

D E B I U T Y   S T U D E N C K I E

2024

---

# **NEW TRENDS IN BUSINESS MANAGEMENT**

edited by  
**Joanna Radomska  
and Anna Witek-Crabb**



Publishing House of Wrocław University of Economics and Business  
Wrocław 2024

Reviewer

*Arkadiusz Wierzbic*

Proof reading

*Agnieszka Flasińska*

Copy-editing

*Aleksandra Śliwka*

Typesetting

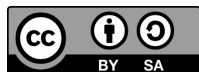
*Małgorzata Myszowska*

Cover design

*Beata Dębska*

The book uses images from Adobe Stock

This work is licensed under the Creative Commons Attribution-ShareAlike 4.0 International License.  
To view a copy of this license, visit <http://creativecommons.org/licenses/by-sa/4.0/>



ISBN 978-83-67899-29-1 (for the paper version)

ISBN 978-83-67899-30-7 (for the electronic version)

DOI: 10.15611/2024.30.7

Printing: TOTEM

**Kacper Kurzejamski**

e-mail: k.kurzejamski@gmail.com

ORCID: 0009-0001-9914-5917

Wroclaw University of Economics  
and Business

## **Efficient Communication in Distributed Collaboration: A Study of Remote Work Environments**

DOI: 10.15611/2024.30.7.03

JEL Classification: D83, M12, M15

© 2024 Kacper Kurzejamski

This work is licensed under the Creative Commons Attribution-ShareAlike 4.0 International License. To view a copy of this license, visit <http://creativecommons.org/licenses/by-sa/4.0/>

**Quote as:** Kurzejamski, K. (2024). Efficient Communication in Distributed Collaboration: A Study of Remote Work Environments. In J. Radomska, A. Witek-Crabb (Eds.), *New Trends in Business Management* (pp. 34-46). Wroclaw University of Economic and Business.

**Abstract:** The objective of the study was to analyse the impact of hybrid work arrangements on communication in distributed organisations and identify tools and practices enhancing remote communication, collaboration and leadership. In the theoretical part insight into the characteristics of remote work models was provided and communication as the main challenge and critical success factor was identified. Then the characteristics of communication in remote work was reviewed. The empirical part consists of qualitative research with thematic analysis done with MAXQDA software. The research in the form of semi-structured interviews was conducted among IT employees working in hybrid models in Wrocław. The research comprised the analysis of internal communication processes in three main contexts: operational, social, and change-related. Additionally, the relations between employees on different company hierarchy levels were studied. In the conclusions, the importance of redefining leadership towards a more empathetic approach was highlighted and recommendations on efficient leadership practices were provided.

**Keywords:** remote work, distributed organisations, communication, leadership, team management

### **1. Introduction**

The article focuses on communication processes within organisations and teams operating in remote work models. Although many organisations have already incorporated certain features of remote work in their structures for a significant time, it was the COVID-19 pandemic which forced rapid, drastic changes in the work environments, forcing employees to move to remote models. Following the news of the first COVID-19 cases in Wuhan in late 2019, probably very few expected to what extent those events would affect the majority of aspects of everyday life. However, when on 11<sup>th</sup> March 2020 the World Health Organization announced the

uncontrollable virus spread as a pandemic (WHO, n.d.), it became obvious that the world, ready or not, is due to face a new reality. One of the most interesting transformation areas was the rushed transition from classical on-site work model to remote cooperation. Companies across the world were forced to quickly change their working model, often without previous preparation, infrastructure nor established practices (Sokolic, 2022). Depending on the sector, during the early stage of the pandemic up to 89% of Polish employees provided work fully remotely, with IT and communication services in the lead (Dolot, 2020; Dominiak, 2022). This data illustrates the extreme dynamic and scale of the change, therefore providing a valuable research topic. As both business models and leadership styles were subject to an unexpected transformation due to COVID-19, the urgent need to adapt created a research gap in the existing knowledge. Since the beginning of the pandemic, communication in distributed organisations has been a subject of a number of studies, however, due to the high dynamics of contemporary work environments and quickly evolving technologies, this topic still requires further exploration. Traditional approaches to communication, collaboration and leadership are becoming obsolete in the new, post-pandemic realities of distributed organisations (ABSL, 2021) and therefore require in-depth studies to recognise patterns, beneficial practices and best approaches. Therefore, the objective of this study is to analyse the impact of the hybrid work arrangement on communication and collaboration, identify the challenges and find tools and practices enhancing remote communication, collaboration and leadership. In order to address the objective of the study, the primary research question was formulated as follows: how to enhance the efficiency of internal communication processes of hybrid workers in a distributed environment? Additional, detailed research questions were stated regarding the most efficient communication channels and practices in 3 main organisational communication areas (operational, social and change-related) and the impact of company hierarchy on communication processes between employees on different levels.

