VILNIUS UNIVERSITY
BUSINESS SCHOOL

INTERNATIONAL PROJECT MANAGEMENT PROGRAMME

Elgun Maharramli

MASTER'S THESIS

LYDERYSTĖS IR KOMANDINIO DARBO IŠŠŪKIAI HIBRIDINĖSE KOMANDOSE PROJEKTŲ VADOVŲ IR KOMANDOS NARIŲ POŽIŪRIU	CHALLENGES FOR LEADERSHIP AND TEAMWORK IN HYBRID TEAMS FROM THE PERSPECTIVES OF PROJECT MANAGERS AND TEAM MEMBERS

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SUMMARY

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Author of Master`s thesis:	
Full title of diploma paper:	Challenges for Leadership and Teamwork in hybrid Teams from the Perspectives of Project Managers and Team Members
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A team leader plays an important role in managing and coordinating a team. A successful team leader motivates, guides and fosters cooperation among team members, while an unsuccessful team leader can negatively impact team performance. Problems and challenges often arise within the team or between the leader and the team. Some measures are taken to deal with these challenges. This research is exactly about the challenges and solutions experienced in hybrid teams. Challenges can be both between the team leader and the team members and within the team. In hybrid work, the challenges between the leader and the team members are often related to communication problems, lack of creativity, low participation, disagreements and other problems.

Aims and objectives: The aim of the master's thesis is to identify the challenges of leadership and teamwork in a hybrid work environment, identify practical applications for appropriate leader communication, and offer methods for employees to adapt to this transition without experiencing psychological problems such as lack of communication, loneliness, helplessness, and lack of appreciation. Hybrid work is not only about psychological problems. These include communication problems, working hours, lack of achievement, irresponsibility, and other problems. The objective of the master's thesis is to interview team members and project leaders consisting of 12 participants and to find solutions to the difficulties experienced in hybrid teams.

Research methodology: A content research method was applied to obtain empirical information. Empirical data were collected from primary and secondary sources. The first stage of data collection focused on literature review. The empirical study is based on a content research strategy, including interviews with project team members and project managers. A semi-structured interview guide was developed for this study. The research was conducted using a semi-structured interview: 6 project managers and 6 team members working in the public sector on international projects in Lithuania were interviewed. The results were analyzed using the previously developed theoretical framework.

Research results: Although it is accepted that hybrid work will find a place in business life, it is seen that 100% hybrid work will not be efficient in terms of perceiving and developing corporate culture, acquiring the corporate language, need for socialization, etc. For this reason, while social interaction and physical working opportunities are being developed, period-based hybrid working models and their effects that have not yet been put into practice are also evaluated within the scope of analysis studies. In this context, it is seen that the hybrid working model we know and apply today may be put into practice with different versions in the near future. It has been determined that possible communication problems can have many negative effects on employee loyalty, teamwork, productivity, well-being and, accordingly, business results and increased turnover rates. In order to prevent these negativities, the basic characteristics of leaders who produce better results are to always keep various communication channels open, to use digital communication channels effectively and to follow and implement developments in this regard, to meet with their teams regularly and to do this not only for business purposes but also for social interaction, to work to reduce the workload of their teams and to eliminate obstacles, to give importance to the work-life balance and well-being of employees and to make conscious efforts to provide improvements in these matters.

SANTRAUKA

VILNIAUS UNIVERSITETO VERSLO MOKYKLA

TARPTAUTINĖS PROJEKTŲ VADYBOS PROGRAMA

Baigiamojo darbo autorius	
Pilnas baigiamojo darbo pavadinimas:	Lyderystės ir komandinio darbo iššūkiai hibridinėse komandose projektų vadovų ir komandos narių požiūriu
Baigiamojo darbo vadovas:	Assoc. prof., Dr. Dalia Bagdžiūnienė
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Komandos vadovas atlieka svarbų vaidmenį valdant ir koordinuojant komandą. Sėkmingas komandos vadovas motyvuoja, vadovauja ir skatina komandos narių bendradarbiavimą, o nesėkmingas komandos vadovas gali neigiamai paveikti komandos veiklą. Problemos ir iššūkiai dažnai iškyla komandoje arba tarp vadovo ir komandos. Šioms problemoms išspręsti imamasi tam tikrų priemonių. Šis tyrimas yra būtent apie iššūkius ir sprendimus, patiriamus hibridinėse komandose. Iššūkiai gali būti tiek tarp komandos vadovo ir komandos narių, tiek komandos viduje. Mišriame darbe iššūkiai tarp vadovo ir komandos narių dažnai būna susiję su bendravimo problemomis, kūrybiškumo stoka, menku dalyvavimu, nesutarimais ir kitomis problemomis.

Tikslai ir uždaviniai: Magistro baigiamojo darbo tikslas – identifikuoti lyderystės ir komandinio darbo iššūkius hibridinėje darbo aplinkoje, identifikuoti praktinius tinkamo lyderio bendravimo pritaikymus bei pasiūlyti metodus, kaip darbuotojams prisitaikyti prie šio perėjimo nepatiriant psichologinių problemų, tokių kaip: bendravimo stoka, vienatvė, bejėgiškumas ir neįvertinimas. Hibridinis darbas – tai ne tik psichologinės problemos. Tai bendravimo problemos, darbo valandos, pasiekimų trūkumas, neatsakingumas ir kitos problemos. Magistro baigiamojo darbo tikslas – apklausti komandos narius ir projektų vadovus, susidedančius iš 12 dalyvių, ir rasti sprendimus hibridinėse komandose patiriamiems sunkumams.

Tyrimo metodika: empirinei informacijai gauti naudotas kokybinis tyrimo metodas. Empiriniai duomenys buvo renkami iš pirminių ir antrinių šaltinių. Pirmajame duomenų rinkimo etape daugiausia dėmesio buvo skirta literatūros apžvalgai. Empirinis tyrimas pagrįstas kokybine tyrimo

strategija, kuri apima interviu su projekto komandos nariais ir projektų vadovais. Šiam tyrimui buvo sukurtas pusiau struktūruoto interviu vadovas. Tyrimas atliktas taikant pusiau struktūruotus interviu: apklausti 6 projektų vadovai ir 6 komandos nariai, dirbantys viešajame sektoriuje įgyvendinant tarptautinius projektus Lietuvoje. Rezultatai buvo analizuojami naudojant anksčiau sukurtą teorinę sistemą.

Tyrimo rezultatai: Nors priimta, kad hibridinis darbas ras vietą verslo gyvenime, tačiau akivaizdu, kad 100% hibridinis darbas nebus efektyvus įmonės kultūros supratimo ir ugdymo, įmonės kalbos įsisavinimo, socializacijos poreikių ir pan. Priežastis, plėtojant socialinio bendravimo ir fizinio darbo galimybes, analitinėse studijose vertinami ir periodiniai hibridinio darbo modeliai bei jų dar neįgyvendintos pasekmės. Šiame kontekste matyti, kad šiandien mums žinomas ir taikomas hibridinio darbo modelis artimiausiu metu gali būti pritaikytas įvairioms versijoms. Nustatyta, kad galimos bendravimo problemos gali turėti daug neigiamų pasekmių darbuotojų lojalumui, komandiniam darbui, produktyvumui, gerovei ir atitinkamai verslo rezultatams bei išaugusiems kaitos rodikliams. Siekiant užkirsti kelią šiems neigiamiems reiškiniams, pagrindinis geresnių rezultatų duodančių lyderių bruožas – nuolat palaikyti atvirus įvairius komunikacijos kanalus, efektyviai naudotis skaitmeniniais komunikacijos kanalais, stebėti ir įgyvendinti pokyčius šioje srityje, reguliariai susitikti su savo komandomis ir dirbti. Tai ne tik verslo tikslais, bet ir socialiniam bendravimui, siekiant sumažinti savo komandų darbo krūvį ir pašalinti kliūtis, suteikti svarbą darbo ir asmeninio gyvenimo pusiausvyrai bei darbuotojų gerovei ir sąmoningai siekti tobulėti šiais klausimais.

