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HYBRID WORKING AND ITS EFFECTS ON VALUE CO-CREATION AND CO-DESTRUCTION WITHIN OR-GANISATIONS

ABSTRACT

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Hybrid Working has emerged after the pandemic as the default mode of working for many organisations. In this setup, elements from traditional and remote working are combined to allow workers greater flexibility and reducing costs for the employers, such as overheads and rent. Implementing Hybrid Working can have profound impacts within organisations to their ability to co-create value. This design science research aims to provide organisations with a set of guidelines to utilise the benefits of hybrid working, while mitigating the negative effects of it from the perspective of value co-creation and co-destruction.

This study was conducted as design science research, and the empirical data was collected through workshops from employees of Airbus PSS in three different countries. As a result, a set of guidelines for Hybrid Working was created. This may help offset the negative effects of Hybrid Working, which include the entrenchment of siloes and loss of engagement. These effects may hinder the organisation's ability to co-create value due to various elements that have profound impacts on value co-creation, such as the ability to effectively collaborate and communicate. Understanding how Hybrid Working affects co-creation and co-destruction within organisations may help them to establish more robust Hybrid Working policies. These policies could, ideally, be flexible enough to consider the potential effects they can have on organisations in various levels. As the results of this study are limited to one company, the results cannot be broadly generalised. This warrants future research on the topic.

Keywords: Hybrid Working, Remote Working, Value co-creation, Value co-destruction, Actor Engagement, Design Science

TIIVISTELMÄ

Hybridityöskentely on noussut pandemian jälkeen monien organisaatioiden oletuksena työskentelylle. Tässä työskentelymallissa perinteisen ja etätyön elementtejä yhdistetään tarjoamalla työntekijöille enemmän joustavuutta ja vähentämällä työnantajien kustannuksia, kuten yleiskuluja ja vuokria. Hybridityöskentelyn toteutus voi vaikuttaa merkittävästi organisaatioiden kykyyn arvon yhteisluonnin saralla. Tämä tutkimus pyrkii tarjoamaan organisaatioille ohjeita hybridityöskentelyn hyötyjen saavuttamiseen, ja samalla ohjeita sen negatiivisten vaikutusten lieventämiseen arvon yhteisluomisen sekä yhteistuhoamisen näkökulmasta. Tämä tutkimus toteutettiin suunnittelutieteellisenä tutkimuksena, ja empiirinen aineisto kerättiin Airbus PSS:n työntekijöille järjestetyistä työpajoista kolmessa eri maassa. Tuloksena syntyi joukko ohjeita hybridityöskentelyyn. Nämä ohjeet voivat auttaa kompensoimaan hybridityöskentelyn negatiivisia vaikutuksia, kuten siilojen vahvistumista ja sitoutumisen menetystä. Nämä vaikutukset voivat haitata organisaation kykyä luoda arvoa eri tekijöiden vuoksi, joilla on syvä vaikutus arvon yhteisluomiseen, kuten kykyyn tehdä yhteistyötä ja viestiä tehokkaasti. Ymmärrys siitä, miten hybridityöskentely vaikuttaa arvon yhteisluomiseen ja yhteistuhoamiseen organisaatioissa voi auttaa niitä luomaan vankempia hybridityöskentelyn käytäntöjä. Näiden käytäntöjen tulisi ihanteellisesti olla tarpeeksi joustavia ottaakseen huomioon potentiaaliset vaikutukset, joita ne voivat aiheuttaa organisaatioissa eri tasoilla. Koska tämän tutkimuksen tulokset ovat rajoittuneet yhteen yritykseen, niitä ei voida yleistää. Tästä syystä tulevalle tutkimukselle on tarvetta.

Asiasanat: Hybridityöskentely, Etätyö, Arvon yhteisluonti, Arvon yhteistuhoaminen, Sitouttaminen, Designtiede

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1   INTRODUCTION

Covid-19 pandemic brought about major changes to lives in general, affecting the way people study, work and spend time together across the globe. To limit the spreading of the pandemic, governments around the world often introduced lockdowns as safety measures to limit the spreading of the pandemic. These lockdowns forced employers to adapt their working policies to enable remote working where possible in an expeditious manner. These fast-paced changes after the pandemic have transformed the modern workplace, resulting in the widely implemented "hybrid working" model in place of the traditional office working or full remote working, to fuel the movement back to the office from home offices as well. The concept of "Hybrid Working" incorporates features of working from home, working on-site and teleworking, to allow both employees and employers greater flexibility in their working arrangements. Rather than being a situational trend implemented as a survival mechanism for the Covid-19, the benefits of the model have become apparent to corporations even after the pandemic.

According to Gratton (2021) and European Commission (2021), the Covid-19 pandemic transformed the global working landscape to respond to demands created by Social Distancing, bringing forth a fast and unprecedented transition in scale towards hybrid work models, that merge both remote and on-site working arrangements.

This transition has had a notable impact on employee preferences, as an increasing number of workers favour the flexibility, autonomy, and work-life balance provided by hybrid work environments over traditional working arrangements (Gratton, 2021; Forbes, 2022; SAP, 2023). As hybrid working becomes more normalised, firms face both risks and opportunities in terms of productivity, employee engagement, well-being, communication, and collaboration (Guardian, 2022; European Commission, 2021).

Discussing Hybrid Working Model includes several key terms. For example, home office specifically relates to working from home, whereas telework encompasses a wider range of remote work locations beyond the traditional working from the office model (Kniffin et al, 2021). Hybrid working on the

other hand, brings together elements from the remote, home-based, and on-site working. This provides employees with flexibility in work location and scheduling, whereas time at the office is dependent on days, teams, or individual needs (SAP, 2023). As companies adjust to these developments, they simultaneously aim to create successful hybrid working strategies that sustain productivity and collaboration while promoting work-life balance and employee well-being.

One of the noteworthy phenomena that hybrid working can affect is the value co-creation. It refers to the collaborative creation of value by stakeholders within the value-chain, consisting of employees, consumers, and partners (Prahalad & Ramaswamy, 2004). Hybrid working may increase the value co-creation within an organisation by improving employee well-being, productivity, and engagement, which can contribute to corporate success. However, it is critical to handle the potential issues connected with hybrid working, since they may result in the co-destruction of value. According to Plé and Cáceres (2010), value co-destruction is described as the phenomenon, where collaborative destruction of value occurs among employees, customers and partners. Through employee actions, value co-destruction can occur even though value co-creation would seem to occur simultaneously. (Plé & Cáceres, 2010)

To fully leverage the potential of hybrid work models and successfully navigate the complexities of value co-creation and co-destruction in this emerging context, organisations need to examine the strategies, tools, and practices that could help them maximise the benefits of this new work set-up while mitigating the potential risks it brings.

In a study by Palumbo (2020) the research suggested that remote working from home may lead to increased work-related fatigue for employees due to a greater willingness to work during non-traditional hours, potentially due to difficulties in managing work-life boundaries. To address this issue, human resource management practices should be tailored to the needs of remote workers to address the unique challenges they face. (Palumbo, 2020).

Additionally, assessing the critical importance of effective communication and collaboration in hybrid work settings is also found important, while simultaneously including the adoption of innovative tools, technologies, and practices to facilitate seamless information flow and teamwork across various locations and time zones (European Commission, 2021; Forbes, 2022). Furthermore, examining the impact of hybrid working on employee engagement and well-being, and identifying strategies to address potential stressors, fosters a sense of belonging, and supporting individuals in their personal and professional growth can bring additional value (Guardian, 2022; Gratton, 2021).

In the realm of performance management and employee evaluation there can be benefits in investigating the shift from traditional performance management systems based on physical presence and time spent in the office, towards more outcome-oriented approaches that emphasise results, outputs, input, and value (European Commission, 2021). For Hybrid Working to succeed, it was noted that looking into the evolution of office spaces to accommodate the needs

of a hybrid workforce, with an emphasis especially on creating social and collaborative hubs and high-quality spaces that encourage attendance and facilitate productive work proved important (Guardian, 2022). Collaboration between individuals from different functions and departments can lead to the resolution of complex problems and the generation of innovative ideas. These collaborations are often initiated by chance encounters, such as conversations around a coffee machine or copier, where individuals identify others who can provide assistance or with whom they can collaborate (Fayard, et al., 2021).

Subsequently, hybrid arrangements can help with talent attraction and retention. By assessing the implications of hybrid work models on talent attraction and retention, a potential to access a wider pool of international talent and create a more inclusive and supportive work environment that caters to diverse employee needs can be recognised (Forbes, 2022; SAP, 2023). An inclusive culture is becoming a competitive advantage for elite organisations to attract and retain top talent. Dowling et al., (2022) reported that there was a 47% increased likelihood of employees staying with an inclusive organisation and a 90% increased likelihood of employees saying their organisation is high performing if it's inclusive. Additionally, they stated that employees were 7 times more likely to go out of their way to help a colleague if they work in an inclusive organisation. (Dowling, et al., 2022).

By delving into these multifaceted aspects and analysing their effects from the perspective of value co-creation and co-destruction, this thesis seeks to provide practical insights on Hybrid Working policies. Such policies can help with the development of successful hybrid work environments that foster a more purposeful, productive, agile, and flexible workforce for the future (Gratton, 2021). Through a comprehensive examination of value co-creation and co-destruction in the realm of hybrid working, this thesis aims to contribute to the ongoing discussion surrounding the future of work, and guide organisations in their pursuit of sustainable, innovative, and people-centric work models.

Hybrid Working model has been a topic of interest in contemporary research, but there exists a need for further research on the effects of Hybrid Working on companies performance in the domain of value co-creation. As this topic was also of great interest to Airbus Public Safety and Security, this research was launched to investigate the effects of Hybrid Working policies on value co-creation/co-destruction and on actor engagement, to better understand what variables could be controlled to foster an environment that could enable the full benefits of hybrid working. The research questions are as follows:

RQ1: "How do hybrid working policies affect value co-creation/co-destruction in organisations?"

RQ2: "What can organisations do to enable value co-creation with Hybrid Working?"

The primary objective of this research is to provide a comprehensive understanding of the hybrid working phenomenon and its implications for value co-creation and potentially value co-destruction. Secondary objective is to provide suggestions on what organisations can do, to enable value co-creation through hybrid working and thus enable the potential benefits of the new way of working. Through the analysis of the organisation's hybrid working policies, successes, and challenges, this study aims to offer valuable insights and practical recommendations for organisations seeking to embrace hybrid working effectively. By doing so, organisations can optimise their performance while fostering a supportive and flexible work environment that benefits all stakeholders. This study was conducted as a design study on Airbus Public Safety and Security's Operations Division, where a set of Hybrid Working Guidelines were implemented by first holding workshops about the topic with the employees.