To find answers to those questions, diverse research methods were adopted. In order to build a relevant theoretical background, critical literature review was carried out. Literature sources were gathered and analysed to gain insights into work models, communication and recent developments in the researched area. The empirical research was designed according to the principles of qualitative research and consisted of semi-structured interviews designed to find the answers to the stated research questions among hybrid employees in IT sector in Wroclaw. Once the interviews had been conducted, thematic analysis was applied to structure gathered information, find and analyse patterns and repeating themes or practices in the communication processes.

## 2. Remote Work Models

One of the main advantages of a remote organisation as compared to the classical, collocated work model, is flexibility. According to a comprehensive review by Sokolic (2022), flexibility is an important aspect of remote work, both for employers and employees. From the employees' perspective, they value the option to have more control over when, where and how they work, provided that they meet their goals. But the benefits for the employers are also significant, as from their point of view flexibility means access to a wider candidate pool and reduced fixed costs. Other main advantages of adopting remote work model mentioned in the study by Sokolic (2022) are reduced costs of commuting, time spent to get to the office and the option to work in a comfortable, personal space. Regardless of specific arrangements, the concept of remote work includes a number of common features, opportunities and challenges, often much different to the "old normal" practices of the office-based work. As observed during and after COVID-19 pandemics, the massive transition to remote pushed organisations to establish new, relevant practices in management, leadership, infrastructure and socialisation (Sokolic, 2022).

A hybrid working model, which is the focus of the empirical study, is a combination of remote and on-site work arrangement. Due to a wide spectrum of options and potential limitations, for example regarding the proportion of remote days or even criteria required for allowing specific employees to work remotely, each company may tailor the exact rules of the adopted hybrid model to its needs (Hinds, 2021; Sokolic, 2022). In a fully flexible hybrid model, the employees are given free choice on when to work remotely. In a study from 2021 on flexible work models, researchers found that 61% of interviewed employees prefer to choose on their own when to come to the office (Reisinger and Fetterer, 2021). It is also mentioned that those employees would like to have the autonomy to make decisions which tasks require their physical presence and which can be done remotely. This is what the hybrid models aim to achieve – a balance between in-office socialisation and collaboration, and autonomy and flexibility.

In order to ensure the relevance and significance of the empirical part of the study, a critical literature review was carried out to find the prevailing challenges and critical success factors affecting the efficiency of remote work environments. As found in an extensive study by Ferreira et al. (2021), communication is the dominant challenge in remote environments. Other studies confirm this result, stressing the importance and difficulty of different aspects of communication between distributed employees. Multiple researchers point to the struggles of certain companies to recreate the social aspects of informal communication, which takes place on a daily basis in a physical office, in a virtual environment (Manko and Rosiński, 2021; Mierzejewska and Chomicki, 2020). Other studies highlight the difficulties of encouraging interactions between employees due to unclear availability of other colleagues and delays in asynchronous communication (Herbsleb et al., 2000). Aziz

et al. (2021) mention digital communication skills as one of key challenges of remote work. Although this is quite a broad term, the authors specify messages overload, inefficiency of supervisors in establishing interactions and lack of competency in digital communication. Additionally, they mention technical issues and infrastructure challenges as factors hindering communication. Herbsleb et al. (2000) show that in a distributed environment communication delay is inevitable and managers should aim to minimise it. They point out the difficulty in reaching out to colleagues in order to get help, stating that it is significantly more challenging than in a stationary office, where support is more available due to collocation. Another significant challenge in this area is the efficiency of remote meetings, with a number of issues such as distractions, lack of attention or limitations in non-verbal communication (*HBR Guide...*, 2021; Reed and Allen, 2021). Interestingly, communication is also highlighted in literature sources as one of the main critical success factors in remote work, alongside with efficient collaboration (Manko & Rosiński, 2021). Therefore, internal communication is the main focus of the following empirical study.