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INTRODUCTION

Today, technology is developing rapidly. In parallel with this, the pace of competition is also increasing. Companies have to change in order to keep up with the changing business world. Teamwork, one of these change methods, is a contemporary working system that develops independence and communication among employees within an organization, brings employees together to achieve common goals, prepares the ground for the formation of an environment of trust and ensures that this environment is permanent, and increases productivity and efficiency. Flexible working models, where businesses aiming to adapt to changing conditions and changing demands use their human capital in the best way, emerged before the global pandemic. This process has brought the remote working model, which is among the flexible working models, to the fore. Remote working, also known as working from home, teleworking or mobile working (Shimura et al., 2021: 43), is defined as "a written employment relationship based on the principle that the employee performs the work within the scope of the work organization established by the employer at home or outside the workplace using technological communication tools". In other words, telecommuting is a work arrangement in which employees perform the work they normally do in a primary physical work environment or a central workplace, using electronic means, with others inside and outside the organization, at different locations according to their work schedules. This definition is broad enough to include most forms of telecommuting discussed in academic and practical literature.

Although there is no universal definition for the term hybrid, the hybrid work model proposes to integrate remote work with traditional office-based work (Borg and O'Sullivan, 2021). Key features of the model include boundarylessness, multitasking, non-work interruptions, and the demand for continuous learning. Boundarylessness refers to the extent to which clear temporal and/or geographical boundaries between one's work and non-work domains are eliminated. Multitasking refers to the need to accomplish multiple task goals within the same general time frame and to regularly prioritize competing demands. Non-work interruptions are non-work events that prevent or delay job holders from making progress on their work tasks. The demand for continuous learning refers to the extent to which an employee's job requires them to continually learn new technologies, knowledge, methods, and practices in order to stay abreast of the latest developments (Xie et al., 2018). In addition to the features described, the hybrid working model promises organizations to combine the benefits of remote working (greater flexibility, reduced carbon footprint, labor cost optimization, and increased employee satisfaction) with the strengths of traditional coworking (smoother coordination, informal networking, stronger cultural socialization, and greater creativity). In businesses implementing/implementing the hybrid

(virtual/traditional) working model, integration and differentiation are subject to revision; therefore, this model enables changes in departmental and interdepartmental processes. With the revised working styles, it seems that businesses no longer conform to traditional business processes (Zeller, 2019). The model suggests that not all employees have flexible working skills, but a significant portion of the workforce is characterized by a high degree of flexibility.

The research problem examines leadership and teamwork challenges in hybrid teams from the perspective of project managers and team members. However, the hybrid working model is a model in which some employees work from the office and some work remotely, and all are enabled by technology. Modern tools such as video calls, online meetings, document sharing, and collaboration apps allow geographically distributed teams to work and succeed (Workinsyn, 2020). Therefore, this situation reveals that employees who adopt a hybrid work model rely on face-to-face and electronic communication.

The hybrid working model can affect how businesses manage fluctuations in their location, as employees may be in the office or geographically different locations (Borg and O'Sullivan, 2021). Therefore, the hybrid working model is tied to an inextricable power relationship in organizations, and an imbalance of power can lead to differences among employees that can damage relationships, hinder collaboration, and reduce organizational commitment and performance. To effectively lead in a hybrid working environment, it is crucial for managers to actively manage two different sources of power, namely hybrid positioning and hybrid work competence; this can facilitate the adoption of the hybrid working model and eliminate barriers to the model. When implementing the hybrid positioning process, managers must agree on individual working arrangements and work schedules for employees to fulfill their responsibilities and take the necessary measures to support employees and minimize the harmful effects on their health and well-being. Hybrid positioning means that employees have access to different resources due to their different working locations. Although resource access varies depending on whether employees are in the office or out of the office, it is suggested that employees in the office have fast access to technological infrastructure, while those working remotely outside the office have weaker technological infrastructure (slow connection, inability to access certain resources from home, less complex home office setup). Employees in the office with fast access to technological infrastructure have more advantages in adapting to changes, while also providing access to emotional and task-based social support. On the other hand, it is said that remote workers may feel isolated and lack relationships and connections that provide social support. In addition, the physical separation of teams allows employees to spend more time in one-on-one meetings or team check-ins. In hybrid work competence, not all individuals may be equally

capable of working in a hybrid environment. Being able to work effectively in a hybrid environment is an important source of skill and strength. Employees who are strong at building relationships across both face-to-face and virtual platforms benefit from hybrid environments, such as the ability to solicit, find, and request resources that may not be readily available. Hybrid environments reward employees who can adapt, think and act flexibly, organize and coordinate in a complex and dynamic environment, work in a low-visibility context, and establish and demonstrate their own trustworthiness.

The aim of the **master's study** is to analyze the challenges of leadership and teamwork in hybrid teams from the perspective of project managers and team members.

The objectives of the Master's Thesis:

1. Analyze teamwork and hybrid teamwork models in project management.
2. Explore hybrid teamwork characteristics.
3. Explore leadership and new approaches to leadership in hybrid teamwork.
4. Create and evaluate a hybrid working model in project team management.
5. Determine hybrid teamwork and project success.
6. Evaluate leadership and teamwork challenges in hybrid teams from the perspectives of project managers and team members.

The research methodology. Empirical data were collected from primary and secondary sources. The first stage of data collection focused on a literature review. The empirical study is based on a content research strategy, including interviews with project team members and project managers. A semi-structured interview guide was developed for this study. The methodology helped in collecting content research data and further analyzing various aspects of conflict management in international projects in public sector organizations, showing the difficulties of project leaders and team members in hybrid teams. Data were collected through survey and interview methods. The study used methods of comparative analysis, comparison and monographic analysis.

The structure of the Master's Thesis. The Master's thesis consists of the following key parts: literature review, research methodology, research results and analysis, conclusions, and recommendations. The theoretical review explains the basic concepts of the project, project management, leadership and hybrid teamwork. The research methodology section presents the methods and techniques used in the study. After that, the results of the study are presented and analyzed, and at the end research conclusions, limitations, and practical recommendations are presented.

However, this study has some limitations: due to the scope of the research area, this paper is limited in scope and depth. This study is seen as an initial study that is unlikely to provide definitive and accurate results in this area, but it can provide a framework to guide future research.

Keywords: project managers, team members, teamwork characteristics, hybrid work model, hybrid teamwork,

1.   THEORETICAL PART

1.1.   Teamwork and hybrid teamwork model in project management

Today's business world has embarked on a journey full of radical changes and transformations. The hybrid working model, one of the pioneers of revolutionary changes, is completely changing workplaces and working habits. The hybrid working model is a working model that combines both office and remote work by dividing it into certain days of the week. In this thesis, we will evaluate the advantages of the hybrid working model and the role of the technological infrastructure in supporting hybrid work.

The concept of a team is generally explained as a group of two or more people who act effectively, to a certain extent interdependently and harmoniously in line with a common purpose, goal and mission, and who all have clear or assigned roles and a certain term of office.

Teams are also explained as a group of people who come together for certain purposes. A team is defined as a group of individuals who can be independent in the tasks they perform, who can share responsibility for the results of the work done, who can be alone and with others in one or more social environments, and who can manage their relationships within the boundaries of the institution.

A team is a group organized to carry out tasks and projects that may be difficult for one person to do in institutions and are considered difficult to achieve (Lhasarunova, 2014:5). Teams create an environment where people can develop simultaneously by supporting themselves and each other, and where resources can be used effectively and efficiently for continuous growth and development.