2   THEORETICAL REVIEW

The proliferation of hybrid working models, characterised by the integration of remote and office-based work, necessitates a comprehensive understanding of their implications for value co-creation and co-destruction. This chapter establishes a theoretical framework by critically reviewing existent literature on hybrid working and value co-creation/co-destruction. It also aims to provide a foundation for investigating the dynamics of hybrid working and value co-creation/co-destruction and navigating the emerging work paradigm.

First, the evolution and key dimensions of hybrid working are analysed, followed by discussing the factors contributing to its prominence and consequences for organisations and employees. Secondly, analysis of the principles of value co-creation and co-destruction follows, which highlights their relevance to hybrid working and their role in shaping organisational performance.

2.1   Hybrid Working

Hybrid working refers to a flexible work arrangement blending remote and office-based work, enabling employees to balance their professional and personal lives while maintaining connections with their colleagues. The benefits of hybrid working extend to both employees and employers.

In a survey done by Barrero et al., (2021) in the United States the following effects were highlighted: The shift to remote working during the pandemic has resulted in several positive outcomes, including better-than-anticipated experiences for employees, increased productivity, and a significant reduction in commuting time. This period brought by the Covid-19 pandemic also encouraged the development and adoption of new remote work technologies, as well as substantial investments in home office equipment and infrastructure. Furthermore, the Covid-19 pandemic has led to a change in attitudes towards remote work, with many people developing a more positive perception of remote work arrangements and embracing the benefits it offers, such as increased flexibility and

improved work-life balance (Barrero, et al., 2021). According to study by Yang et al., (2021) these can further be expanded to cover flexibility, workspace, support from company, family situation, and the activity and nature of work.

Workplace flexibility, defined as the ability of workers to make choices regarding when, where, and for how long they engage in work-related tasks (Hill et al., 2008), has been found to contribute to positive outcomes for both employees and companies (Hill et al., 2010). Teleworking provides flexibility by allowing employees to choose the best time to focus on work and reducing commuting time and fatigue (Basile & Beauregard, 2016; Becker & Steele, 1995). This flexibility also improves work-life balance (Maruyama et al., 2009). The COVID-19 pandemic increased flexibility in work schedules and hours, enabling employees to spend more time with family and care for children, but limited the choice of work locations in the case of teleworking (Colley & Williamson, 2020). Despite this constraint on teleworking locations during the pandemic, it could be argued based on the research available, that higher workplace flexibility during the pandemic would be positively associated with workers' outcomes, such as work productivity, satisfaction with working from home, and work-life balance.

Despite extensive research on physical work environments in traditional corporate offices, such as closed, open-plan, and activity-based offices (see e.g. Davis et al., 2011; Haapakangas et al., 2018), there are fewer studies on the physical features of home office environments in relation to satisfaction and productivity (Ng, 2010). Employees desire home workstations like traditional, with factors including indoor environmental quality (Cuerdo-Vilches et al., 2021; Ng, 2010), ergonomic furniture (Montreuil & Lippel, 2003), technology (Morgan, 2004), and a separate room for work (Cuerdo-Vilches et al., 2021; Ng, 2010). During the pandemic, home offices became the primary workspace for most work-related activities. Thus, the importance of environmental settings in home-based offices that support various work-related activities and ergonomic functions is emphasised. This benefits worker satisfaction and productivity as can be seen from the studies on employee desires already listed prior in this section.

During the COVID-19 pandemic, knowledge workers had to adapt to remote work by using technology to substitute for the office environment (Lupton & Haynes, 2000; Waizenegger et al., 2020). While technical support was not significantly associated with teleworkers' performance before the pandemic (Aboelmaged & El Subbaugh, 2012), it is expected to be more important under enforced teleworking circumstances. Montreuil and Lippel (2003) stress the importance of employers providing financial, technical, and training support for ergonomic furniture and technology when workers transition to teleworking. As the costs for space and utilities shift from employers to employees, savings from traditional offices can be used to improve home-based workstations (Baker et al., 2007). However, it is noteworthy that too much employer oversight of the support can

negatively influence employees' experiences when setting up home-based work-stations (Janneck et al., 2018; Montreuil & Lippel, 2003).

The family situation is also a significant factor when considering work-life balance for employees working from home. Prior to the pandemic, childcare services allowed teleworkers to maintain their performance without being affected by having children at home (Aboelmaged & El Subbaugh, 2012; Maruyama et al., 2009). However, during the pandemic, limited childcare services and remote learning for school-aged children increased the workload for parents working from home (Felstead & Reuschke, 2020; Fox & Anderson, 2020). Consequently, many respondents reported lower productivity due to childcare and home-schooling responsibilities (Felstead & Reuschke, 2020). Fox and Anderson (2020) also found that higher education workers living with children faced greater difficulty in completing work while working from home during the pandemic. This suggests that family situations can negatively impact work-related outcomes in such circumstances. According to Loo and Wang (2018), workaholics who have a strong desire to accomplish more work are more likely to work from home both full-time and part-time. This supports the theoretical statement by Mokhtarian and Salomon (1994) and practical evidence from Wilton et al., (2011), which suggest that working longer hours to achieve more work is a driving force for employees to telework. However, Mannering and Mokhtarian (1995) propose that workaholics may prefer to work exclusively from home or in the office, as they may require a more stable work environment to be effective.

When discussing working at the office, the study by Chacon Vega et al., (2020) explores the support provided by physical work environments for various activities in open-plan office settings. The findings indicate that employees in open-plan workplaces experienced a lack of support for quiet working, and different departments had varying needs for quiet working spaces. Dutcher (2012) found that telecommuting environments led to increased productivity in concentration tasks but reduced productivity in dull tasks. For knowledge workers, both individual concentration and interactions with colleagues are essential for organisational knowledge creation (Nonaka, 1994). Felstead and Reuschke (2020) reported that limited interactions with others while working from home contributed to lower work performance. Therefore, investigating the role of a home office in supporting interactions with colleagues is important.

Pre-Pandemic review to remote-worker well-being by Charalampous et al., (2018) already highlights multidimensional approach to employee wellbeing. The review emphasises the need for further research in understanding the factors influencing remote e-workers' well-being. Ragu-Nathan et al., (2008) highlights for example that the impact of technostress stems from frequent use of information and communication technology, as well as the pressure to keep up with technological changes, which is also prevalent in remote working. The study by Suh and Lee (2017) on the other hand suggests that remote e-workers

experiencing high task interdependence and low autonomy, along with technology stressors, can experience technostress and reduced job satisfaction. Additionally, the reviews by (Anderson et al., 2015; Virick et al., 2010) point out that individual differences, such as openness to experience, tendency to pondering, social connections, and workaholic tendencies, can influence the outcomes of remote work. Furthermore, organisational culture and environment, including social support from supervisors and peers, play a crucial role in remote e-workers' well-being (Gálvez et al., 2011; Lautsch et al., 2009; Bentley et al., 2016; Haines III et al., 2002). A review by McDowall & Kinman, 2017) also highlights the challenges faced by remote e-workers in managing ICT (Information and Communication Technology) for work purposes, as some organisations lack policies to ensure healthy ICT use.

However, hybrid working itself presents certain challenges. Maintaining clear work-life boundaries can be difficult for remote employees; feelings of isolation and disconnection may arise, and ensuring equal access to necessary technology and infrastructure can be problematic. For example, in the case of Microsoft, the shift to remote work led to less interconnectivity among business groups, reduced bridging ties in informal collaboration networks, and increased focus on stronger ties for information transfer while diminishing engagement with weak ties, even though these weaker ties could provide access to added information (Yang, et al., 2022).

Furthermore, one challenge that rises from remote working is often the entrenchment of siloed nature of organisations. In the case of Microsoft, the transition to company-wide remote work led to a more siloed collaboration network, characterised by a reduction in ties across formal business units and diminished bridging of structural holes, while connections within those silos became denser (Yang et al., 2022). Hybrid Working also has significant impacts on feelings of inclusion within the organisation. Dowling et al., (2022) highlighted in their study that most employees (85%) working in a hybrid model prefer to maintain this arrangement, with traditionally underrepresented groups such as younger employees, Black employees, LGBTQ+ employees, women, nonbinary individuals, and employees with disabilities showing an even stronger preference. This may be explained by the possibility of alleviating stress for those concealing aspects of their identity. Furthermore, 71% of those preferring hybrid work would consider seeking other opportunities if it is not available, with previously mentioned groups are more likely to leave if hybrid work is not an option (Dowling, et al., 2022). Therefore, Hybrid Working could promote diversity and inclusion within organisations.

In conclusion, hybrid working offers numerous advantages for organisations and employees alike, but potential limitations must be acknowledged and addressed. As the Hybrid model is increasing in popularity as the go-to mode of working for a wide variety of companies, a thorough understanding of the key

factors influencing hybrid working is vital to ensure its success. If these factors listed here can be considered by companies enabling hybrid working, the initiative can be on a right track to success.

2.2 Hybrid Working Time-Place Matrix

While enacting Hybrid Working policies, different organisations have chosen different models, which are especially highlighted after the pandemic. For example, some companies have decided to force employees to return to the office to work full time, some companies have embraced 100% remote working and removed their offices completely, or some have adapted to different variations of X number of days at the office and X number of days at home. Employers have also made their own decisions on how to enact Hybrid Working policies regarding working time and location, such as flexible hours or flexibility on working location, like in teleworking. Gratton (2021) for example highlights the two-dimensional nature of workplace flexibility using a 2x2 matrix, which considers both time and location flexibility as seen in Figure 1.
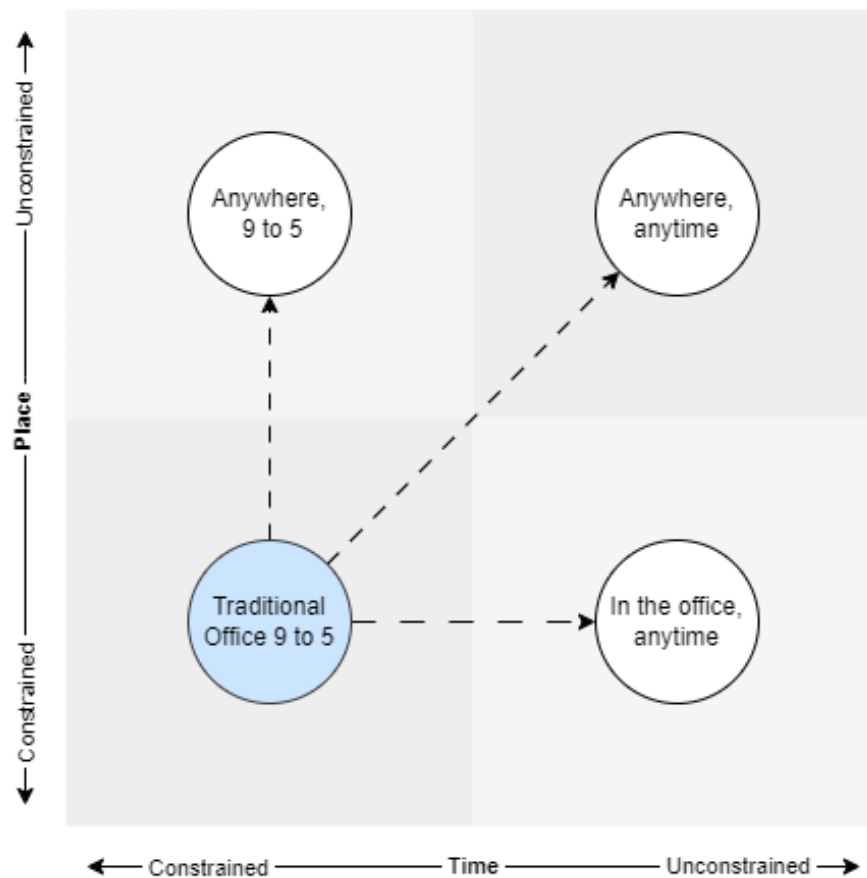