### 3. Communication in Managing Remote Teams

Employee communication, also known as internal communication, is defined by FitzPatrick and Valskov (2014) as a means of planned and controlled influence on knowledge, attitudes and behaviours of employees. As such, it has direct impact on team management and “is concerned with sharing information, building understanding, creating excitement and commitment and, ideally, achieving a desirable result” (FitzPatrick and Valskov, 2014, p. 24). FitzPatrick and Valskov (2014) highlight four main objectives of efficient employee communication: retention of good employees, enhancing the performance of employees, creating a shared public image of the organisation consistent with its strategy, and supporting the introduction of changes within a company. Therefore, this study focuses on internal communication processes as they have a significant impact on managing a remote team.

It is also important to recognise the classification of ongoing communication processes according to their purpose and achieved effects. Keyton (2005) recognises two main components of organisational communication. The first one is business communication, which accounts for “formalised and planned messages, [...] activities of leadership, supervision, decision making, managing conflict, hiring, firing and so on” (Keyton, 2005, p. 12). In other words, it consists of the formal exchange of information between the employees that facilitates the business-oriented activities of a company. The second component of organisational communication is the informal, social interactions. Keyton highlights the equal importance of this part as it provides not only gossip and personal stories, but also important social values and cultural information. In addition to this dualistic approach, some researchers distinguish another significant component separate from business communication,

which is change communication. In their study on change management in virtual teams, Bagga et al. (2023) highlight the significant impact of efficient change communication on the overall change management process and incorporation of new ideas in the organisational culture. Considering all aforementioned viewpoints found during literature review, the following 3 categories of communication process were adopted and followed in the empirical part of the study: operational, change-related and social.

The selection of appropriate communication channels plays a crucial role in the collaboration of a distributed team. By understanding the advantages and disadvantages of available communication channels, co-workers can make the right choices, optimise their communication practices and therefore enhance team's collaboration and overall efficiency. According to Neeley (2021), one of the first decision factors when choosing the most appropriate channel is its richness, that is the ability to convey a complex set of information. In situations with high ambiguity and risk of misinterpretation, richer media (e.g. video calls) are more effective, while leaner media (e.g. emails) will be more effective in straightforward, clear situations. Another common categorisation of communication channels is the distinction between synchronous and asynchronous channels. When using a synchronous channel, the messages are exchanged between the parties in real time, without significant delays. A good example of a synchronous channel might be a video call or a phone call, where all parties are involved in the discussion at the same time. According to Media Synchronicity Theory (Dennis et al., 2008), those channels enhance the convergence of the messages, that is the mutual understanding and establishing a common interpretation of given information. Employees involved in a live discussion have an option to provide immediate feedback and clarify on exchanged thoughts, eventually establishing common ground or at least recognising the differences in interpretation. On the other hand, asynchronous channels are beneficial for conveyance, that is "the transmission of a diversity of new information [...] to enable the receiver to create and revise a mental model of a situation" (Dennis et al., 2008, p. 580).

#### **4. Research Methods**

The empirical research followed qualitative approach, as it is optimal for "identifying and analyzing organizational communication phenomena" (Keyton, 2017, p. 503). Semi-structured interviews were designed to address the research questions, additionally they created space for the interviewees to expand on additional themes significant to the topic. The interviews were carried out with 6 IT employees working in hybrid model in Wroclaw across different hierarchy levels (from regular developers to team or technical leaders). Thematic analysis was selected as the main data analysis method in order to observe, define and analyse patterns within the obtained material. With the use of MAXQDA software, the content of

the interviews was coded and prevailing themes were defined that followed the research questions. Finally, the results were written up in a structured manner as presented in the following section.