In order for a group of people to be called a team, certain conditions must be present. The necessary conditions for teams and teamwork are listed below:

- Two or more people must be present as a group
- The team must have a purpose
- Time, materials and a work environment must be allocated
- Material resources must be provided to achieve the goals and make these goals permanent.

The concept of teamwork has become a popular institutional and social concept in parallel with the changes in economic and social events developing in the world since the early 1990s. Studies on many different subjects such as the development of the economy at the international level, the increase in global competition, the developments in information and information technologies, and the changes in expectations and approaches towards employees and customers at the institutional level have affected the subject of teamwork. The significant changes

and arrangements experienced in the understanding of the institutional structure and management strategies underlying all these subjects have helped the adaptation process to evolve in this direction.

When teamwork is examined etymologically, it is defined as the active work of groups consisting of two or more people who are interconnected, dependent and have to act together to achieve predetermined goals and objectives. Teamwork has two basic purposes. The first is to develop efficiency and rationalization, and the second is to improve the working conditions of team members.

Teamwork and management increase profitability by creating integrity for continuous progress within the corporate structure and by creating opportunities by solving problems experienced within the organization.

With their strengths such as productivity, innovation, development and competition, teams have become a fundamental concept in organizations. In organizations and institutions, teams systematically provide support to ensure the transition from an idea to operational and strategic new beginnings

In teamwork, the team is seen as a tool that helps changes and modifications in the organization, ensures the integration and motivation of employees, provides flexibility within the organization, and increases work speed and innovation (Garcia-Marin & Zarate-Martinez, 2007).

In an effective teamwork environment, it can be said that teams are a group that works and cooperates to achieve a common goal; acts in an environment of shared responsibility and sense of duty with the principles of trust, honesty and openness.

When teams can achieve the goals and objectives determined in line with the basic objectives of the institution at a planned level, it means that a step has been taken towards showing its effectiveness, that is, its success. A team provides satisfaction to the institution by meeting some of the needs of the institution with the product or service it provides and supports. At the same time, it provides job satisfaction to individuals by rewarding the services provided by team members with the implementation of this product or service. When these two basic goals are achieved, an effective teamwork structure is formed.

Certain concepts have been determined in measuring effective teamwork. These concepts have been detailed and divided into team synergy, communication, time management, performance goals, skills, resource use and focusing on quality processes.

Team Synergy. According to the concept of team synergy, two plus two does not always equal four, it is accepted as a situation where more than the sum of individual performances is achieved with the synergy created by a well-formed team. Bringing people together at a single

point for specific purposes and creating unity within the purpose creates team synergy. The desire to share and the sense of ownership of everyone in the team increase the functioning of the team and team performance, thus creating an effective teamwork environment.

Communication. Communication in teamwork is based on internal and external communication processes. With communication, individuals, in other words, each team member, are emotionally and personally connected to the goals and objectives of the team. There is an endless commitment to this situation and this creates the motivation and habit of the team to act together with team spirit. In teamwork, communication studies are given importance within the team to ensure team success in every institution. Priority is given to providing all team members with skills and abilities such as listening, sharing, asking questions, feedback and interpretation to ensure effectiveness in communication.

Time Management. Time resources should be used as an effective resource by institution managers and team leaders in a sustainable and systematic manner to achieve institutional goals and objectives. It is desired that decisions and tasks are completed within the given time periods for institutional efficiency. The concept of time is not like other resources, time exists as a concept that cannot be bought, rented, sold, stored, borrowed or produced. Time can only be spent.

The leader's duty in time management is explained as determining how time is spent, planning the remaining productive time after the wasted time is used efficiently. In team processes where time management is applied, team efficiency is also achieved at the same level. The clearer the time to do the job in the process of the task and project, the more obvious the time spent efficiently is. Time management is mentioned as self-management among leadership issues. It explains the management of the institution and the person in which the events occur over time by providing awareness and control of the events experienced.

Skills. One of the most important benefits of teams is that they can consist of people with different areas of expertise and different experiences. The presence of team members with different characteristics in teams gives the team leader extra tasks in order not to create imbalance in the team. There are skills expected from team members. These abilities are explained below:

- Having technical and functional experience.
- Having a clear character in problem solving and decision making.
- Having developed oneself personally and having abilities from different areas

Resource Usage. One of the most important indicators of effective teamwork and high performance in processes is explained as resource usage. The resources available within the institution or organization should be used in the most appropriate way. Team members should

also use the resources provided to them in the most appropriate way in order to increase efficiency. Individuals and physical materials are expected to be used at the most optimum level on an institution basis.

The preferences of team members in resource use, their constant access to the materials they need, not feeling any pressure in resource use, and the effective use of resources from the institution increase the performance of the team. In case of exceeding the mental limits in resource use, both material and power savings are achieved by individuals taking ownership of resources and an increase in the effectiveness of the team is expected.

Focus on Quality Processes. Today, consumers are becoming increasingly conscious and the issue of quality has reached an important point. People's expectations from institutions and services are increasing, and quality should be given importance in order to provide solutions that will meet the expectations and needs of both these individuals and their environment. In today's chaos, focusing on quality processes is seen as the most sensitive method in which teamwork will be beneficial, with the idea that a group can do the work that a single person cannot do.

Focusing on quality processes with teams and following innovations can help to catch new technology and current communication opportunities. Considering the tasks and projects carried out by teams, innovations need to be included in the processes to provide an easier and more practical working environment.

Norms are defined as the phenomena that regulate all value judgments, material and spiritual assets in society. According to this definition, the establishment of social order is provided by the existence of norms. It is also possible to explain the most basic structure that forms social institutions as social norms and phenomena. Social norm sources are limited to culture, social environment, beliefs, education, family and institutions. These social norm sources come together and form a basic effect that shapes the behaviors of individuals.

Team culture plays a role in the formation of norms in the team. It consists of the combination of behavioral codes, norms or standards that have been formed in the institution and teams for a certain period of time. The importance of team culture in institutions is explained as team goals, open communication environment, members who perform in accordance with the goals and objectives adopting this culture and the standards and norms provided by the team members.

In teams, members accept that both personal and team goals can only be achieved with mutual support, they do not waste time trying to "get a place" or put their personal gains ahead of others, they try to take responsibility for both their own work and the organization, team members contribute to the success of the organization by using their personal skills and knowledge in line

with team goals, and they work in an environment of trust. An environment is created where they can express their ideas, disagreements, and feelings openly. Questions and problems are respected within the team, and members take care to understand each other's perspectives in open and direct communication. It is an important fact that team solidarity and individuals helping each other create synergy with positive energy and that their performance can be increased with this synergy. Since dissatisfaction and unnecessary competition within the team can cause negative motivation and productivity, managers-leaders need to make an effort to instill team spirit in their employees and take the necessary precautions in this regard to create a more effective and productive team.

We can also list other possibilities that may lead to conflict within the team. For example, if the authority, resources, and decision-making power given to the team are insufficient, personal conflicts arising from these may also arise. For example, problems in defining team leadership, overlapping areas of authority and responsibility among members, or team members having to wait for others to fulfill their duties are among the possible sources of conflict. In addition, if a fair evaluation system has not been developed for the work done within the team or if the members do not trust and believe in the evaluation system, we will face another potential conflict.

Conflict within the team is one of the issues that concerns team leadership. Thanks to the team leader's ability to listen to the other party, he can understand the personal reasons of the parties in the conflict. He can find and implement solutions that will satisfy all parties with creative solution approaches. In some cases, it may not be possible to eliminate the main (source) cause of the conflict. For example, it may not be possible to allocate more resources to the team due to reasons that exceed the financial conditions of the team and the business - at least for now. In such a case, the team leader needs to convince the team members about the current situation and ensure that a route is drawn according to the available resources. In this context, it is expected that the team members try to understand the current conditions correctly and move towards a possible good solution with the available tools to overcome the difficulties.