Figure 1: Time/Place Matrix, According to Gratton (2021)

As described in the matrix, different variations of work flexibility can exist concerning location and time. At the bottom left corner, there can be seen the reflection of traditional way of working, within the office and during fixed and established hours. On the vertical axis, there can be seen the increased flexibility regarding the working location. This flexibility refers to remote working or teleworking outside of the office, where the work location is ultimately unconstrained, but the hours are still during the traditional office hours. On horizontal axis, the effect of work hours can be seen, with the right end of the axis being unconstrained and flexible hours, but within the office premises. Finally, at the top-right corner the unconstrained time and location flexibility can be seen, where no limits are placed on the working location or office hours, giving the employee full autonomy on conducting the work.

The matrix can be a way to assess maturity level of Hybrid Work within company and the assessment can be done role by role on which characteristic is more dependent for efficient work: time or place. Gratton (2021) discusses the emergence of new principles for a productive workplace in response to the pandemic. By promoting sociability, intentionality, focus, and coordination, this matrix provides a valuable framework for organisations navigating the evolving landscape of work during and beyond the pandemic. (Gratton, 2021).

It is also important to note that the matrix is dependent on organisational context. Some workers may have tasks and responsibilities that require presence at the office. Companies have in the past experimented with flexible work approaches, often led by individual managers, resulting in varying degrees of flexibility across departments and teams. This led to perceptions of unfairness, as some employees had jobs with time and place constraints, making hybrid arrangements difficult or suboptimal (Gratton, 2021). This is why it can be potentially important to assess whether through other arrangements employee flexibility could be increased, to navigate the time and place constraints. In the case of Airbus PSS, I will refer back to this matrix to assess the current state of the organisations Hybrid Working maturity after the guidelines have been implemented.

2.3   Value Co-creation and Co-Destruction

In the context of value co-creation and co-destruction, value refers to the mutual benefit created or destroyed through collaborative interactions between service providers and customers, where both parties contribute resources, activities, and

processes to co-create or co-destroy value (Payne et al., 2008). Value co-creation is more specifically the process where organisations, customers, and other stakeholders work together to create value through the exchange of resources and the integration of capabilities.

Value co-destruction, on the other hand, refers to the phenomenon where value is diminished or destroyed due to interactions between stakeholders. The reasons that can cause co-destruction can range from misaligned expectations, miscommunications, or the failure to adapt to changing circumstances (Plé & Chumpitaz, 2010). Understanding the antecedents of value co-destruction can help managers prevent these issues from arising (Järvi, et al., 2018).

Within organisations, value co-creation can happen when employees collaborate with each other, customers, or other stakeholders to enhance the overall value of products, services, or experiences. For example, employees may provide valuable feedback on products, contribute to innovation, or engage in knowledge sharing. In these cases, employees become active participants in the value creation process (Prahalad& Ramaswamy, 2004).

On the other hand, value co-destruction can occur when employees hinder value creation, often unintentionally. This can happen through poor communication, lack of collaboration, or resistance to change. When employees act in ways that diminish value, it can negatively impact not only the organisation but also its customers and other stakeholders (Echeverri & Skålén, 2011). Proper communication, understanding customer expectations, and frontline employee training can help organisations manage and mitigate value co-destruction risks (Plé & Chumpitaz, 2010). This mitigation is important to consider both externally and internally to safeguard organisations against the potential risk of value co-destruction.

To foster value co-creation and minimise co-destruction within organisations, it is important to encourage collaboration, open communication, and a culture of continuous learning. Järvi, et al., (2018) highlight the significance of effective communication within the company and with customers and suppliers. Maintaining clear and consistent communication throughout a project can help ensure all parties understand their roles and expectations, thus reducing the risk of value co-destruction. Järvi et al., (2018) also stress the importance of controlling day-to-day operations and training employees to prevent value co-destruction. When employees at all levels work together to ensure quality services and products are delivered, value can be created instead of destroyed. Managers can also play a critical role in facilitating these processes by providing support and resources, and by empowering employees to take an active part in value creation (Ramaswamy & Ozcan, 2018). According to Järvi et al., (2018) managers should clearly define employees' tasks and responsibilities to ensure customers are served effectively and valuable outcomes are achieved. By providing consistent service and product quality value delivery can be ensured and value co-destruction avoided.

By fostering collaboration, communication, and innovation, organisations can enhance value co-creation, and mitigate risks of value co-destruction.

Balancing these dynamics is needed in order to optimise hybrid working benefits and ensuring employee well-being, customer satisfaction, and overall organisational performance.

Measuring the impact of Hybrid Working to value co-creation and co-destruction can be difficult, as the areas of effect of Hybrid Working are wide and the direct impacts difficult to measure. As Hybrid Working has its main impact internally in an organisation, the more traditional customer focused applications of value co-creation measurement can only measure the lesser impacts of Hybrid Work to external customers and stakeholders. However, Dollinger et al., (2018) in their study proposed a conceptual model for co-creation in higher education and how to enable co-production. It was found that different higher education activities can be co-created with students, and that higher education already involves students in minor ways, like utilizing feedback from questionnaires. (Dollinger et al., 2018). Indicators, such as knowledge sharing, equity, interaction, relationships, personalisation, and experience serve as basis for co-creation in universities, which can unlock the benefits in innovation, knowledge generation and improved relations and loyalty by the students. (Dollinger et al., 2018). This doesn't differ that greatly from organisational context, even though the traditional value creation is present, the similar indicators exist in traditional working arrangements as well.

2.4   Actor Engagement

Actor engagement refers to the involvement and participation of various stakeholders (or "actors") in the processes of value co-creation and co-destruction. In the context of service-dominant logic, actors are any entities that have the potential to affect or be affected by value creation and destruction processes. These actors can include employees, customers, suppliers, partners, regulators, and others (Vargo & Lusch 2016). This is why understanding different actors and their interactions can be helpful to better assess their effects on value co-creation/co-destruction potential. Employees, customers, suppliers, partners, regulators, and other stakeholders all have a part to play in creating or destroying value.

Employees are central to the co-creation of value, as they bring their skills, expertise, and insights to enhance products, services, or experiences (Chathoth et al., 2013). Through collaboration, innovation, and knowledge sharing, they can greatly contribute to the overall value of an organisation (Prahalad & Ramaswamy, 2004). On the other hand, employees may contribute to value co-destruction by engaging in unproductive or harmful behaviours such as poor communication, resistance to change, or lack of collaboration (Plé & Cáceres, 2010).

Customers also have an important role in value co-creation by providing their needs, preferences, and feedback, which helps organisations better

understand and serve their markets (Grönroos, 2011). Moreover, customers actively participate in co-creating value by using and customising products and services to suit their needs (Prahalad & Ramaswamy, 2004). However, they can also contribute to value co-destruction by misusing products, spreading negative word of mouth, or engaging in other harmful behaviours (Echeverri & Skålén, 2011).

Suppliers and partners contribute resources, such as materials, technology, or services, which can enhance an organisation's offerings (Vargo et al., 2008). They can co-create value through collaborative innovation, joint problem-solving, and knowledge sharing (Chesbrough, 2006). However, suppliers and partners can also contribute to value co-destruction by providing low-quality resources, failing to meet deadlines, or engaging in unethical practices (Plé & Chumpitaz, 2010).

Regulators and other stakeholders, such as industry associations, can influence value co-creation and co-destruction through the rules and norms they establish (Vargo & Lusch, 2008). By setting standards and promoting best practices, they can help providing a collaborative and innovative environment (Prahalad & Ramaswamy, 2004). However, overly strict regulations or unclear guidelines can hinder value co-creation and contribute to value co-destruction (Echeverri & Skålén, 2011).

In order to foster value co-creation and minimise co-destruction, organisations must encourage collaboration and open communication among all actors (Chathoth et al., 2013). They should practice a culture of continuous learning and improvement (Grönroos, 2011) and actively involve customers in the value creation process through feedback mechanisms, user-generated content, or co-design activities (Prahalad & Ramaswamy, 2004). Additionally, organisations should build strong relationships with suppliers and partners based on trust, shared goals, and mutual benefits (Chesbrough, 2006), and engage with regulators and other stakeholders to understand and influence industry norms and standards (Vargo & Lusch, 2008).

By understanding and managing the roles and interactions of various actors, organisations can optimise their value co-creation processes and minimise the potential for value co-destruction. When taking this into the context of Hybrid Working, actor engagement plays a role in shaping the success of hybrid working models. By actively involving various stakeholders, such as employees, managers, and customers, organisations can foster effective collaboration, communication, and innovation. When focusing on creating a supportive work culture, investing in digitalisation, promoting continuous learning, and implementing results-oriented performance management, it can further enhance the hybrid work experience. Ultimately, embracing actor engagement in the hybrid work environment can help organisations navigate its challenges and harness its potential, that may lead to improved productivity, employee well-being, and overall organisational success.

3   METHODOLOGY

This research aims to provide a concrete artefact (Hybrid Working Guidelines) which can potentially help organisations in establishing Hybrid Working in an organised manner. Due to the nature of the research, Design Science Research Methodology (DSRM) was selected.

Design study, a research method that focuses on designing and testing novel solutions for real-world problems (Sanders & Stappers, 2008), is well-suited for this research as it enables the development of generalised hybrid working policies while taking into account regional differences in law and employee feedback.

