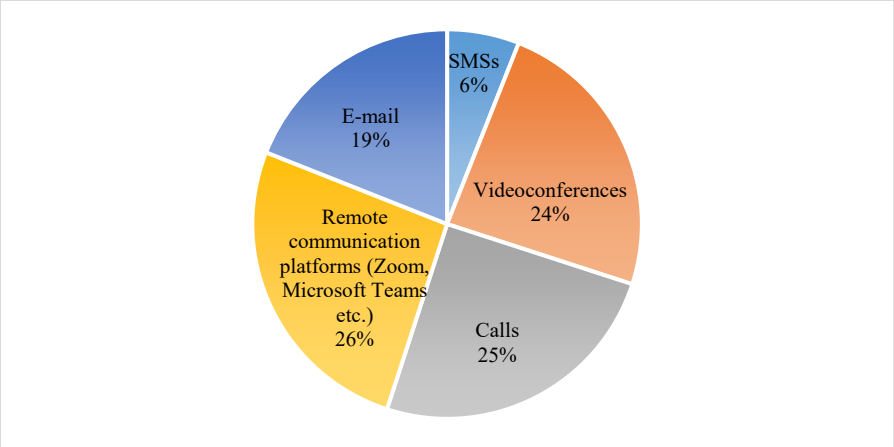

Fig. 4: Hybrid communication channels

The survey sought to find out whether the respondents' company had received any training on safety when working remotely before the introduction of hybrid communication. It was found that the majority of respondents reported that their company had received training in teleworking safety - 89% of the respondents - while 11% reported that their company had not received such training.

The next question sought to find out the advantages of hybrid communication (see Figure 5).

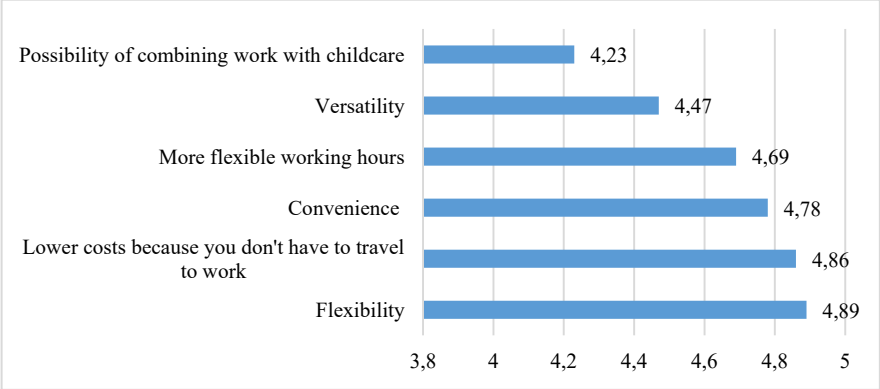

Fig. 5: Advantages of hybrid communication, average of responses

Hybrid communication was found to have a number of distinct advantages according to respondents. The biggest advantage was flexibility (average of 4.89 responses). Flexibility allows for other advantages, the most important of which, according to respondents, is the reduction in costs due to the lack of commuting (4.86). There is also convenience (4.78) and usually a more relaxed working schedule (4.69) and the possibility to combine work with childcare (4.23). In summary, hybrid communication can save material and time resources and help you to plan your working day better.

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The study aimed not only to identify the benefits of hybrid communication for employees, but also to find out the motives that drive businesses/employers to use hybrid communication. Thus, it was found that businesses use hybrid communication because they want to adapt to the changing business environment (91% of respondents). Others stated that businesses want to be innovative (75% of respondents) and that hybrid communication results in lower costs for workplace facilities (87% of respondents). Hybrid communication is also used to adapt to the needs of employees (55%) and can also be used when there is a shortage of office space (45%). In summary, businesses use hybrid communication to adapt to the changing business environment, to save money and to be innovative. It is believed that the wider adoption of hybrid communication due to the limitations of the Covid-19 pandemic has taught employees to work from home and many are now used to this change.

In addition to identifying the benefits of hybrid communication, the survey also sought to identify the disadvantages that respondents experience when using hybrid communication (see Figure 6).