The communication and relationship quality of the team members is primarily related to the quality of the individuals' social capital (trust, belief and cooperation). In teams formed by participants with high qualifications in terms of developing relationships, both less destructive conflicts occur and it is easier to resolve possible conflicts. It is normal for there to be disagreements between members from different disciplines within group structures. On the other hand, team members are asked to resolve conflicts with their own initiative and skills without the need for manager or leader intervention. If a team culture can be developed without small groups

within the team, it will be easier to resolve conflicts that arise for any reason. Team leaders can make some developmental efforts to create such a cultural climate from the very beginning.

Which themes should be examined in order to develop communication and relationship skills among team members under the facilitation of the team leader? First of all, there should be compatibility between the team's goals and objectives and the strategies designed to achieve them. A path should be followed that will make teamwork more enthusiastic or exciting and create confidence and optimism in achieving success. Team members should be helped to develop a behavioral model (and develop mechanisms related to these) that will allow them to appreciate their colleagues and the team as a whole.

Although team members have certain personal skills and characteristics, they may not be sufficiently equipped to confront and resolve conflict. Therefore, team members may need to be supported by the team leader in recognizing, analyzing and resolving conflict. In businesses structured as teams, the subject of the training function is the team itself. Therefore, team members need to be guided in coordinating their actions, continuously developing themselves, developing their capacities, improving their flexibility, objectively analyzing processes and adapting to collective learning processes.

Hybrid working, a new working model in which employees work from the office at certain hours and remotely at other hours, is a working arrangement that allows employees to work both in the office and from home. In this arrangement, employees work in the office on certain days or hours and from home at other times. Hybrid working involves activities carried out completely or partially away from the workplace as a result of the processing and transmission of information via telecommunication (Felstead & Henseke, 2017).

The pandemic process has made hybrid working widespread. Before the pandemic, hybrid work-like practices and telework were only considered appropriate for a certain segment, namely employees with higher titles and higher qualifications. These employees were given the opportunity to work more limited hours or fewer days a week compared to other employees in order to organize and perform their work more easily and to provide a more free workspace (Felstead & Henseke, 2017). Thanks to remote work practices and developments in information and communication technologies, employees can now do most of their work from home. Developments and new models planned for flexibility have caused employees to switch between home and office and turn to a hybrid work model. The hybrid work model offers employees social support, ease of connection, learning opportunities, innovative collaboration and unwritten cultural values (Fayard, Weeks & Khan, 2021). The hybrid work model can be defined as a work model that combines remote work with traditional office-based work (Borg & O'Sullivan, 2021). The

hybrid working model can provide both productivity and satisfaction to businesses and employees by combining the convenience of remote working with the flexibility, innovative working methods, and sociability that come with the team spirit of traditional work.

The hybrid working model is a complex model with both advantages and disadvantages. Before deciding whether this model is right for businesses, factors such as the structure, culture and goals of the business should be taken into consideration.

The advantages and disadvantages of hybrid working, which is an extension of remote working, include similar features in terms of individual, institutional and social aspects. After determining the basic advantages and disadvantages of this model, which has its own unique dynamics, it is useful to state what kind of advantages and disadvantages it has compared to remote working.

It can be said that the most important advantage of hybrid working is that individuals and institutions do not have to work completely remotely. This situation allows employees on the employee side to stay away from the corporate culture without staying away for long periods of time.

When viewed from a negative perspective, the basic problems that can be experienced in remote work are also valid in hybrid work. The asociality created by being away from the company, the uncertain and irregular situations brought about by working without being fixed in a certain place are the biggest obstacles to hybrid work.

In the hybrid work model, everyone can be both remote and in the company at the same time. This can be determined as the institution's own policy. However, in order to make the operation and especially the use of the office more compact, they can have employees work in certain groups both in the company and outside the company at the same time. Although this situation is advantageous for the company, it can be disadvantageous in terms of communication between employees. Teams working in the office and holding meetings may not be able to reach the employee who is away/at home immediately when there is an urgent problem or situation. These possibilities in terms of communication can prevent the work from progressing healthily and cause delays in the duration of the work done. Such problems can damage the image of the company in terms of doing business and can create distrust towards the companies it has business partnerships with and has business partnerships with.

Another negative situation is that there may be a difference in perspective between the people in the company and those who are away. People working in the company may create the perception that they are doing more work in the eyes of their managers. On the other hand, the person outside may experience a lack of communication with their managers, whom they cannot

communicate directly with. This situation may negatively affect the annual performance evaluations of the employees and may cause an employee who is away to have problems with promotion or raise compared to the employee in the office.

1.2. Leadership in hybrid teamwork

A leader is defined as an individual who can influence and direct individuals and communities to achieve the goals of institutions and who can provide coordination within the institution. Leadership is a process that organizes the needs of the institution's employees, communication and relationships between individuals, communities and the environment in order to achieve the goals and objectives of the institution, and also provides interaction and unity between individuals and the units that guide them.

Leadership is defined as the behavior of convincing people to take action in line with predetermined goals and under conditions. According to another definition, it is defined as the process of convincing followers to carry out the process of achieving the desired job.

Leadership is an innate ability, a person either has leadership ability or does not. In this direction, leadership characteristics are accepted as a talent that can be developed later with effort.

Leaders are a necessary part of social groups. Leadership behavior emerges when the leader communicates with the people in his team and supports the roles. In this direction, the leader must have the ability to direct others and achieve work. The characteristics and general qualities of leaders, who are defined as people who say that we can achieve anything by working together, are listed as follows:

- Having a vision and mission
- Being charismatic
- Being courageous, healthy and strong-willed
- Being strong, ambitious and excited
- Being tolerant and modest
- Having a superior personality, that is, a mature and honest personality
- Having the ability to interact effectively
- Being positive and stubborn
- Learning from mistakes and not repeating them
- Being determined and hard-working
- Being enterprising, creative and innovative
- Having a successful and positive image

- Being consistent and determined
- Having developed oneself in time management
- Having effective speaking skills and the ability to be a good orator
- Finding a balance between seriousness and sincerity
- Being outspoken and cheerful
- Being organized and tidy in one's private life.

The concepts of leader and leadership have developed in the corporate world from the 1980s to the present. In the 2000s, with globalization, the information age, the restructuring of institutions and the decline of decision-making mechanisms, the concept of leader has become more prominent in institutions (Pierce and Kleiner, 2000). Today, the concepts of manager, management and the ability to create harmony have been replaced by the concepts of leader, leadership and the ability to create change, and institutions that can follow this development continue to replace their managers with leaders who have developed themselves in order not to fall behind the times.

There are semantic differences between leaders and managers. Every leader can be a good manager in the process of self-development, but not every manager can gain good leadership skills by working. Management is a profession and emerged with the formation of institutions. Leadership is explained as a form of behavior. When we consider the concept of leader in its basic sense, there is no mention of a legal authority process. In today's societies and institutions, people expect to be directed rather than managed. For this reason, it is preferred for people who have managerial qualities and have developed such behaviors to be in institutions instead of people who have managerial qualities.

According to Hughes, the differences between leaders and managers are explained as follows (Hughes, Ginnett & Curphy, 2006):

- Leaders are people who are innovative, inspiring, develop what is, try to change the situation, ask why and wherefore questions.
- Managers are people who manage, control, protect what is, accept the situation and ask how and when questions.

It's also worth noting that as calls grow louder to normalize hybrid working models across the global workforce, companies are increasingly looking to adopt a more permanent working environment, and leaders need to make sure they're properly equipped to manage distributed teams. Contrary to what some people think, applying old strategies to remote workers isn't as simple as it seems. Leading successfully in a hybrid era involves empowering teams, increasing engagement, and redesigning policies that no longer fit.

Without trust, there is no corporate culture worth mentioning, and this is especially true when you have dispersed teams that are only connected by that culture. Before leaders can build trust between and within teams, they must first build trust with themselves and their teams. Empowerment is key; they must educate their teams and provide them with all the tools they need to succeed, then they must unleash them, trust the process, and focus on results.