Airbus Public Safety & Security is a sub-division of Airbus Defence and Space (subsidiary of Airbus Group), and its Operations division was interested in conducting a study on Hybrid Working and constructing Hybrid Working guidelines, to harmonize the way of working with it's teams across three countries, France, Finland and Germany. This was decided to be done on a team level, by organising workshops, where employees could submit their ideas and give feedback on how hybrid work should be conducted in the future at PSS. The workshops were organised from May 2022 until January 2023 and the documented results served as a basis for the established guidelines.

In this chapter, the methodology of this thesis is presented, alongside how the workshops were organised, and how the data collection process was conducted. Lastly, the ethical considerations are presented, along the potential limitations.

3.1   Introduction to the DSRM and Research Design

The DSRM model was selected due to its flexibility. DSRM contains little that is intended to support a process orthodoxy, and researchers can start a DSRM research effort with a research problem, a client request, or an already designed version of an artefact (Peffers et al., 2018). In practice, this method was especially

applicable as the Hybrid Working Guidelines were already requested by the management, also providing a unique research problem in the current context of the Airbus Public Safety and Security.

According to Peffers et al., (2007) DSRM has been successfully utilised in various projects, such as adapting data warehouses, measuring software reuse performance and designing video conference elements. Another element to the DSRM research is that DSRM artefacts incorporate generalisability in practice, emphasising knowledge about the specific context of the artefact rather than an extensive review of IS academic literature (Peffers et al., 2007).

While DSRM is identified as a suitable method for assessing these Hybrid Working Guidelines, it is noteworthy that there are several quality criteria concerning DSRM. Reining et al., (2022) propose four criteria concerning it, which are relevance, balancing novelty and re-use, testability and usefulness. First, relevance is associated with the identification phase of the DSRM process, as for scientific purposes the research question or the phenomena in question should be relevant to the current state of the discipline, showcasing potential existing research gaps. In this criterion, practical relevance is particularly emphasised. (Reining, et al., 2022).

Secondly, with balancing novelty and re-use, they are highlighted as key research contributions. If the solution is extensively novel, it may hinder the ability for it to be reused. Thirdly, testability needs to be maintained in any scientific research. With DSRM process, it is important to provide adequate documentation in order to ensure replicability. Finally, for the usefulness, it is vital that the solution is useful and can be retained. The outcome should be a practical solution to the identified problem or research gap. (Reining, et al., 2022). Alongside these quality criteria, Design-Science-Research guidelines by Hevner et al., (2004) are selected to help further solidify the design science background for the guidelines. This is done with minor adjustments, such as those proposed by Kääriäinen (2021) for thesis work. These adjustments can be seen in Table 1, where different DSR guidelines are reviewed, and they are highlighted based on how they are adapted for this thesis.

Table 1. Utilisation of Design-Science Research Guidelines in this thesis, after Kääriäinen (2021)

Guideline	Description	This thesis
Guideline 1: Design as an Artifact	Design-science research is required to generate a tangible outcome, which may take the form of a construct, model, method, or installation	Set of guidelines to facilitate Hybrid Working is created as an artefact.
Guideline 2: Problem Relevance	The aim of design-science research is to create technology-driven solutions	Literature review showcases the relevance of

	for significant and pertinent business challenges	the problem, alongside the employee interviews.
Guideline 3: Design Evaluation	The effectiveness, quality, and practicality of a design artifact should be thoroughly validated through meticulously executed evaluation methods.	Design evaluation is conducted by professionals and tested in practice.
Guideline 4: Research Contributions	Successful design-science research necessitates delivering evident and substantiated contributions within the realms of the design artifact, design foundations, and/or design methodologies.	The guidelines in this thesis are applied to a real business-case and their purposes are described.
Guideline 5: Research Rigor	Design-science research depends on the rigorous application of methods in both constructing and evaluating the design artifact	Interviews are analysed and performed by utilising appropriate methods.
Guideline 6: Design as a Search Process	Seeking an efficient artifact involves utilising available resources to achieve desired outcomes while adhering to the constraints imposed by the problem environment	Knowledge and context for the guidelines are provided from interviews and existing literature, while they are applied in the specific problem environment, taking into account specific rules & regulations.
Guideline 7: Communication of Research	Effectively communicating design-science research requires clear presentation tailored to audiences with both a technology-oriented and management-oriented focus.	The guidelines and their creation are communicated via this thesis paper.

Kääriäinen (2021) adopted a novel approach by applying Hevner et al.'s (2004) Design-Science-Research (DSR) guidelines to illustrate their practical application in a thesis. Originally, Hevner et al., (2004) formulated these guidelines to aid researchers employing design science as a research methodology. The purpose was to assist them in developing the Information Technology (IT) artifact, guiding them through the multifaceted aspects of creating a solution. Kääriäinen (2021) contributed to this by adding a column to the original table, highlighting how a particular criterion is met in the specific thesis in question. This same approach is followed in this thesis. These guidelines, presented in Table 1, serve as a framework that outlines various considerations integral to the design process.

In this thesis, these guidelines are mirrored in Table 1, aligning each guideline with the corresponding actions undertaken to address the complexities of creating the Hybrid Working guidelines.

3.2   Workshop Methodology

The initial step of the workshop preparation involved a meticulous process that integrated prior research on the topic of Hybrid Working and utilised available materials from other divisions such as Human Resources. These resources were employed to construct comprehensive slide sets that showcased the topics that would be addressed during the workshops, like hopes, fears and needs regarding Hybrid Working. The structure of the workshops is further described later in this chapter. The held workshops in Finland, France, and Germany can be seen in Table 2.

Table 2. Workshops

Country	Site	No. Work-shops	Dura-tion	No. Partici-pants
Finland	Jyväskylä	2	2 hours	26
Finland	Helsinki	7	2 hours	129
France	Élancourt	9	2 hours	151
Ger-many	Remote Workshop	1	1 hour	21

In Table 2, the workshops, their location, duration, and participants can be seen. A total of 151 employees participated in workshops in Élancourt starting from March 2022 to June 2022. Later the during the same year, another total of 155 employees participated in workshops from November to January in Finland, with 21 employees joining remote workshop from Germany.

The workshops were organised by first presenting the proposed structure to the respective line managers in Operations, so that they had the opportunity to already share the structure and materials among members of their teams, providing the basis for the following discussions. Afterwards, collaborative discussions ensued to agree upon suitable dates for conducting the workshops. During this phase, emphasis was placed on the exclusivity of physical events and mandatory attendance to ensure maximum coverage and feedback from a broad audience. Physical meetings were encouraged due to the length of the workshops (2 hours) as people seem to be able to be more engaged and team-working in Physical setting (Mohamedbhai, et al., 2021). The proactive

scheduling of workshops well in advance aimed to minimise calendar conflicts and maximise participation rate.

To structure the workshops effectively, the groups in Operations were divided primarily on a team basis whenever possible, and the number of participants was set between 15-30 employees per workshop. However, certain events accommodated participants from multiple teams due to varying team sizes. The groups were formed considering not only similar business functions but also other unifying factors, such as inter-team collaboration and the physical site where employees were stationed (Jyväskylä vs. Helsinki). The majority of the workshops were conducted as physical events, each spanning a duration of 2 hours. The only exception was the workshop held for German Workers, which was conducted remotely in November 2022.

The workshops were conducted over a period of 9 months, commencing with the French Workshops in March 2022, and culminating with the Finnish Workshops in January 2023. During this extensive time frame, approximately 300 employees participated in 23 workshops, actively contributing feedback on various topics related to Hybrid Working. The diversity of participants and the extensive duration of the workshops facilitated a comprehensive exploration of perspectives and insights, ensuring a robust foundation for the formulation of the DSR Artefact of this thesis, the Hybrid Working Guidelines within Operations.

At the beginning of each Workshop, the participants were informed on the purpose of the workshop (to gather feedback on different aspects of Hybrid Working), that their answers were anonymous (grouped and anonymised on a workshop level), and how the data would be used (for this thesis, to construct the hybrid working guidelines, and to forward the feedback to respective stakeholders, such as managers, Human Resources, Facility & Information Management).

All workshops adhered to a standardised structure, with a single exception lying in the "ice breaker" question, which was tailored to suit the specific region and its participants. The rationale behind this approach stemmed from the considerable variations in physical premises across different locations. For instance, the question posed to participants in Élancourt, France, revolved around envisioning the ideal office space, considering that their current office was outdated, and plans were underway for a new one. On the other hand, participants in Helsinki, Finland, were asked about their opinion and feedback regarding the newly finished office space in Spring 2022. The primary purpose of this region-specific ice breaker question was to foster open and thoughtful discussions among participants concerning working spaces, as these environments play a critical role in the context of Hybrid Working in the form of On-site working.

The subsequent questions were standardised across all workshops, maintaining a consistent order to ensure comparability of data regardless of the region. The following three questions were posed sequentially in every workshop:

1. What are your hopes and fears regarding Hybrid Working?

2. What do you need in regard to Physical Space, Ways of Working, and Digital Equipment when working at the office?

3. What do you need in regard to Physical Space, Ways of Working, and Digital Equipment when working from home?

These questions were designed to elicit insights into participants feelings, expectations, and requirements related to Hybrid Working. The first question aimed to capture participants' feelings and apprehensions concerning the adoption of Hybrid Working models, where for example hopes for flexibility and fears for loss of social contact became apparent. The subsequent questions focused on the essential aspects of working spaces, encompassing physical space, ways of working, and digital equipment, both at the office and while working from home, which covered social, psychological and physical aspects of working in a hybrid environment. These aspects often became apparent as ergonomic furniture, concerns over connectivity and how policies could be established on organisational or team level to ensure well-being in both settings.

Additionally, the participants were encouraged to provide further comments and feedback after the structured exercise, allowing them to share any additional thoughts or ideas that may not have been directly addressed in the predefined questions, or to circle back to already discussed topics, if new thoughts arose during the workshop. These supplementary comments, when relevant to the topics at hand, were also categorised and logged under suitable headings to ensure comprehensive data capture and analysis. These comments provided further insights on the phenomena in forms such as sustainability, like how remote work reduces commuting to the office and thus emissions or how equality between employees can be established, if all the employees do not share the same possibilities regarding remote work.