## 5. Research Results

### 5.1. Operational Communication

The interviewees were asked how they communicate with their colleagues in day-to-day activities such as discussing work distribution, daily tasks or escalations. The use of specific communication channels was discussed, with a specific focus on their advantages and disadvantages. When asked about communication channels used for operational communication, all interviewees immediately mentioned video calls. This channel in hybrid models effectively replaced personal interactions of a collocated office, although *it's still not as good as face-to-face conversation* (Małgorzata). The interviewees consistently highlighted that the use of video calls allows to speed things up, especially when discussion or clarification might be required: *when there is an urgent need to make decisions or to pass vital information, then it happens via video calls* (Agnieszka), *if I got quite a big information on Teams [...] I would rather call someone right away to discuss, not to write an answer* (Małgorzata). Moreover, the participants highlighted the importance of social interactions provided by this channel. The synchronous interactions over video calls tend to be *less technical and more human* (Piotr) and as such provide a substitute to spontaneous, social interactions in a physical office.

Extensive discussions were conducted with the participants regarding the use of camera in online calls. Interestingly, only one of the interviewees, Agnieszka, strongly advocated for the use of camera in all calls due to the nature of her role as a trainer. The remaining participants were definitely more sceptical towards obligatory use of cameras. Its value was generally recognised in calls to *give feedback to someone, share a performance review* (Piotr), *in meetings with managers or [...] interviews with newcomers* (Damian). In those situations, which can be characterised as related to performance or employee management, camera was deemed extremely valuable as *it's actually crucial to see how a person reacts [...], if someone understands the feedback or not, how they take it* (Piotr). Other interviewees also highlighted the importance of non-verbal communication in difficult interactions. This was applicable regardless of employees' position – both regular employees and managers agreed on the importance of video in these kinds of meetings. However, there was a general consensus that in business-oriented activities camera is redundant and voice-only calls are preferable due to their positive relation to time: *it is faster, just jump into the topics without turning on the camera* (Damian), *for standard meetings [...] being on camera is not valuable* (Małgorzata).



The second most frequently used communication channel for operational communication is text-based chat such as Slack or MS Teams. The main benefits mentioned by the interviewees are its simplicity and speed: *it's fast, it's reliable, most of the team are using [it] so if you would like to have fast feedback here, this is the best tool* (Damian). Although it is an asynchronous channel, due to the fact that during work hours all employees are usually online, the messages are replied to quickly and in a concise manner. *It's especially useful for quick questions and everyone answers those questions* (Zuzanna). An important theme emerged from the discussions of chat was the significance of emojis in communication: *a lot of communication on Slack happens through emotes and emoticons – it's much faster!* (Piotr), *they help convey the atmosphere* (Zuzanna). Interestingly, the emojis are used usually regardless of company hierarchy or semi-formal relations with external clients: *we use emojis with the clients and with management as well* (Damian). It is important to recognise the pattern of shifting formality in the way employees communicate. It seems that the emojis became popularised to address the lack of non-verbal communication in text-based channels and are now integrated in the corporate communication standards.

While also mentioned by the interviewees, the other three communication channels—Jira, e-mail and phone—have significantly lower importance in operational context. The main benefit of using Jira is its high performance in established workflows, allowing to collaborate with people across *different jurisdictions and time zones* (Piotr). However, it performs well only in standardised processes and if any clarification is needed, other channels may be preferable. All interviewees admitted using email on a daily basis, however, it is treated as a secondary communication channel, usually supplementing the other ones. In case of phone calls, the interviewees formed a unified front clearly against this communication channel. The only situation in which it is used are emergencies, *for example if someone is really sick and calls in sick to work, or there's some kind of an accident* (Zuzanna). Otherwise, it is strongly disliked by the interviewees and not recognised as a formal communication channel.