If employees, especially remote workers, feel like they are not being heard, they will become disengaged and unmotivated, which is hard to fix. Leaders can reduce this by ensuring expectations and processes are clear and consistent, by having regular chat sessions, and by making their teams available to support them whenever possible. It is also important for leaders to ensure that remote teams feel as included as their in-house teams; face-to-face interactions deepen bonds, but this is no excuse for favoritism.

Overhauling company policies is always a must, especially since it needs to be done holistically rather than piecemeal to ensure effectiveness. Leaders must be willing to embrace this transformation and evolve accordingly to lead modern teams in this new hybrid era.

1.3. Creating a hybrid work model in project team management

The first step in determining how to optimize a hybrid working model for businesses is to define what the model looks like in the business. Businesses should establish a set of guidelines for work that needs to be done remotely and work that needs to be done in the office. These guidelines should consider the pros and cons of the hybrid working model. This will help businesses get the most out of their hybrid working model.

The first step in making a decision is to introduce a hybrid working model in the business. The business needs to determine a set of guidelines for work that needs to be done remotely and work that needs to be done in the office. The advantages and disadvantages of the hybrid working model should be taken into account when determining the guidelines. It should be ensured that the business requirements do not consume the employee productivity, work-life balance, energy and motivation achieved with the remote working model and do not cause extra hours to be added to the work week.

One of the perceived disadvantages of remote work is its negative impact on team dynamics. It can reduce face-to-face communication between employees and weaken the sense of teamwork. To prevent this, businesses should take some precautions. Instead of individual employees, the time spent in the office by entire teams and units should be changed. Collaboration can be increased and interpersonal relationships strengthened by ensuring that everyone in the team is in the same place at the same time (working remotely or in the office).

Virtual meetings should be minimized on days when teams work remotely. This helps employees focus on completing their tasks and thus increase their productivity. Team and unit meetings should be planned on days spent in the office and provide an opportunity to develop and discuss strategies in a more natural social environment. Care should be taken not to leave remote employees out of the work cycle. Employees who are physically distant in particular may be completely remote and feel excluded from team dynamics. It is important to include remote employees in the team cycle by utilizing virtual meeting platforms.

Three steps are important when creating a hybrid working model. Choosing the appropriate working model, keeping teams together in terms of communication in and out of the office, and providing the right hybrid working model tools for the business. The third step is to provide the right hybrid working model tools. In this step, the aim of the businesses is to benefit from the tools used in the remote working model. In the remote working model, traditional tools used in the office are replaced with virtual equivalents. These tools include a virtual meeting platform, a digital communication channel, a shared online calendar, and corporate discussion management.

1.4. Hybrid teamwork and project success

Hybrid work has become widespread in labor markets, especially with the Covid-19 pandemic. In this type of work, employees fulfill some of the working hours determined according to individual or collective labor agreements from the workplace and the rest by working remotely (Grzegorczyk et al. 2021:11). Hybrid work is also called alternating telework and planned remote work. In hybrid work, employees have more freedom to choose where they work compared to working from the workplace. Since employees fulfill only part of their work obligations at their workplaces, there is no need for a separate desk for each employee (Grzegorczyk et al. 2021:12).

Hybrid working arrangements should include the following aspects related to flexibility in terms of location and time: (Grzegorczyk et al. 2021:11,12)

a) Flexibility of workspaces: regulation of minimum and/or maximum hours spent working from the workplace or in a remote workspace

b) Flexibility of working hours: regulation of minimum and/or maximum hours spent during or outside working hours

c) Frameworks for determining and monitoring flexibility of location and time: determination of the restrictions an individual must take into account, including time zones for calculating remote or asynchronous working hours (weekly, monthly, quarterly or annually) and days worked at the workplace for teams, departments or the entire organization

d) Remote workspace arrangements: ensuring that the remote workspace is healthy and safe

e) Work-life balance arrangements: ensuring work-life balance

Continuous remote work often puts pressure on employees. For example, someone working from home can take a day or two off for health reasons and rest. However, permanent remote workers cannot benefit from this privilege. Employees can benefit from this again with hybrid work. As it is known, those working from home have more advantages than those working remotely in terms of promotion and career development. Because those working from home have more control over the flow of information than those working remotely and can more easily convey the amount of work they do to management, and they can also establish informal networks that can help their career development (Grzegorczyk et al. 2021:9).

Thus, employees can sufficiently benefit from promotion and career opportunities with hybrid work. When constantly working remotely, the problem of how new and inexperienced people will learn the job arises. It is possible to solve this problem with hybrid work. Hybrid work also provides some positive contributions to employers. The most concrete of these contributions is the savings provided in the workplace area.

The increase in employee satisfaction and productivity also improves the performance indicators of the workplace. It is stated that the privacy of employees can be violated with remote work. Employers generally want to know about their employees. For this reason, they may set up monitoring systems that violate employees' privacy.

The possible pressures and privacy violations that will occur due to continuous monitoring of employees with hybrid work may be limited, but may not be sufficient. A project is a temporary work developed to create a unique product, service or result with resource constraints such as time and budget. Project management is the planning, organization and management of the resources included in the project by ensuring that the project is used effectively to achieve and complete the project's objectives within the specified limits. While project management output focuses on the efficiency of the development work, product output indicates the quality of the developed product.

The two basic dimensions of project success are product and project management success. While product success is the success of the developed system, project management success is the success during the creation of this system. It is important to distinguish between success criteria and success factors. Success criteria are predetermined criteria for evaluating the success or failure of projects. Success factors are project management inputs that directly or indirectly lead the project to success.

For project management success, it is important that the project developers who actually do the project and the project users who will use the product or service to be created as a result of the project speak the same language. In order to speak the same language in information technology projects, the project user must have information technology knowledge and the project developer must have domain knowledge. In outsourced information technology projects, it is important for the project developer to have relevant field knowledge when choosing an outsourced resource, and for the project user to have information technology knowledge for healthy communication.

Project management success and project success can actually be considered as the same concepts during the project implementation phase. In the project implementation phase, project success is a concept measured by the effectiveness of the project and how much the constraints given at the beginning of the project are complied with during the project implementation. However, after the project is completed, the effect of project constraints on project success decreases and project success begins to be measured by the benefit it provides to the organization (usually financial return, impact on organizational performance, etc.). There should be no perception that the impact of project management is relatively low in the later stages of the project and that understanding the impact of the project on the organization in the later stages of the project reduces the importance of project management. In order to have an impact on the organization, the project must first be completed, and completing the project without canceling it is closely related to the success of project management.

1.5. Leadership and teamwork challenges in hybrid teams from the perspectives of project managers and team members

Remote work encompasses a wide range of arrangements where individuals leverage advances in information and communication technologies to fulfill their professional responsibilities outside the confines of the traditional office environment, and these arrangements can range from fully distributed organizations that operate without a central physical location to flexible work options that allow employees to work from home or other remote locations. Remote work offers employees the opportunity to work away from a central location. It also saves time and money by reducing transportation difficulties for employees; in many cases, the need for formal business attire is eliminated. Remote work opportunities reflect that this arrangement may symbolize the intention of leaders to be sensitive to the needs of employees. Based on the perception-centered approach, work-life balance refers to a holistic concept that is unique to each individual and determined by life values, priorities, and goals (Haar et al., 2014).

Offering employees a flexible work schedule that fits in with their personal lives makes it easier for employees, especially those with family responsibilities, to manage and fulfill their duties effectively. Additionally, flexible work options should be considered for employees in certain types of jobs that require highly reliable networks and equipment. If work-related interaction is critical, plans can be made for collaborative workspaces. Flexible work models can be designed considering the nature of the job and the long-term interest levels of employees. To prioritize health and well-being, a work culture should be created that encourages employees to take breaks and respect these breaks. Additionally, programs should include activities aimed at improving mental well-being and interactions, such as personal meetings and informal team meetings (Pillai & Prasad, 2023).