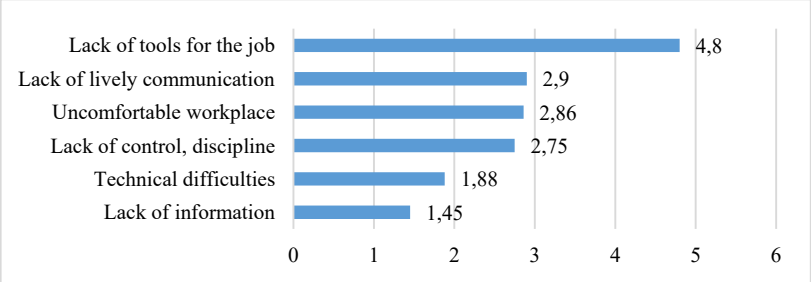

Fig. 6: Measures to extend the use of hybrid communication, average

The analysis of the data shows that the biggest inconvenience that emerged from the use of hybrid communication was the lack of tools needed for work (4.80 points). Others said that there was sometimes a lack of lively communication (2.90 points) and having to work in an uncomfortable workplace (2.86 points), and that respondents sometimes felt a lack of control and discipline (2.75 points). Nevertheless, respondents rarely felt a lack of information when using hybrid communication (1.45 points) and did not have to deal with technical difficulties (1.88 points).

Finally, the aim was to find out what tools could be used to expand the use of hybrid communication in the future (see Figure 7).

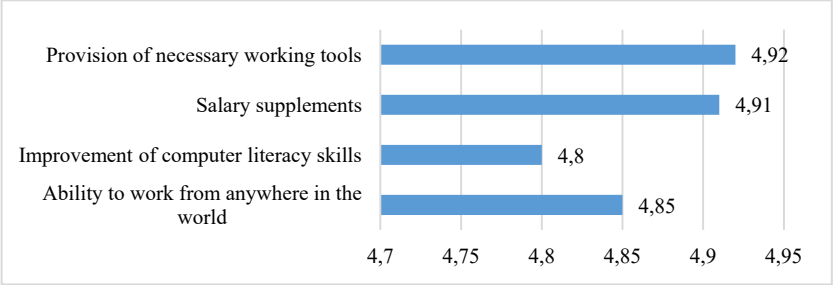

Fig. 7: Measures to extend the use of hybrid communication, average

The analysis of the data suggests that the means to expand the use of hybrid communication would primarily be salary supplements (4.92 responses average) and the provision of the necessary working tools (4.91 responses average). It should also be possible to work from anywhere in the world (4.87 average) and meet the need to improve computer literacy skills (4.87 average).

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To summarise the study, we can say that the subjects used hybrid communication very often and that hybrid communication can help them to save material and time resources, and to organise their working day more appropriately. Businesses use hybrid communication in order to adapt to the changing business environment, to save money and to be innovative. Hybrid communication can continue to be used because it can save time and financial resources.

5. Conclusions

To summarise, hybrid communication is a mixed communication method that allows members of an organisation to communicate from different locations and to communicate 24/7. Hybrid communication enables employees to work remotely, live and in a hybrid way. The most important thing is that the employee is able to carry out the tasks and jobs assigned to him/her properly.

The hybrid working model can be defined as an internal activities organisation model that allows for a flexible combination of teleworking and face-to-face working patterns and/or working hours, but specific working methods for the successful application of the hybrid working model do not currently exist. The identified characteristics of the hybrid working model are directly linked to the behaviour and general well-being of the members of the organisation and emotional security.

The analysis of the scientific literature has allowed us to assess the impact of the hybrid working model on internal communication: it has led to the emergence of new internal communication practices in the digital space, the conscious application of which allows for the targeted sharing of desired information. However, the lack of live meetings, untimely information and the abundance of remote meetings can increase exclusion and isolation among employees. It is therefore essential to choose the communication channels wisely and to combine them in a targeted way, taking into account the purpose of the message to be sent.

The study found that the subjects used hybrid communication a lot and that it can save not only time but also financial resources. Businesses use hybrid communication in order to adapt to the changing business environment, to save money and to be innovative.

The most commonly used hybrid communication channels have been found to be remote communication platforms and calls and video conferencing. However, it was found that communication through these channels was hampered by a lack of tools for the job. In addition, respondents sometimes lacked live communication. Nevertheless, respondents rarely felt a lack of information when using hybrid communication and did not encounter technical difficulties.

The study helped to answer the research problem raised in the paper and the data confirms that businesses can not only use hybrid communication but also expand it by providing employees with additional monetary incentives and the necessary tools.

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