## 5.2. Introducing Change

The interviewees were asked what the communication processes look like in their companies when announcing changes such as process updates or changes in company hierarchy. The results clearly showed that the main communication channels used in those scenarios were e-mails and Confluence. Town halls (i.e. conferences for all employees, usually led by HR or higher management) were also mentioned by some of the interviewees. Interestingly, Confluence and e-mails are often used complementarily: *we would communicate it through Outlook [e-mails] and then we would attach it to the Confluence page. That would summarise the change and [provide] basically a cheat sheet for everyone to be able to go in and re-*

*read it if they need to* (Marta). This approach has a strong, positive impact on tracking information flow, as important changes and announcements can be referenced at a later time by absent employees. Additionally, the duplication of the information flow is also perceived as positive in this case; an overview of an update is sent out to all employees with references to a more detailed description. This approach also positively affects the time the employees spend on reviewing the change as they can quickly read through the summary version or go into the detailed overview. *I do not need to be invited to a meeting [...] to learn that we have some new employees or that we should organise some kind of training*, said Agnieszka.

Although town halls were mentioned only by two of the interviewees, both perceive this form of communication very positively, therefore it is significant to take into account their perspective. The general formula of a town hall is common for most organisations – it is a meeting, in person or virtual, for all employees to announce some company updates (Indeed, 2022). In the case of the participants of the study, *some of them are only informative and some of them are Q&A [...] and you can ask the management direct questions* (Zuzanna). Their main value is that they provide a place for discussion and interaction with the management, as opposed to the e-mail/Confluence strictly informative functions.

### 5.3. Social Aspects of Communication in Distributed Teams

The interviewees were asked how their current communication processes allow them to obtain informal information such as personal updates or non-technical changes within the company. The main two communication channels discussed in connection with social theme were video calls and, quite as expected, face-to-face. All interviewees agreed that video calls provide a solid substitute to personal interactions, especially with the use of camera as they accommodate for visual feedback and non-verbal interactions: *people inherently need some human contact and, since we moved to remote work, the video calls are the closest* (Piotr). As a practice enhancing the social value of video calls, the participants praised the idea of allocating some of the meeting time to personal chat: *we do daily [meetings] and after we share our current status of tasks, we have some sort of 10 minutes [...] to just talk about anything we like. So we share our personal things. So we joke"* (Damian). Most of the interviewees confirmed that these kinds of interactions substantially fulfil their social needs.

An important theme was mentioned across the interviews regarding the need to meet people at the start of cooperation, for example launching a new project or when new team members are joining. Especially in multinational environments with headquarters located abroad, the importance of meeting foreign colleagues was highlighted: *when only having online meetings with them, it's hard to see colleagues in them* (Marta). Interestingly, the use of video calls as a substitute for face-to-face interactions was mentioned as especially valuable when establishing new relations.

Two of the participants, Marta and Damian, mentioned that they prefer to have at least one video call with a new project group at the beginning of their cooperation, just to get to know each other, as it further facilitates their interactions. The only scenario when Chat brings positive social values mentioned by the interviewees is unofficial communication, for example exchange of jokes or memes. However, this applies only to colleagues with pre-existing relationships, hence the importance of the aforementioned, personal “get to know each other” phase.

As for the face-to-face communication opportunities, in the hybrid work model of all interviewees, they spend a specific number of days in the office. Those “office days” are often scheduled on a team level so that the whole team has an opportunity to meet personally on a regular basis. The interviewees agree that the main goal of those meetings is the development of interpersonal bonds: *this is for just building relationships between team members* (Damian). While generally recognising the value of scheduled “office days”, most interviewees express a negative attitude towards being forced to come to the office at specific times and prefer more flexibility in the matter: *I would like some more flexibility regarding which days I am in the office and which I’m working from home. Right now it’s not negotiable* (Zuzanna). It is clear that the interviewees appreciate the social values of face-to-face meetings, however, their autonomy in planning office visits takes priority.