This approach can be considered as a step towards meeting the needs of employees in the workplace and creating a more balanced work environment. It can also be a great tool for increasing employee productivity and improving job satisfaction. These policies reflect the steps leaders are taking to create a better work-life balance, motivate their employees, and create an overall healthy work environment. First, by working from home, remote workers have the opportunity to vary the work schedule set by their workplace, which can better accommodate family needs.

Secondly, as a result of spending more time at home, remote workers may face greater family pressures and higher family involvement expectations due to their increased presence at home. If these pressures and expectations are met, work processes may be negatively affected (Golden et al., 2006). Remote working also creates a new level of complexity where employees try to manage flexibility and 'shape' the boundaries between their work and their personal/family life. Workplace flexibility, the digitalization of work, the increasingly blurred boundaries between work and personal life, developments in modern information and communication technologies, the global economy and the Covid-19 crisis, all these developments will continue to continuously affect every aspect of our social and economic life (Beno and Hvorecky, 2021).

This new way of working also has profound implications for individuals, leaders and organizations. Therefore, it becomes important to have a deep understanding of the complex dynamics of remote working environments. The implementation of remote working practices brings with it potential risks and challenges. Remote work has both "dark" and "smart" aspects. For example, companies may face the challenge of creating a culture that accepts and supports remote work. This can negatively impact employee retention efforts, which can go as far as the impact of remote work on employee motivation and satisfaction. Additionally, it can be difficult for

organizations to accurately track who is working remotely, when, and how, especially when remote work is adopted more informally (Popovici & Popovici, 2020).

It is the responsibility of leaders to develop a leadership strategy that is sensitive to the unique needs of the organization and the needs of remote workers, and this approach can enable leaders to achieve the most effective results by understanding and implementing different leadership approaches when necessary.

As developing technologies bring people together from all over the world, they can increase the pace of work by providing greater flexibility. However, the messages conveyed may lose their meaning and context. As an important factor affecting employee satisfaction, motivation plays a decisive role in business processes. However, motivating employees using technology-based communication is among the challenges encountered (Cakula and Pratt, 2021). Leaders should create an environment that encourages the participation of team members and values their ideas. In this way, participation in decision-making processes increases, while the emotional commitment and motivation of team members are strengthened. In addition, it is important for leaders to have more communication and coaching skills to support and guide remote employees.

Remote work environments represent an area where communication is critical to collaboration and productivity. Leaders must skillfully navigate the communication challenges that come with remote work, such as limited face-to-face interactions and a reliance on digital communication tools. The lack of physical proximity highlights the characteristics of teams that are more proactive in terms of collaboration and interaction, namely, teams with high levels of trust. Such teams tend to focus on tasks and have a more optimistic outlook. They also tend to initiate interactions frequently and are skilled at providing more in-depth and productive feedback (Clark et al., 2010).

Creating a sense of community among remote team members is important for developing employee bonds, collaboration, and a positive organizational culture. Team members must believe that they can trust each other and that the appropriate talents are brought together to successfully complete the team task. This belief supports team members to work effectively with each other and complete tasks (Martins et al., 2004).

Ultimately, hybrid team leadership success is directly related to the ability to build trust, manage team dynamics, and communicate effectively. However, more research is needed on how these skills can be applied across organizational contexts and adapted across industry or cultural differences. These processes stand out as key elements for success in hybrid teams.

In hybrid teams, open communication by leaders using empathy and trust provides a great advantage in conflict management. Pazos (2012) emphasizes that conflict management

strategies can increase performance by creating trust and transparency among team members. In this context, leaders' empathy skills increase synergy within the team and directly contribute positively to team performance. Sanchez et al. (2023) emphasize that leaders' ability to increase synergy within the team by using empathy has a direct impact on team performance. Finally, Shi et al.'s (2024) study shows that the trust-building abilities of leaders with digital skills increase employees' resilience and levels of success in the workflow. This suggests that empathy and trust are critical roles in hybrid and virtual environments. It is emphasized that leaders can enhance employee well-being and loyalty by using social skills. Despite these findings, more guidance on how leaders can develop empathy skills could strengthen practical applications in this area. Leadership in hybrid teams, especially with the prevalence of remote work arrangements, has increased the importance of leaders' social skills as well as their technical skills.

Performance management in hybrid teams is directly related to leadership skills. In hybrid team environments, conflict management is a critical factor that affects not only team productivity but also employee satisfaction and commitment. Pazos's (2012) study revealed the effects of conflict management on team performance in hybrid teams. This study emphasizes that conflict management processes directly affect performance by increasing team cohesion. The ability of team members to have open discussions and evaluate different perspectives is among the basic strategies that strengthen cohesion and commitment within the team. Sanchez et al. (2023) draw attention to the strategic roles of leaders in performance management and explain in detail the positive effects of conflict management on performance in hybrid and virtual teams. This study reveals how critical the skills of leaders to strengthen communication and coordination among team members are in increasing team performance. In addition, proactive approaches of leaders in goal setting and conflict resolution increase team synergy and provide a more productive collaborative environment within the team.

Individuals working remotely may experience communication difficulties due to internet issues. Employees may have difficulty communicating their ideas and feelings to their peers in group communication. In addition, they may cause communication decisions to be delayed because they are not part of routine one-on-one meetings. This situation highlights the communication difficulties brought about by remote work. In this context, it is important to understand the communication difficulties faced by individuals working remotely and to develop appropriate strategies to overcome these difficulties. Strengthening communication within the team, establishing regular communication mechanisms, and finding solutions to technological problems can enable remote workers to be more successful in effective communication (Prasad et al., 2020).

Scheduling numerous work-related and informal meetings can be seen as a reflection of overexertion, both to keep things under control and to prevent people from becoming isolated. While not all employees have been able to work effectively from home, this has been particularly challenging when childcare facilities are not available. But the data also suggests that individuals are struggling to develop strategies to adapt to the dynamics of the home office, cope with information overload, and combat "Zoom fatigue" (Hacker, 2020).

Factors such as time zones and geographic differences can also make communication difficult. Therefore, it is important for leaders and team members to be aware of these barriers and develop effective communication strategies. Another important aspect of remote work is collaboration. Virtual collaborations refer to collaborations in which individuals working together are interdependent for tasks, share responsibility for outcomes, are geographically dispersed, and rely on mediated communication rather than face-to-face communication to produce results. Such collaborations are undertaken with the goal of producing shared understanding, assessments, strategies, proposals, decisions, action plans, or other products (Wainfan & Davis, 2004).

Remote collaboration is often characterized by a lack of face-to-face interaction, which can hinder effective communication. People who have recently switched to remote work often face unexpected difficulties in accessing information from their colleagues. Getting answers to seemingly simple questions can be a significant hurdle for people working from home. This challenge includes not only task-related issues, but also interpersonal difficulties that can arise between remote colleagues. Academic studies show that sharing "common knowledge" among remote colleagues reduces the tendency to be skeptical of colleagues when faced with challenging situations. For example, if you know your coworker is having a tough day, you are more likely to interpret a rude email from them as a natural result of stress. However, if you receive a similar email from a remote colleague and you are not familiar with their current situation, you are more likely to perceive it as an insult or at least develop a more negative view of your colleague's level of professionalism. Therefore, these communication challenges faced by remote workers are emerging as a significant problem in workplace relationships and effective collaboration (Larson et al., 2020).