3.3 Data Collection and Analyis

In this section the process for Data Collection and Analysis is described, starting with the process for collection and analysis and followed by a more detailed description of the collection and analysis in practice. In this study, the data was collected using workshops with open-ended questions. The data was then analysed using a combination of thematic and content analysis techniques to produce the DSR artifact of this study: Hybrid Working Guidelines. This process is summarised and illustrated in Figure 2.
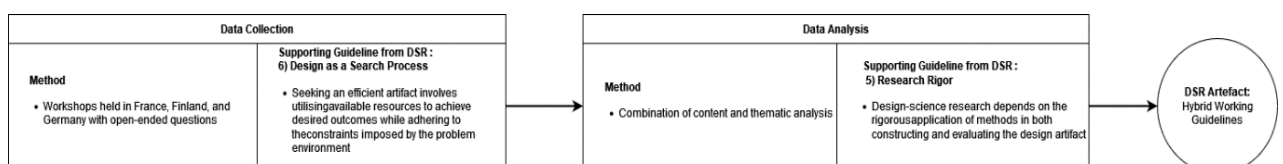
Figure 2: Data Collection and Analysis Process

In this Figure 2 the chosen methods for data collection and analysis are high-lighted and showcased with their respective DSR Guidelines that affected the se-lecting of methods. For example, for Data Collection we have selected workshops as the method of collection, and this aligns with the DSR Guideline 6: Design as a search process – where workshops are used to ultimately source the feedback for the actual attributes of the design artefact. In the Data Analysis, we can see the selected method as a combination of thematic and content analysis, which is in line with DSR Guideline 5: Research Rigor, as these methods help with evalu-ation of the attributes from the Data Collection phase to help constructing the actual artefact. Finally, the DSR Artefact is highlighted as the Hybrid Working Guidelines, as this aligns with the first guideline of DSR, which is to produce an actual artefact as a result of the study.

The Data Collection in practice was done by organising a set of workshops for Operations Employees in Airbus PSS. During the workshops, a designated interpreter followed the discussions and recorded participants' comments and various topics addressed under each question using a pre-designed Excel tem-plate. The structure of this template was tailored to the specific focus of each question. For instance, responses categorized as Like/Dislike or Hope/Fear were systematically logged under relevant headings, such as Physical Space, Ways of Working, or Digital Equipment, depending on the nature of the feedback pro-vided.

As an example, if a participant expressed dissatisfaction with the function-ing of docking stations for laptops, this feedback was appropriately categorised under the heading of digital equipment. The categorisation process not only fa-cilitated the organisation of data but also served an additional purpose of stream-lining the distribution of feedback to respective stakeholders in departments re-sponsible for addressing the identified topics. For example, feedback related to physical space issues would be forwarded to the Facility department, while mat-ters concerning ways of working would be routed to HR/Management, and those related to digital equipment would be directed to the Information Manage-ment team. Furthermore, to ensure clarity and comprehensiveness, the definition of digital equipment in the context of these workshops encompassed software questions as well and common guidelines on how to use the tools at hand and which tools to prefer.

After each workshop was concluded, the interpreter transcribed all the collected feedback into the Excel spreadsheet. This data was recorded on a work-shop-by-workshop basis as separate tabs, while also being grouped based on the regions from where the participants hailed. This approach facilitated region-spe-cific analysis, enabling the exploration of potential patterns in the comments and the identification of site-specific or region-specific issues. For example, the data analysis could reveal patterns such as a disproportionately high ratio of VPN

connectivity issues reported in the Helsinki region, while complaints about the connectivity were not that high in other regions. By organising the data in this manner, the study sought to achieve comparability of findings across all workshops, ensuring that the process remained consistent and robust in capturing valuable insights from diverse locations and participants.

For the Data Analysis process a combination of thematic and content analysis was utilised. After data collection, the responses were categorised by country and summarised into a presentation with key takeaways regionally. The summary process was used to narrow down the responses from the workshops by combining the responses from all workshops in a given region to themes, such as *VPN issues* and calculating the frequency of a given theme with a selected key word, in this case *VPN*.

For example, in Workshop A 5 people reported having bad VPN connection when working from home. In workshop B, this number was 3 people – so for the Region A the frequency of VPN problems was given the value 8.

Next, the most frequent responses were compared and further grouped under an umbrella term.

For example, a bad VPN was reported by 8 people and 5 people reported issues with meeting room booking applications. Both of these frequent problems would be filed as subtopics in the presentation under "Digital Issues".

These presentations with the umbrella terms and main sub-topics were then distributed to the teams through their managers in question as this provided an additional avenue for feedback once more to tell whether they disagreed or agreed with the generalised findings on the workshops. After these key takeaways were validated by the teams, i.e. they agreed with the presented summaries as being the key issues, afterwards a set of guidelines were constructed based on the workshop results and the prior research on Hybrid Working. These guidelines will be further described later in this chapter and further analysed in the results section of this study.

First thing to note would be the variety of business functions covered, as the French workshops covered Hybrid Working for teams such as Procurement, Project Security Office (PSO), System Design, Solution Integration & Validation (SIV), Customer Services, Supply Chain, Project Management Office (PMO) and Transformation Office, while the workshops in Finland and Germany were held to Field Support, Repair, PMO, Test Automation and Supply Chain teams. As Operations are a business function that varies in its functions, it is important to note that some business functions may have different constraints on working location for example, as all work performed in laboratories cannot be effectively conducted remotely. These differences show when we are looking at the results as well, as most issues with remote working and how it is conducted came from

teams who cannot participate in remote work in similar fashion as looser regulated teams, such as PMO.

     After grouping the results and key takeaways from the different teams on a country basis, this led to creation of dozen different points, which were then further grouped and left open ended due to regional constraints, such as differences in law, policies on remote work and other group level concerns. This resulted the policies to be summarised in four major points from the initial 12 points. These major points were collaboration, sense of community, time management and environment. These major points will be better represented in the results section of this study, where also the initial points that led to the creation of these are further examined.

3.4   Ethical Considerations

Ethical considerations play a vital role in every research endeavour, and this study was no exception. A fundamental ethical principle adhered to in this research was the acquisition of informed consent from all participants before their engagement in the workshops. Each session commenced with a comprehensive explanation to participants regarding the workshops purpose, the data collection process, and the intended utilisation of the provided information. Participants were encouraged to seek clarification and address any concerns they may have had throughout the whole process.

     Validity and reliability of findings were established by holding the workshops and data collection in the same fashion for a large pool of participants. To ensure the anonymity and privacy of participants, all the comments and answers were logged anonymously, with the only identifier being in which workshop participants left given comments. The data was stored locally on a secure corporate computer, in an Excel Spreadsheet to ensure immutability. For limitations of these results, it can be said that the potential issue is the unique organisational context where this study was conducted. While Airbus is a global consortium with over 130 000 employees, this study targeted only one subsection of this corporation. This subsection, Airbus Public Safety and Security has some constraints from the Airbus Group level, which can affect the organisations situation.

     Maintaining the anonymity and confidentiality of participants' responses constituted another significant ethical consideration. To safeguard individual privacy, all comments and feedback shared during the workshops were recorded anonymously. The Excel spreadsheet utilised for data collection did not contain any personally identifiable information, and participants were identified solely based on the specific workshop they attended. This stringent approach aimed to preserve confidentiality and minimise the potential risk of participant identification. Limitation on this side on the other hand was the nature of workshops, where the participants needed to voice their opinions in front of other team members, but this was alleviated by informing the participants that they could also

share further information and their opinions via email as well, in order to foster a further sense of anonymity.

Ethical deliberations also extended to the storage and security of the collected data. The data gathered during the workshops were securely stored in a local Excel spreadsheet to prevent unauthorised access. Only authorised personnel, including the researcher and designated interpreters, were granted access to the data. Precautions were taken to ensure the immutability of the data, guarding against any unauthorised alterations or tampering.

Given the workshops' diverse locations and languages, special attention was paid to translation accuracy. Additionally, the workshops in Finland and Germany were held in English, while the workshops in France were held in French. To ascertain precise comprehension and accurate translation of responses from the French workshop, a bilingual employee proficient in Finnish, French, and English reviewed and validated the translations. This crucial step aimed to uphold the integrity and accuracy of the data obtained from the multilingual workshops.

4   RESULTS

In this chapter the results of the study are presented in a structured manner and. First, the current organisational context of Airbus PSS will be presented, as this information is relevant in understanding the created guidelines and the discussion that follows. Next the feedback from French, Finnish and German divisions is reported. Finally, the creation of the Hybrid Working Guidelines is documented, presented, and discussed.

4.1   Organisational Context

The organisational context needs to be understanded when analysing the results of the workshops. Airbus Public Safety & Security is a sub-division of Airbus Defence and Space, which in turn is a subsidiary of Airbus Group. The Operations division within PSS is the function responsible of management and overseeing of the day-to-day activities and processes of the business. Prior to this study, Hybrid Working and remote working had already been experimented within Operations due to Covid-19 but was relatively uncoordinated with variations between regions existing due to regional policies.

Referencing back to Gratton's (2021) time and place matrix from chapter 2.2, Airbus Public Safety and Security (PSS) has been placed to the matrix to help frame the results to the organisational context of the study in Figure 3.
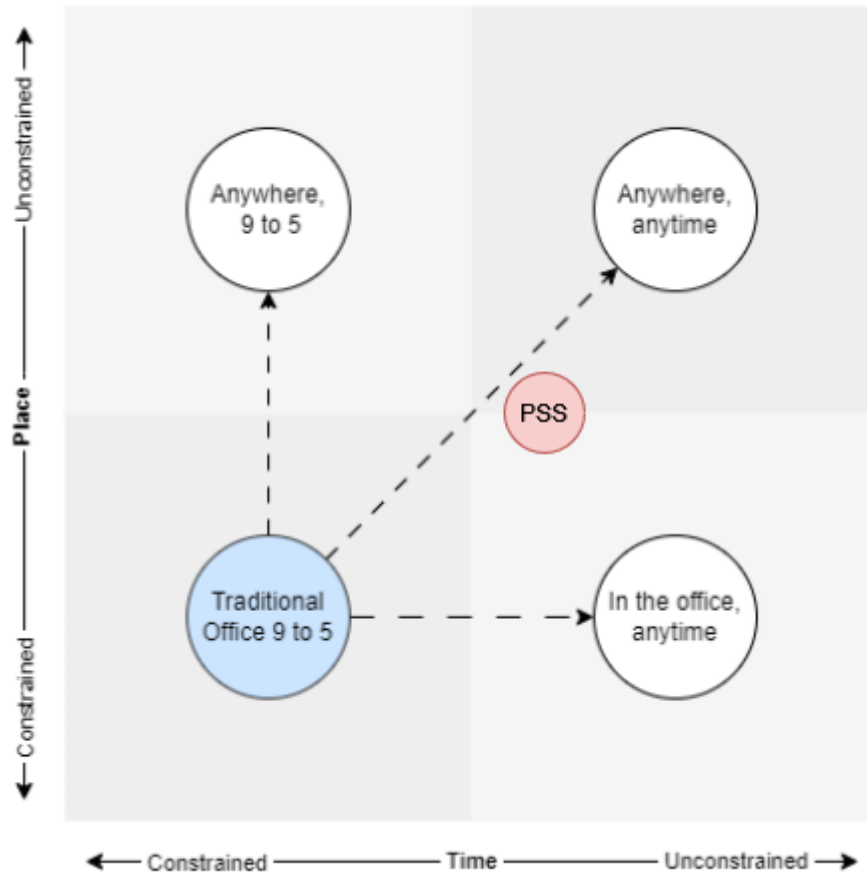
Figure 3: Time/Place Matrix, According to Gratton (2021) adapted to PSS (2024)

On the vertical axis are the constraints on location and on the horizontal the constraints regarding time are displayed. PSS has been placed as a red circle at a central position in the matrix. The central position in the matrix is influenced by these two key factors:

1) **Time Constraints:** Operating hours are flexible from 7 AM to 7 PM, with any work beyond these hours classified as overtime. Employees were also expected to be available from 9 AM to 15 PM. These hours are region dependent as well.