#### 5.4. Leadership and Hierarchy

Although most of the interviewees recognised to some extent the importance of empathy, transparency and trust in leadership, the following quotations extracted from the interview with Małgorzata precisely summarise those themes, thanks to her long experience in transformational leadership in remote environments: *As a leader my duty is to make sure that everyone is aware what is expected from them. And everyone knows where they are in their performance. If they’re doing good or not, and if they have something to improve on, or they should just continue their good job; It is important to try to understand other person what drives them, what makes that they come to work, what are their expectations [...] You just need to make sure to create an opportunity for everyone to thrive.*

These quotations show clearly the direction of future leadership, stepping away from strongly hierarchical relations to more empathetic, trust-based approach. The need for mutual understanding and recognition of subordinates’ needs was also mentioned by other interviewees in specific examples regarding communication practices. Regardless of seniority, both regular developers and seniors/leaders said that they would prefer to have a call with management scheduled in advance to give them time to prepare and mentioned it is important that the managers should recognise that need: *working with management, I would rather have a call set up, time to prepare for the meeting [...] Some managers are aware that it’s better to schedule a call before and some are not* (Piotr).

Apart from scheduling calls, two more significant observations were noted. The first one concerns the level of formality – the interviewees suggested that Chat is generally avoided in relations with management in favour of scheduled video calls or e-mails. *I do not communicate with them [management] in chat as much as I do with my less senior members of the team. [...] I feel that chat is a bit more closer relation* says Marta, however, she also mentioned that Chat is a perfectly fine channel for urgent issues, when there is no time to write a lengthy e-mail or schedule a call. The second characteristic theme in this area is the time pressure in communication with management. Those interactions tend to be more stressful due to a perceived need to reply quickly and if any messages from the managers are missed, it is perceived very negatively. *When there is like a tonne of messages from my line manager, that makes you 'a bit' stressed* rather ironically says Piotr. On the other hand, he then mentions that it is not a problem when asynchronous messages from his colleagues await a reply for a longer time – when communicating on the same level, he accepts direct, spontaneous interactions, at the cost of higher delay in reply.

## 6. Conclusions

The general outcome of the research regarding communication channels tends to confirm the Media Synchronicity Theory described by Dennis et al. (2008), stating that rich, synchronous channels tend to perform best in situations requiring discussions or clarifications. In cases described by the participants of the study, video calls address this need and therefore are one of the most commonly used channels in day-to-day operations. However, an interesting discussion revolves around the role of camera in online calls. Contrary to the recommendations found in literature, the interviewees had a definitely colder attitude towards the benefits of video in online meetings. Although researchers like Reed and Allen (2021) highly recommend the use of camera and some even argue that it should be used without exceptions in all virtual communication (Ferreira et al., 2021), the interviewees clearly specified scenarios in which the use of camera is beneficial or redundant. While they appreciate its benefits in interactions with management, especially the ones focused on employee performance, feedback and sensitive discussions, the participants of the study clearly state that in operational calls the camera is not only unnecessary, but also impedes the speed of the interaction. Therefore, it is important to recognise those patterns and encourage the use of camera only in situations where it might be actually beneficial, instead of blindly enforcing company policies or recommendations for an “always-on” approach to video in virtual meetings.

Further interesting themes found in the interviews were the use of text-based communication channels and the relation between formality and efficiency. It was found that emojis provide a substitution for non-verbal messages in text channels

and as such are frequently used even in semi-formal interactions with higher management or external clients. The recognition of such communication patterns is crucial in order to adapt to the rapidly evolving work environments and should be encouraged rather than avoided in favour of retaining legacy practices, for example the excessive tendency towards formality at the expense of efficiency.

When discussing the use of asynchronous channels, it was found that they are in fact used in situations rich in new information. Therefore, the most common scenario for the use of e-mails or knowledge bases (in this case Confluence) was communicating a change. The fine tune potential of those channels (Neeley, 2021) is especially valued in announcements from management, as they generally need to be well-designed, precise and address a wide audience. Interestingly, all interviewees belittle the role of e-mails in everyday operations, stating that they provide a background, secondary communication channel, complementing more dominant ones.