When working physically in the office, when the commute time is more than four hours and the working hours keep each employee occupied for more than thirteen hours for official work, the workload spills over into personal time and it becomes quite difficult to maintain work-life balance. However, it is believed that remote work allows employees to maintain a much better balance between professional and personal workload. Some employees feel that the outputs of remote work cannot be measured perfectly and can be a hindrance to career growth and

promotion. Moreover, remote workers have to bear the additional cost of electricity bills and internet usage from their own income. Therefore, there is an urgent need to address these issues and appropriately change the human resource policies and practices that address these concerns, and partial cost reimbursement coverage is now required to reduce this additional burden.

2. RESEARCH METHODOLOGY

The research was conducted with 12 team members and leaders at middle and senior management levels, who have 3-15 years of work experience, have switched to a hybrid working model and manage their teams in a way that includes digital methods.

2.1. Research Model

Content research method was chosen as the research design. This model overlaps with the study conducted in an area where concrete effects cannot yet be measured and the process requires content solutions. In this context, professionals who manage remote work, which has evolved to a new point due to the pandemic, were targeted and content analyzes were made regarding their practices.

The research model was created as shown below.

Figure 1. Research model
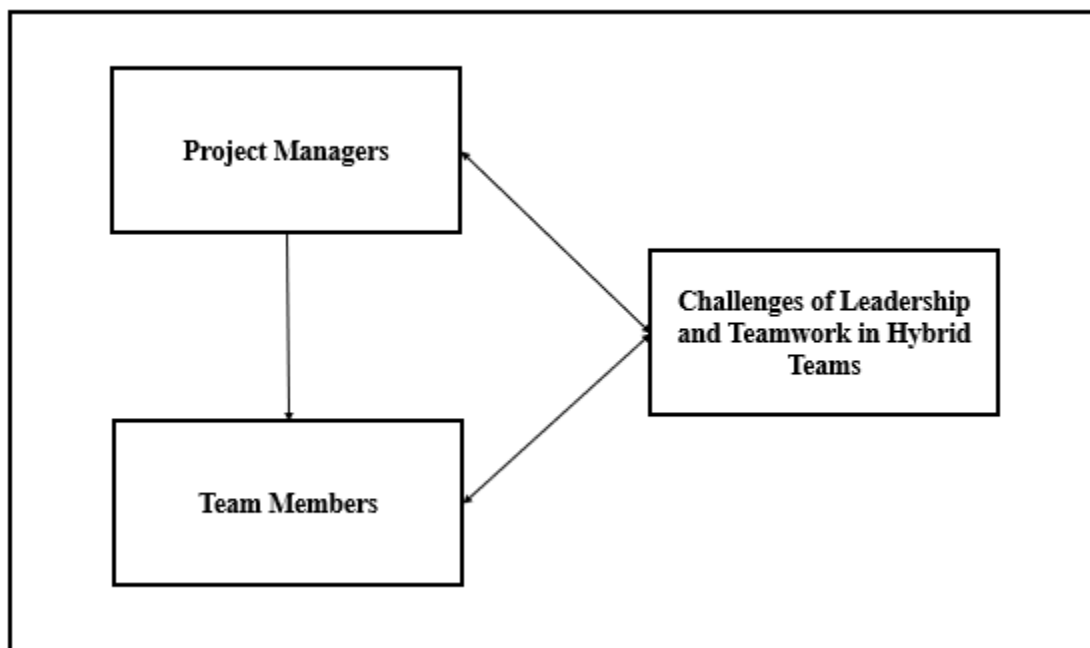
The unit of analysis of the study is "individuals". Many people work in hybrid teams. This is defined as their own choice. There are challenges in every work environment. These challenges can arise from different reasons. At the same time, different challenges can be experienced in hybrid teams. For example, we can say that these challenges are problems within the leader and the team. These problems can arise from different reasons. These include communication, motivation, etc. In this research, we examine the problems experienced in hybrid teams.

2.2. Research method

In their study, Dockery and Bawa (2020) suggested that businesses that implement digital transformation and use information and communication technologies intensively integrate into this popular working model faster. In Zeller's research, integration and differentiation are subject to revision in businesses that implement/implement the Hybrid (virtual/traditional) working model; therefore, this model allows changes to be made in departments and interdepartmental processes. With the revised working styles, it is seen that businesses are no longer dependent on traditional business processes (Zeller, 2019).

A purposeful sampling model was preferred from this universe. The sample consists of managers with 3-15 years of work experience in business life, who have experienced traditional working methods, who have accelerated the transition to the remote working model with the pandemic process, and whose titles are middle and senior managers. 50 managers were reached in the interviews, but the study was conducted with 12 managers who responded positively to appointment requests. The common reason for selecting these professionals is that they have the experience and foresight to establish connections between past, present and future working life in business life, and each of them provides digital leadership to teams currently working remotely.

Interview participants are as follows;

Table 1. Participant List

Index	Position	Experience in project management
TM1	Administrative assistant	3 years
TM2	Financial officer	6 years
TM3	Event manager	10 years
TM4	Technical support	4 years
TM5	Administrative assistant	8 years
TM6	Financial officer	11 years
PM1	Project Manager	15 years
PM2	Project Manager	7 years
PM3	Project Manager	5 years
PM4	Project Manager	9 years
PM5	Project Manager	13 years
PM6	Project Manager	12 years

2.3. Interview structure

The content analysis description determined for this study was determined as qualitative analysis conducted with in-depth interview. Each Interview was analyzed individually in the light of the questions asked and evaluated together with the findings.

The content analysis method is one of the qualitative analysis methods. Data collected through various methods such as structured interview, group interview or unstructured interview are classified, summarized and interpreted according to predetermined themes. The purpose of descriptive analysis is to present the data obtained as a result of interview and observation to the reader in an organized and interpreted manner, thus enabling the reader to reach refined information. The researcher may also quote the views of the participant directly from time to time. The main purpose of the analysis is to present the obtained findings directly to the reader in a summarized and interpreted manner. In the first stage of the descriptive analysis consisting of six stages, the researcher creates a framework for data analysis and thus defines the themes on which the data will be organized and presented. Then, the researcher reads the data in line with these thematic frameworks, brings them together and organizes them in a meaningful and logical way, then defines the data. After this stage, the findings determined by the researcher are explained and interpreted. At this stage, the researcher explains the cause-effect relationships between the findings and makes comparisons between different phenomena to further enrich his findings and interpretations.

The interview records of the managers and team members interviewed were analyzed in terms of various topics related to remote working and communication tools. A total of fourteen interview questions were sent to the participants under six main themes. These themes were grouped as one for the physical work environment, two for communication tools, three for remote work and internal communication, and a fourth for the future of remote work. Considering the experiences of the twelve selected participants in their business and professional lives, fourteen questions were asked and analyzed under six separate themes.

The themes examined were grouped as firstly the physical work environment, secondly communication tools, thirdly hybrid work and internal communication, fourthly team/leader difficulties in hybrid teams, their causes, solutions and fifthly interventions and future measures in coping with difficulties in hybrid teams. Questions with different options were asked under each theme and the analyses were conducted descriptively using content data analysis methods. The purpose and starting point of each of the scaled questions asked in this section of the study were examined and defined one by one.

First of all, the purpose of asking the first two questions about the teamwork environment is to investigate the importance of teamwork and leadership.

The questions applied to the communication tools that constitute the second theme of the study were scaled with three different separation questions. The purposes of asking these questions were determined as follows. First of all, which communication tools such as e-mail, telephone, meeting software, Zoom or Teams and WhatsApp, which are required for communication between teams, are actively used. In the second question, expectations about the adequacy of existing communication tools and possible needs for new tools for individuals with remote work experience were tried to be obtained. The activities that some people do on the computer do not provide the same success when transferred to remote work life such as distance education.

The third and last question asked in the theme is how often the leader communicates with the employees in the team and whether there is a special communication method used to improve communication. These questions are related to communication tools and constitute the two main subscales of the study.