2) **Location Constraints:** Work location is primarily determined by the nature of the tasks and adherence to the "60-40 rule," where employees need to be in the office for three days per week.

Understanding this setting is required to interpret the results and discussions of this study, as they provide the needed context for the findings and may help explain some outcomes. It is also noteworthy, that the constraints presented here are the established norm, with a degree of flexibility exercised on a case-by-case basis.

In addition to this, there were minor variations across PSS regions. For instance, in Germany, flexible working hours extended from 6 AM to 7 PM, and employees were expected to be available from 10 AM to 3 PM, with Friday being the exception and availability only being from 10 AM to 12 PM.

Regarding work locations, employees in their main country of origin faced no restrictions and could operate from anywhere within their respective nations, such as Finland. Additionally, Finland allowed remote work in another EU country for up to one month, dependent on the agreement with the employee's manager. However, this allowance was not extended to other regions within Airbus PSS. Furthermore, none of the regions permitted work outside the EU.

These arrangements of remote work also held the condition that the nature of work was not classified as higher security class work, which was only permitted on-site. Furthermore, regarding the setting of the study, it is beneficial to note the work types and number of roles suited for remote working. In Operations, there exists approximately 300 employees, of which an estimate of 48% need to conduct at least some of their work at the office and 9% of those need to work all the time on-site. These approximations were constructed with the support from Airbus PSS Human Resources to serve as contextual information for better understanding of the results from chapter 4.2.

4.2   Hybrid Working Practices

In the analysis of the data the following aspects came to light when perceiving the results in different regions. For example, French participants highlighted issues with Physical Space mostly related to the old office and there was a general wish for more adaptable spaces to prevent noise and to group people around projects when seated in the office to minimise distances. They also expressed a wish for more ergonomic furniture, such as standing desks and improvements to social spaces, such as lunch and coffee areas. In regard to Ways of Working, French Employees wished for more flexibility from Regional HR to better balance remote working. There seemed to also be a general wish for common best practices on how to use Google tools and calendar to mark working location, how to use camera and to book meeting rooms for on-site meetings. The employees expressed a wish for more team bonding events and initiatives and expressed a desire for the right to disconnect, so that work stays within reasonable hours and both lunch and coffee breaks are ensured.

When looking at the digital requirements in France, a trend quite comparable to other regions emerges. The employees wished for improved Wi-Fi and VPN connections, better meeting room equipment, simplified application

portfolio for the whole company to reduce the number of digital tools in use, and loosening strict IM enforcement of communication channels in use and improved hours tracking as currently the employees were logging their hours in multiple tools. Finally, for working at home, the French employees wished for equipment support in the home office and expressed potential issues with the strictly perceived regulations for activity-based working in this region.

Finland on the other hand expressed variety of views on physical spaces depending on whether the workshops were held in Helsinki or Jyväskylä, but generally employees were very satisfied with the look and feel of the Helsinki Office and understanded that Jyväskylä Office would be the subject of some changes in the near future. Important thing to note, is that the Helsinki office had transitioned into open plan office, where no personal workstations exist except for in very rare cases. In Jyväskylä, most of the employees had a designated working space. Employees of both sites viewed their workstations ergonomic and expressed issues with the docking stations for laptops as a root of some concerns regarding equipment. This was often also a case for requesting a personal workstation, as this topic was frustrating in on-site working, more so in Jyväskylä than in Helsinki, where after the renovation, same plan exists to move to open offices as in Helsinki. The main concern in Helsinki on the other hand concerned parking, as during the time of the workshops this was in very limited supply and some employees reported even cases where they commuted to the office to work on-site but had to return a relatively long commute to home due to not finding a parking space.

Regarding ways of working, the flexibility for office hours was in high demand on both sites as during Covid-19 it was perceived to help work-life balance in a major fashion. The main concerns of remote work were the loss of social contact, and the employees expressed wishes for reasons to come to the office, such as team events that would also promote social contact. Activity-based working was expressed by the employees as a good thing, and more employee agency on the matter was requested to select the days when coming to the office. The Finnish employees also voiced some concerns on too many meetings as they took time away from actual working. In Helsinki office, one large team requested 5 minutes to be taken off from every meeting to take into account minor breaks and time to commute between meeting rooms when working on-site. Another wish on both sites was clear communication for all to promote employee engagement and information transfer, and lastly a concern for "loss of silent information" was expressed on both sites in remote work.

For Digital Equipment, the Finnish employees also expressed concerns on Wi-Fi and VPN Connections, mainly in Helsinki, and the concern for multiple tools in use for hour booking was also highlighted here. A common concern for Finnish employees seemed to be the docking stations, as they were perceived as either broken, not working properly, or being of the wrong model/manufacture to suit the newer equipment. The docking station number for newer equipment was also put to question, as employees felt that it was frustrating to carry the

heavy docking device for newer laptops to home and back to office several times a week.

Other points to note were the very high demand for flexibility for employees to organise themselves in remote work, as this was perceived by most of the managers in Finland to increase talent retention and attraction. Employees also expressed a hope for further company support for savings it makes in the remote working if the office spaces would be downsized.

Furthermore, the employees expressed fears for full remote work in the form of experiencing fear of missing out, strict regulations on Hybrid Working, loss of community and a one size fits all models. They expressed a desire as well for clear guidelines and practices on how to work in Hybrid mode, including the topic of calendar management and team events as valid reasons to come to the office. Generally, remote work in Finland was viewed in a very positive light, where employees reported improvements in their work-life balance and well-being, noting that remote working also increases sustainability by limiting emissions from commuting to the office.

"I have a personalised workstation, and a chair prior to Covid. Back then, a health inspector came to the office and checked that the chair would be ergonomic and adjusted to my personal needs – in this new setup I will lose this in hot desking"
- *Jyväskylä*

"It would be nice to choose yourself when coming to the office or working from home. It seems pointless to come to the office, when you are in meetings all day"
- *Jyväskylä*

"After the reduction in office size, when everyone is forced to the office for site info, it is impossible to find parking at the garage. Sometimes you need to drive around and realise that you cannot find a park and have to commute back to home"
- *Helsinki*

"The docking stations do not work at all. Sometimes you have to change seats and monitors multiple times when you come to the office to find ones that are working"
- *Helsinki*

"The VPN connection is poor – it becomes impossible in meetings of 10 or more people to have cameras on and sometimes it does not work at all, then you have to go to the office during your remote day"
- *Helsinki*

Lastly, in a virtual workshop, German employees expressed their perceived pros and cons for Hybrid Working. These included for pros the flexibility, sustainability and enabling activity-based working. For cons, they listed lack of social gatherings and a very noisy office environment, which were perceived as hinderances in working on-site. They also highlighted several other topics not covered in other workshops, such as how flexible remote working may reduce

illnesses in the workplace, as employees are encouraged to work in remote if experiencing any symptoms of illnesses. They expressed the 40/60 model as challenging for some employees, as all work in their department could not be conducted remotely, highlighting the nature of work as the differentiating aspect between teams. Regarding home working, their concerns were mainly related to potential loss of concentration when working at home, and pressure to work when being sick as the employee would not be required to leave from home.

To summarize the sites had some variations in their physical premises, but had largely similar issues, hopes, and fears regarding Hybrid Working. Some regional differences can be perceived, but this can stem from the differences of local legislation, context, and how the employees in respective sites were encouraged to organise during Covid-19. When looking at the potential for co-creation of value, all the sites are positioned quite well for the coming years to embrace value co-creation. However, the differences in physical premises warrant some consideration, as these may hinder the ability to organise for activity-based-working and hybrid working in general.

4.3   Hybrid Working Policies

The Hybrid Working Guidelines listed in this chapter serve as the design artefact of this study. The guidelines were constructed to serve as region-transcending set of instructions, that would help to harmonise the way of working in Hybrid mode within the operations sub-division. These guidelines were constructed as "we" sentences, so that the collective nature of the guidelines would be better emphasised within the PSS. The now published guidelines can be seen from the *Details* section of Table 2.

Table 3. Hybrid Work Guidelines for PSS

Hybrid Work Guideline	Details
We value **collaboration**	Determine your office days with your colleagues and your manager in order to maximize team collaboration. Adjust, when possible, your work location based on the tasks at hand – organize group activities on site and perform individual tasks remotely Make the most of your time at the office and keep the link with your colleagues Share your location "remote" or "office" in your calendar and inform meeting organizers whether you will join virtually or in a meeting room

	Keep calendars up to date to communicate your availability to others and always accept or decline meeting invitations – never leave the organizer in the unknown When you are on holiday, put "out of office" message with your return date and when relevant your deputy or back-up system
*We foster a **sense of community***	Hold regular team events, e.g. breakfasts, lunches, birthdays... Have informal discussions and coffee breaks, including beyond your team Celebrate collective successes, even the small ones Activate your camera to prevent "virtual distances"
*We promote efficient **time management***	Agree on the most effective communication channels with your team to ease information flow Optimize time spent in meetings – define clear agendas and do your best to arrive on time Do not assume that meetings are always 60 minutes long – set up suitable duration and take time aside for commuting between meeting rooms Block some slot in your calendar to avoid meeting tunnels
*We maintain a nice and healthy work **environment***	Take care of your work area and exchange with your colleagues on how to make it more pleasant Book rooms to hold meetings with your co-workers, or when you're the presenter, to minimize noise and distractions in open spaces Try to maintain a quiet working space even when you are in remote Respect the right to disconnect – try not to schedule meetings too early or too late in the day, and keep time differences and national habits in mind

As can be seen from the Table 2, the main categories that were captured in the Hybrid Working Guidelines were the following:

1) Collaboration
2) Sense of Community
3) Time Management
4) Environment

Firstly, Collaboration refers to team and cross team collaboration and open communication on how to conduct work. When combining remote and on-site working, communication becomes the aspect that alleviates lot of negative aspects that may arise from such an arrangement. In practice, employees are encouraged to plan their work depending on their activity, thus enabling activity-based working. This means that the employee agrees with their team on which activities are best performed on-site, such as workshops and collaborative work and which at home, for example days where the employee is in meetings back-to-back. Digital Calendar usage is also highlighted as an important activity, so that out-of-office, remote days, and working location is openly communicated to other colleagues.