Contrary to the concerns presented in literature regarding social aspects of communication, a reassuring conclusion stems from the empirical research. According to the interviewees, the employees naturally find ways to incorporate social values in their virtual interactions, provided they are given space to do so. Therefore, it is the leaders' responsibility to create space for informal interactions, for example by encouraging small-talk during meetings or creating a hybrid working environment allowing the employees for periodical face-to-face meetings. However, a careful balance between scheduling office visits and employees' autonomy is required.

The main limitation of the research is its scope, specific to the chosen selection criteria. As the research focused on IT employees based in Wroclaw, certain cultural or organisational aspects might influence their communication processes in different ways they would under different conditions, e.g., in other countries or business sectors. Additionally, an increased sample size could potentially generate more additional themes through the exploratory approach (although the themes designed with confirmatory approach have been fully covered). As a recommendation for further research, a second round of interviews could be designed to deepen the knowledge on the themes emerged through the exploratory approach, such as transition to remote from traditional models or work-life balance. Furthermore, an expansion to different business sectors and cultural backgrounds would provide an insight into the same themes under different conditions.

To conclude, the importance of redefining leadership towards a more empathetic approach becomes apparent in the study. It can be observed in occasional lack of understanding between managers and their subordinates, as the leaders fail to recognise the needs of their employees. Fortunately, new leaders more often recognise the need of empathy in setting relevant goals, discussing employees' struggles and understanding their motivation. Although still in development, this

approach gives hope for establishing leadership methods and communication processes that are not only efficient, but also recognise the needs of remote employees and therefore can be successful in the long run.

## References

- ABSL. (2021). *Business Services Sector in Poland 2021*. Association of Business Service Leaders.
- Aziz, A., Ahmad, M. K., and Suppiah, S. M. (2021). *Remote Work: New Normal Communication Challenges*. In C. S. Mustafa, M. K. Ahmad, N. Yusof, M. B. M. H. Othman, and N. Tugiman (Eds.), *Breaking the Barriers, Inspiring Tomorrow*, vol 110. European Proceedings of Social and Behavioural Sciences (pp. 1-7). European Publisher. <https://doi.org/10.15405/epsbs.2021.06.02.1>
- Bagga, S. K., Gera, S., and Haque, S. N. (2023). The Mediating Role of Organizational Culture: Transformational Leadership and Change Management in Virtual Teams. *Asia Pacific Management Review*, 28(2), 120-131. <https://doi.org/10.1016/j.apmr.2022.07.003>
- Dennis, A., Fuller, R., and Valacich, J. (2008). Media, Tasks, and Communication Processes: A Theory of Media Synchronicity. *MIS Quarterly*, 32(3), 575-600. <https://doi.org/10.2307/25148857>
- Dolot, A. (2020). Wpływ pandemii COVID-19 na pracę zdalną – perspektywa pracownika. *E-Mentor*, 83(1), 35-43. <https://doi.org/10.15219/em83.1456>
- Dominiak, J. (2022). Wpływ pandemii COVID-19 na zmiany w sektorze usług w Polsce. *Studies of the Industrial Geography Commission of the Polish Geographical Society*, 36(2), 126-136. <https://doi.org/10.24917/20801653.362.8>
- Ferreira, R., Pereira, R., Bianchi, I. S., and Da Silva, M. M. (2021). Decision Factors for Remote Work Adoption: Advantages, Disadvantages, Driving Forces and Challenges. *Journal of Open Innovation: Technology, Market, and Complexity*, 7(1), Article70. <https://doi.org/10.3390/joitmc7010070>
- FitzPatrick, L., and Valskov, K. (2014). *Internal Communications: A Manual for Practitioners*. Kogan Page.
- HBR Guide to Remote Work*. (2021). Harvard Business Review Press.
- Herbsleb, J. D., Mockus, A., Finholt, T. A., and Grinter, R. E. (2000). *Distance, Dependencies, and Delay in a Global Collaboration*. In Proceedings of the 2000 ACM Conference on Computer Supported Cooperative Work, 319-328. <https://doi.org/10.1145/358916.359003>
- Hinds, R. (2021, May 26). *The 5 Hybrid and Remote Work Models for Your Business*. Inc. <https://www.inc.com/rebecca-hinds/the-5-hybrid-remote-works-models-for-your-business.html>
- Keyton, J. (2005). *Communication & Organizational Culture: A Key to Understanding Work Experiences*. Sage Publications.
- Keyton, J. (2017). Communication in Organizations. *Annual Review of Organizational Psychology and Organizational Behavior*, 4, 501-526. <https://doi.org/10.1146/annurev-orgpsych-032516-113341>
- Manko, B. A., and Rosiński, J. (2021). Success Factors in Managing Remote Work: A Global Perspective. *Organizacja i Zarządzanie: Kwartalnik Naukowy*, (1), 41-56. <https://doi.org/10.29119/1899-6116.2021.53.4>
- Mierzejewska, K., and Chomiccki, M. (2020). Psychospołeczne aspekty pracy zdalnej. Wyniki badań przeprowadzonych w trakcie trwania pandemii COVID-19. *Zeszyty Naukowe Uniwersytetu Ekonomicznego w Krakowie*, 3(987), 31-44. <https://doi.org/10.15678/ZNUEK.2020.0987.0302>
- Neeley, T. (2021). *Remote Work Revolution: Succeeding from Anywhere*. Harper Business.
- Reed, K. M., and Allen, J. A. (2021). *Suddenly Virtual: Making Remote Meetings Work*. Wiley.
- Reisinger, H., and Fetterer, D. (2021, October 29). Forget Flexibility. Your Employees Want Autonomy. *Harvard Business Review*. <https://hbr.org/2021/10/forget-flexibility-your-employees-want-autonomy>