Secondly, Sense of Community focuses on the social aspects of working in Hybrid mode. In the guidelines holding regular team events, having informal communication outside of one's team as well and activating cameras to say hello in meetings are listed as key tenets.

Thirdly, Time Management is listed as a guideline that promotes employee wellbeing. In practice this point gives employees the right to reserve time in their calendars for lunch, breaks, and focus time to promote wellbeing and focus on the actual work. It is important to limit meeting times so that the transitioning to different meeting rooms on-site is taken into account, and to provide clear agendas for meetings, so that the meetings proceed as effectively as possible.

Lastly, Environment emphasises the physical working location both in remote and on-site. It covers topics such as maintaining quiet spaces both at the office and when working remotely, encouraging people to attend meetings in the rooms available, and providing the guidance on right to disconnect – so that the working hours do not stretch to very early in the morning or late in the evening.

The points were constructed in order to provide all employees with a consistent and effective approach to Hybrid Working, that could potentially transcend regional differences. The open-ended nature of the points is a deliberate approach, which leaves the legal side on Hybrid Working open depending on the regions in case the local law for example mandates different amounts of on-site days and remote days.

4.4   On Value Co-creation & Co-destruction

In this section the effects of Value Co-creation, Co-destruction, and actor engagement are reflected on the established Hybrid Working guidelines. First, each of the established guidelines are analysed in more detail, this is followed by reflection to of the effects of the guidelines to value co-creation/co-destruction, and to actor engagement within organisations. Finally, the potential interconnectedness of the guidelines is discussed alongside their underlying effects to Hybrid Working.

As stated in section 4.2 of this thesis, the main four guidelines constructed here are: Collaboration, Sense of Community, promoting efficient   Time

Management and Environment. In the organisational setting of Hybrid Working, these guidelines are key elements in enabling Hybrid Working. Based on the results, it is hypothesised that neglecting the issues each of the guidelines is tailored to remove or mitigate can lead to diminishing results in value co-creation and actor engagement or even actively promote value co-destruction within the organisation. The basis for this premise rests in the work conducted by Dollinger et al., (2018), where they examined co-creation from the perspective of value chain formed by students and university. In the case of this thesis, similar chain is perceived as formed by the organisation and its employees due to the flexible nature of work and relatively flat organisational structure of PSS.

For the first guideline, Collaboration, it is important to note how collaboration can foster value co-creation by first enabling communication between the stakeholders. Additionally, through effortless communication, the employees are able to perform better by pooling ideas, diverse perspectives, expertise, resources and knowledge. This is, in turn, also very beneficial in mitigating the virtual distances caused by remote setting between teams not directly linked to each other. Up-to-date calendars, activity-based working, and active and open communication serve as enablers for more efficient collaborative work.

It should be noted that communicating in virtual setting can be challenging. Remote workers depend on technology to communicate with managers, colleagues, and stakeholders. However, natural flow of communication is disrupted in virtual meetings, as the ability to perceive verbal cues is limited. Limited visibility, such as only seeing a person's shoulders through a video camera makes it difficult to observe nonverbal cues such as gestures and expressions (Sokolic, 2022). As these cues are missing from the communication, it is increasingly important to discuss on how to communicate and share information.

When aligning on communication and having the information flow freely, the teams can also promote mutual understanding and shared goals among all actors participating in the work. As these activities help employees be more closely linked to their work and colleagues, thus having better participation, it also can translate to increased actor engagement through better availability of information. In other words, situations where a customer would like information on delivery times, through better availability of information the customer satisfaction can increase.

Collaboration is perhaps the most important guideline, as it promotes open communication. Järvi et al., (2018) stated that maintaining clear and consistent communication throughout a project can help make sure that all stakeholders understand their roles and what is expected of them. While the actions suggested in this guideline such as "maintaining calendar" or "highlighting the working location" may seem trivial at first glance, they should be enforced. When taken to a divisional level, neglecting or ignoring them can translate into a notable loss not only in the productivity of work and co-creation of value within the organisation, but also ripple outside of the company to supplier relations and even customer satisfaction due to long lead times in communication.

The Sense of Community, on the other hand, can cultivate a thriving environment for value co-creation by fostering trust, reciprocity, and social cohesion among actors. By holding regular team events and cross-team events,

encouraging informal communication, and utilising cameras to minimise virtual distances, organisations can aim to increase the sense of community of employees. A strong sense of community can mitigate the likelihood of value co-destruction through promoting a culture of mutual support, respect, and accountability. A sense of community is also a beneficial aspect in fostering engagement to collective goals, such as yearly targets. Alongside this, Bakker and Xanthopoulou (2009) demonstrated that frequent communication between co-workers, coupled with the actor's work engagement, impacted indirectly the co-worker's performance and engagement in a positive way. Sense of community seems to be in line with the research to Hybrid Working as well, as it was noted by Singh and Sant (2023) that employees in hybrid places valued engagement as a motivation to stay with the company.

While sense of community has various beneficial aspects, it is of these guidelines the most difficult to manage. Employees may perceive added number of team events as a positive or a negative thing, as the employees who have been with the company longer or belong to normalised groups can thrive whereas new hires and employees in marginalised groups may feel left out if proper planning on the informal events is neglected.

The positive effects of the sense of community are more difficult to measure in practice, but the lack of community and the negative effects are very easy to notice. If employees feel that they do not receive support from their colleagues, or they do not feel comfortable admitting to mistakes or seeking help when needed, they tend to have lower engagement with the organisation, and employee turnover is negatively correlated with employee engagement (Singh & Sant, 2023). This has the effect of low engagement workers leaving the company. The absence of in-person interactions increases challenges in social, psychological, and emotional relationships, which results to weaker identification with the company, loyalty issues, increased turnover rates, diminished motivation and productivity, and loss of corporate culture (Sokolic, 2022). Due to these reasons, it is highly important to manage the sense of community especially in Hybrid settings.

Time management as a guideline is in place to safeguard employees from getting overwhelmed in a remote/hybrid setting. Studies indicate that when online communication becomes the sole mean for employee interaction, it can lead to a decrease in productivity due to less effective meetings and limited collaboration, which suggests that online communication holds both time and efficiency costs (Sokolic, 2022). Due to up-to-date calendars and remote setting, people are able to schedule more meetings, which can lead to meeting tunnels, being late and taking time away from recovering. If employees are taking remote and physical meetings at the office, the transition times between meeting rooms should also be taken into account. In order to foster value co-creation, the guideline is in place to allow employees to reserve lunch time from their calendars, schedule meetings to be 5 minutes shorter to allow transition times and reserve breaks to recover. Efficient time management brings value both to employees and the company, as it allows time for employees to recover and maintain better level

of productivity and engagement for the tasks at hand. Increased employee well-being translates to better engagement as well.

Finally, the Environment aspect refers to both physical and psychological working environment in both remote and on-site settings. Ergonomic working environment promotes well-being in both settings, and reduction of noise helps employees to focus. Right to disconnect helps maintain psychological health and reduce stress and tendencies to work overtime and being available 24/7. These notions can help promote value co-creation when the working environment supports employees rather than causes discomfort, distractions, or additional stress. Noisy environments or ones that do not suit activity-based-working can increase co-destruction of value among employees if everyone at the office premises suffers from a drop of focus – when meeting rooms and booths are not used accordingly, it can hinder focus. Sokolic (2022) highlights as well, that good working environment both on-site and in remote setting depend strongly on the support that the company is willing to provide for employees. This is often viewed as an additional benefit that can help promote engagement.

When looking at the guidelines a common trend can also be seen with the interactions and interdependencies alongside the guidelines. The guidelines are constructed to complement each other, which is why it is important to note how choosing which guidelines to implement can affect also other aspects of value co-creation and/or co-destruction. For example, in the collaboration section activity-based-working is highlighted as an enabler for collaborative work, but activity-based-working needs good time management practices to work – and efficient time management needs good collaboration to best organise meetings in suitable locations. This again needs suitable investment from the company to provide for activity-based-working in both settings: proper internet connection at home and meeting rooms suitable for teamwork on-site. As in the example above, we can see interconnectedness of three different guidelines, collaboration, time-management and environment – and neglecting one of these can lead to value co-destruction and diminishing engagement, hindering the effectiveness of activity-based-working.

It is also important to note the varying contexts and settings that can affect hybrid-working guidelines and their effects on aspects of value co-creation and co-destruction. When taking the case of Airbus as an example, collaboration and time management need to take into account the aspect that the co-workers may be situated across multiple time zones. Not respecting the working times and right to disconnect can have diminishing results on employee trust, while also being an issue that needs to be addressed in order to foster the collaboration required for business needs. Different regions may also possess different organisational cultures and sub-cultures, which need to be addressed in a harmonious way, so that the level of collaboration does not suffer. One example of this is the core working hours in Germany (Kernarbeitszeit). This means that German employees are expected to be available from 10 AM to 3 PM during weekdays, except for Friday, where the time is from 10 AM to 12 PM. Regarding collaboration, such context is important information when scheduling meetings, as the person

you are scheduling the meeting with may not be expected to be available at that time.

When implementing hybrid working further to foster value co-creation there are also several trade-offs and synergies to be aware of. One noteworthy environmental aspect that was already mentioned is the suitable spaces both remotely and on-site to enable activity-based working. One major benefit of activity-based working is the potential reduction of office spaces in square meters, thus also reducing the operating costs of the premises in reduced bills and rent. This money saved can then be re-invested for better premises to enable activity-based working by having suitable meeting rooms in the office and good home offices for employees.

The Time Management and Collaboration aspects, however, must be addressed when structuring activity-based working. If they are not carefully planned, the reduced-in-size office will not cater to the needs of employees if they all decide to visit the office on the same day. This can in turn, lead to value co-destruction. Furthermore, this needs to be noted in company meetings planned, such as all-hands meetings as the space at the office is limited. Another synergetic factor hybrid work can enable for companies is in the sustainability targets. Limiting time at the office also reduces commuting to the office by employees, which can translate over time to rather substantial improvements in sustainability and can be perceived as a positive factor in the corporate social responsibility.

Another aspect not yet discussed is the work type factor. Work type factor in this case means the type of work that a given employee is conducting, and whether they can participate in hybrid working at all. Some employees in Engineering or working with secure documents may need to work full-time at the office, or on the other hand employees may work in such positions (i.e. highly independent professionals), that they have no need to come to the office at all. As these work types are located at the opposite ends of the spectrum, generalised hybrid working guidelines may be more of a hinderance than a positive aspect. For the only on-site workers hybrid working translates to more work, as they need to increase their efforts in collaboration to meet with people they used to find always on-site. Meanwhile, the other employees seem to reap benefits in well-being without any compensation offered to the employees presiding on-site. The highly independent workers, on the other hand, may feel that they are forced to come to the office and to sit in meeting rooms partaking in virtual meetings, just for the sake of being present.