- Sokolic, D. (2022). Remote Work and Hybrid Work Organizations. In M. A. da Silva Costa, T. Susak, and V. Haluga (Eds.), *Economic and Social Development (78<sup>th</sup> International Scientific Conference on Economic and Social Development. Book of Proceedings*, pp. 202-213). Varazdin Development and Entrepreneurship Agency. [https://www.researchgate.net/publication/359056200\\_REMOTE\\_WORK\\_AND\\_HYBRID\\_WORK\\_ORGANIZATIONS](https://www.researchgate.net/publication/359056200_REMOTE_WORK_AND_HYBRID_WORK_ORGANIZATIONS)
- Indeed. (2022, August 8). *Town Hall Meetings: What They Are and How to Run One*. <https://www.indeed.com/career-advice/career-development/all-hands-meetings>
- WHO. (n.d.). *Timeline: WHO's COVID-19 response*. Retrieved June 14, 2023 from <https://www.who.int/emergencies/diseases/novel-coronavirus-2019/interactive-timeline>

### **Efektywna komunikacja w organizacjach rozproszonych: badanie środowisk pracy zdalnej**

**Streszczenie:** Celem pracy była analiza wpływu hybrydowego modelu pracy na komunikację w organizacjach rozproszonych oraz identyfikacja narzędzi i praktyk usprawniających zdalną komunikację. W części teoretycznej opisano cechy charakterystyczne dla zdalnych modeli pracy oraz skupiono się na komunikacji jako głównym czynnikiem wpływającym na wydajność pracowników. Część empiryczną oparto na badaniu jakościowym z analizą tematyczną za pomocą oprogramowania MAXQDA. Badanie przeprowadzone zostało wśród pracowników branży IT we Wrocławiu w formie wywiadów. Jego celem była analiza procesów komunikacji wewnętrznej w kontekście operacyjnym, społecznym oraz podczas zarządzania zmianą. Dodatkowo zbadane zostały relacje między pracownikami na różnych stopniach hierarchii firmowej. W ramach wniosków podkreślona została konieczność zmiany dotychczasowo stosowanych stylów przywódczych oraz istotna rola empatii liderów wobec pracowników, dodatkowo zidentyfikowane zostały rekomendowane praktyki przywódcze.

**Słowa kluczowe:** praca zdalna, organizacje rozproszone, komunikacja, przywództwo, zarządzanie zespołem