In summary, Hybrid Working guidelines can through affecting collaboration, time management, sense of community and environment have a major impact on whether hybrid working succeeds in a company or not. It is noteworthy that even though the effects of the policies are noted here, their effect to co-creation in traditional sense is difficult to measure. The exception of collaboration and time management are noteworthy, as due to their interconnectedness they can directly affect value chains outside the immediate premises of the company to customers and stakeholders alike. Sense of community and environment have a more internal effect related more to indicators discussed by Dollinger et al.,

(2018) in their study, having more direct effect on employee loyalty and knowledge sharing.

When discussing what organisations can do to enable value co-creation with hybrid working the simple answer is to provide sufficient resources for the transition. The transition to functioning Hybrid Working arrangement can be supported with enforced policies that take into account the elements listed in this thesis, however effective hybrid working needs also sufficient resources and investment to work. This means that before drilling down to policy level, the basics for working, such as physical spaces and digital equipment need to be on a functional level. Afterwards the employees and managers alike can benefit from training, change management practices and a supported cultural shift towards functioning Hybrid model. Neglecting such enablers can lead to failure of Hybrid working to bring its full benefits and to active co-destruction within organisation, due to diminished engagement and entranced siloes.

5   DISCUSSIONS

In this section, the results of this study are reflected back to the prior research in Hybrid Working, value co-creation & co-destruction, and actor engagement. The contributions of this study are also stated, along with potential future avenues for research and the limitations of this study.

5.1   Reflection

The purpose of this study was to answer the research questions: "How do hybrid working policies affect value co-creation/co-destruction in organisations?" and "What can organisations do to enable value co-creation with Hybrid Working?". Alongside this, the design artefact, Hybrid Working Guidelines were produced.

To summarize, the effects of Hybrid Working to value co-creation and co-destruction can be substantial through affecting how employees collaborate, and engage with their respective organisation, and these interactions depending on the level of control the organisation wields can affect value co-creation and/or create co-destruction. Some effects of Hybrid Working are more difficult to control and manage, such as the sense of community and effects to working environment, but these effects can have a significant impact on the engagement of the employees. The guidelines provided as the design artefact of this study may yield some leverage to both employers and employees to manage the effects of hybrid working and enable it to help promote co-creation.

When looking back at prior research on Hybrid Working, we can see some correlations to results of the workshops held in this study. For example, as was highlighted by Suh and Lee (2017) high task interdependency and low autonomy can lead to technostress and reduced job satisfaction among employees. This correlates with the more highlighted need for collaboration and coordination of work in Hybrid mode. Another example is the loss of interconnectivity between the stronger and weaker ties in the case of Microsoft as reported by Yang et al., (2021). The siloed nature of organisations seems to become more entrenched in

remote settings, as this phenomenon was also reported by participants of several workshops in this study. This would suggest that increased care is needed in Hybrid settings to combat the entrenchment of siloes and enable the transfer of information among the weaker ties as well. Furthermore, Gratton (2021) described the new principles to promote a more productive workplace in remote setting and highlighted also the need for coordination alongside the Hybrid-Working matrix. In this study the need for coordination has also been confirmed as a key topic for the enablement of Value co-creation within organisations.

Prior research by Järvi et al., (2018) on Value co-creation on the other hand highlighted the need to control the day-to-day operations and train employees to prevent co-destruction. Similar need exists with Hybrid Working as well, as the collaboration in remote setting differs greatly from working at the office premises. Ramaswamy and Ozcan (2018) highlighted also the need of support and resources from the managers to empower employees to take an active part in value creation. In this study, similar trend can be seen in the guidelines created, where employees are encouraged to self-organise their time and environment. The need of support for Hybrid Working is also highlighted on this note, as a need for the employer to provide sufficient resources for activity-based-working and collaboration both in the office and at home.

Co-destruction in this study has been identified to occur in cases where collaboration, time management, sense of community or the working environment are neglected, and this then leads to a variety of effects which lead ultimately to the co-destruction of value. Plé and Chumpitaz (2010) stated that value co-destruction can occur from misaligned expectations, miscommunication or from failure to adapt to changing circumstances. This seems to be also true in case of Hybrid Working, which requires careful adaptation by the organisation to mitigate the potential effects to value co-destruction. When discussing actor engagement, Prahalad and Ramaswamy (2004) stated that employees, through collaboration, innovation and knowledge sharing, can contribute to the overall value of an organisation in a significant way. This is why managing the level of engagement is exceedingly important, if companies want to keep and acquire talent. Dollinger et al., (2018) highlighted also several indicators, such as knowledge sharing, equity, interaction, relationships, personalisation, and experience as a basis for co-creation, which can unlock benefits in innovation, knowledge generation and improved relations and loyalty. On this note, Singh and Sant (2023) highlighted that in hybrid workplaces, engagement is the key driver which is in direct correlation with turnover rates. In this study, engagement has also been highlighted as a key aspect to manage when concerning hybrid working and/or value co-creation.

This study contributes to existing literature on hybrid working and helps bridge the gap between the effects of work mode to value co-creation and co-destruction. Another contribution is the Hybrid Working Guidelines, which can help organisations to enable Hybrid Working in a controlled manner, thus potentially mitigating the potential co-destruction of such policies.

5.2 Limitations

One primary limitation of this study pertains to the sample size and its representativeness. The research focused exclusively on a specific subsection of Airbus, namely Airbus Public Safety and Security. While this targeted approach provided valuable insights into the dynamics and perspectives of this division, it raises concerns about the generalisability of the findings to the broader organisation and the entire workforce. With Airbus comprising a vast global consortium with over 147,000 employees (2023), the research sample's limited scope may not capture the diversity and variations present in other divisions or industries. Consequently, the applicability of the Hybrid Working Guidelines developed from this study to organisations outside of Airbus Public Safety and Security warrants consideration of the unique contexts of said organisations.

Another limitation rises from the unique organisational context of Airbus Public Safety and Security. As a subsidiary of a larger global consortium, this division operates within a specific corporate structure and is subject to policies and constraints at the Airbus Group level. These organisational dynamics may have influenced the responses and feedback provided by participants during the workshops. The specific requirements and operating procedures at the corporate level could impact the adoption and effectiveness of the Hybrid Working Guidelines developed for Airbus Public Safety and Security. As a result, organisations with different structures, cultures, or external influences may encounter challenges in directly applying these guidelines to their contexts.

Efforts were made to mitigate language barriers by conducting workshops in multiple languages (French and English) to accommodate the diverse linguistic backgrounds of participants. However, language differences might have affected the depth and nuance of responses provided during the workshops. Participants may have experienced challenges in fully expressing their views or concerns due to language limitations, especially during the translation process, such as the French-to-English translation. Consequently, the richness and comprehensiveness of the data collected may have been impacted, potentially leading to an incomplete understanding of participants' perspectives.

The study's timeline, spanning over 9 months, introduced potential limitations regarding the depth of data collection and the number of workshops conducted. Given the extensive timeframe, some participants might have been unavailable during specific periods, leading to variations in the data collected at different times or locations. These temporal limitations could introduce biases and constraints in the dataset, potentially influencing the overall conclusions and the development of the Hybrid Working Guidelines.

Another potential limitation is the transcribing process. As the results and feedback was transcribed only by one person and the workshops were not recorded (due to this factor potentially impacting the feedback and the participation of employees) some discussions may not have been transcribed completely.

Finally, the summarisation process of the gathered data may have left less frequent problems outside of examination if they were not reported by a variety of teams, which make the results more generalised but can leave the fringe comments outside of scope.

5.3 Further Research

There exists also a need for further research on how established guidelines can affect employee satisfaction and engagement in hybrid working mode in the long term, as many effects also discussed in this study may be difficult to notice in the short term. Regarding value co-creation and co-destruction, Further research is needed, on how organisations can better control their readiness to enter value co-creation relationships both internally and externally, and how hybrid working may affect the traditional theories of co-creation, as it brings forth new avenues for co-destruction due to uncoordinated and further challenged collaboration in the value chains.

As organisations assess whether to embrace hybrid working or the back to the office movement it is important to discuss the topic of working from an objective point of view. Forcing employees back to the office eliminates the need of doing substantial changes to organisational structure and culture and thus eliminates the cost of such transformation. For employers, this may seem as the more attractive solution for the fore mentioned reasons, however such a strategy may have unseen consequences. Embracing remote or hybrid working forces the company to deal more actively with existing issues, such as technological debt and can therefore be the more beneficial option.

Hybrid Working seems to be here to stay, and this means that further research is needed on its long-term effects and the most effective models. At the time of this thesis, organisations are mostly experimenting with hybrid working and are still refining their policies. The emergence of new models is an interesting phenomenon to follow as these models may refine how the future of work is conducted.

6 CONCLUSIONS

The purpose of this study was to explore the phenomenon of Hybrid Working and its effects on value co-creation and/or co-destruction within organisations. As we have explored the phenomenon and its rapid rise in popularity as the way of working for organisations in the future, a sort of a middle ground between full remote work and on-site working, it seems that Hybrid Working is here to stay. The same can be argued about value co-creation, as the topic has spanned several decades of research, at the time of this study. It is increasingly important to understand new trends and how they affect already established and existing theories as technological advancements keep changing the environment of working, regardless of the field. This study focused on Hybrid Working, aiming to co-create guidelines on how to conduct work and agree collectively as a division on how work should be conducted for the benefit of all stakeholders. These guidelines, even though tailored for a given organisational context, can be utilised by any organisation to leverage the potential benefits of hybrid working in a cost-effective way.

It is important to note, however, that effective working in hybrid mode requires sufficient investment both in material and in training, by the organisation. When this is taken care of, the negative effects of hybrid working do not become prevailing, and the organisation does not enter the value co-destruction chain. As discussed, the savings that Hybrid Working brings can be substantial in nature, as it gives the organisations options to cut down on office size, and offset maintenance costs. However, it needs to be considered that Hybrid Work can bring issues with collaboration and communication, which can affect the value generation in general within the organisation and lead to less engagement by the employees, thus racking up training costs and hampering productivity of existing employees. These negative effects can be mitigated by sufficient investment and proper care by the organisations. Transitioning to a Hybrid Working model should not be done on a spur, but rather through careful and gradual shift, where proper impact analysis and change management techniques can be implemented so that the potential negative effects are controlled, and the maximum number of benefits is reaped. This responsibility falls to the organisation to invest sufficient

time and resources for the proper implementation of hybrid working, to receive full benefits of the way of the new way of working and offset the potential negative effects.

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