The third theme of the study is the questions prepared to fully understand hybrid work and communication within the organization. When these questions are examined in order, the first question planned to be measured was what kind of problems the possible communication problems that may be experienced in hybrid work can create on individuals and institutions and what kind of negative effects these problems can have on all parties. Another question asked was what kind of expectations employees have from their managers in the hybrid work experience and how adequate the current communication tools are to meet these expectations.

Because while existing and hybrid work tools and equipment can be actively applied by some leaders, some leaders have caused inadequacies on employees due to lack of adaptation. According to the research conducted, another question was to question the control process between leaders and team leaders in remote work.

What is the effect of control difficulty on interruptions experienced in the workplace and most importantly, how do motivational needs and requirements affect and react to this process? Will there be higher performance or lower performance and loss of motivation in hybrid work? What should be done for remote work to be efficient or how does this new digital system contribute to employees? The questions asked are classified under 3 themes used.

The fourth theme of the study investigates the causes of difficulties between team members/project manager and team members and 3 main questions were asked. These questions are related to identifying difficulties in teams, respectively. The first question is how

potential difficulties are identified in the early stages of the project. The second question is the most common causes of difficulties in teams. The third question determines which difficulties are encountered in hybrid teams.

The fifth theme of the study determines the management of difficulties in the team, i.e. solutions, and 2 main questions were asked under this theme. The first question is the use of strategies or methods to manage difficulties as a project manager/team member. The second question investigates the problems encountered in dealing with difficulties and how these problems are solved.

The sixth theme of the study explores interventions and future measures in managing challenges in hybrid teams, and 2 main questions were asked in this theme. These questions explore how team members and project managers can improve their collaborative challenge management, respectively. The second question explores how participants measure and evaluate the effectiveness of challenge management in projects.

In summary, 14 questions with 6 main themes were prepared and applied to measure how and in what way remote work affects managers, especially those with experience in hybrid teams, and employees working in their teams. The themes and questions that are the subject of the research are shown in Appendix 1 and 2.

3. RESEARCH RESULTS

The empirical study explores challenges and solutions to leadership and teamwork in hybrid teams from the perspective of project managers and team members. The findings obtained in the study were obtained by examining the difficulties experienced in leadership and management studies in hybrid teams, especially from the perspective of project managers and team members. A research was conducted on the role of the communication function in hybrid teams by considering the interviews conducted over the internet. In this study, 14 interview questions were created and the evaluations of a total of 12 participants from different companies and different positions were included. The answers given by each observation group were placed in the study and explained respectively. Each interview was analyzed one by one in the light of the questions asked and evaluated together with the findings. The findings obtained were described in order of each participant under the table and all general rules were evaluated in order.

Each interviewee was asked the question "What do you think teamwork and leadership are?" The findings obtained according to the answers received are as follows.

Table 2. Definition of teamwork and leadership according to the participants

What do you think teamwork and leadership are?"	N
The totality of tasks undertaken by each team member to achieve a specific goal is called teamwork. Leadership is a way of enabling a team to exceed its current potential by managing, supervising and encouraging it to inspire that team.	4
The activities that team members carry out in interaction with each other to solve organizational problems are called "teamwork". A leader is someone who can gather a group of people around specific goals, has the knowledge and skills to mobilize them to achieve these goals, and can direct the group in the most effective way to achieve these goals.	3
It is a working system that improves freedom and communication among people within the organization, prepares the ground for the creation of an environment of trust and ensures that this environment is permanent. When a group is formed for a specific purpose, it needs someone to direct it, organize it, mobilize it, and prevent chaos; the leader is the one.	5

Table 2 provides information about teamwork and leadership for staff. Participants' responses are as follows:

"Each member of the team must perform at the best possible level to achieve predetermined goals and contribute to the work and teammates. Institutions generally evaluate the success of the team, not individual achievements in teamwork. In this context, it is very important for employees to support each other in teamwork.

Team leaders are individuals who bring out the maximum potential of individuals in their teams and review, plan and implement many factors. They mediate the strengthening of team camaraderie, the efficiency of joint work and the provision of new initiatives. In addition to guiding teammates, they also provide them with training within the team and learning opportunities outside the team. Strong leaders are also masters in developing future leaders (PM 2, PM 6, TM 3, TM 5)."

"Each member of the team should do their best to achieve predetermined goals and contribute to the work and their teammates. Organizations often evaluate the success of teamwork rather than individual success. In this context, it is very important for employees to support each other in teamwork.

Groups need a representative to explain their common decisions and ideas and to express themselves. Development is needed while achieving goals. The person who will guide this development is the leader. (PM 1, PM 4, TM 2)"

"Each team member brings a variety of skills, experiences, and perspectives to the team they are a part of, and these criteria help the team function successfully.

The leader knows himself, manages his emotions, is aware of his strengths and weaknesses, maintains his balance under pressure, does not become a slave to the passion for success and winning, and does not become dizzy with the privileges of the position he has achieved (PM 3, PM 5, TM 1, TM 4, TM 6)"

Participants were asked, "In your opinion, how should a leader be in a hybrid environment and what is the importance of the leader for the business?" and were asked to share their thoughts on this topic. The findings obtained according to the answers received are presented in the table below.

Table 3. Characteristics of a leader in a hybrid study according to participants

In your opinion, how should a leader be in a hybrid environment and what is the importance of the leader for the business?	N
Must be supportive	2
Must be able to keep communication between groups alive	2

Must be unifying	2
Must be empathetic	2
Must give importance to the motivation of employees	2
Must be able to supervise employees	1
Must have a character that is loved and respected by the team	1

Table 3 provides information on the characteristics a leader should have when working in a hybrid environment. Participants' responses are as follows:

"In remote work, the leader should be supportive and act in a way that keeps the team's motivation high and does not make them feel that they are far away. He/she should be able to keep the communication between the teams alive and make them feel that they are not alone (PM 6, TM1)"

2 personnel stated that the leader should be able to keep communication between groups alive. Participants' responses are as follows:

"In hybrid work, the leader should communicate face to face even if not face to face and face to face meetings should be provided when necessary (TM2)"

"In hybrid work, the leader should be supportive, act in a way that keeps the team's motivation high and does not make them feel distant. He/she should be able to keep communication between teams alive and make them feel that they are not alone (PM5)"

2 personnel state that they should be unifying. Participants' responses are as follows:

"Hybrid work is open to abuse. The leader should know hybrid workers well, know what they will and will not do, and be unifying (PM4, TM3)"

1 employee states that they need to be empathetic. Participants' responses are as follows:

"In hybrid work, they should generally empathize with the remote worker's conditions (home situation, internet problems) and support them by empathizing with them (TM4)"

2 participants state that they should give importance to the motivation of their employees. Participants' responses are as follows:

"In hybrid work, the leader should prevent the abuse of the working order without decreasing the motivation of the employees and should be able to follow it correctly (PM3)"

"In hybrid work, the leader should constantly make himself felt. It is necessary to communicate at certain intervals outside of work and try to find solutions by listening to their problems. It is necessary to make their situation easier in hybrid work. For example, there is no internet at home, they need internet. They need to help with food (TM5)"

2 personnel state that employees should be supervised. Participants' responses are as follows:

"In hybrid work, the leader should prevent the abuse of the working order without decreasing the motivation of the employees and should be able to implement it correctly (TM6)"

"Even if the leader works remotely, all the work done by the leader and the personnel under him should be supervised, the work should be followed well and he should be able to convey these to the upper units correctly (PM2)"

1 personnel thinks that he should have a character that is loved and highly respected by his team. Participants' responses are as follows:

"In hybrid work, the leader should have a character that is loved and highly respected by his team (PM1)"

When these findings are evaluated, it is a clear fact that the characteristics of the leader in the hybrid work system are of vital importance directly on team success and that every positive approach that employees receive from the leader has a great impact on both work discipline and doing their job with pleasure.

Participants were asked, "What tools do you use most for team communication: email, phone, meeting software (Zoom, Webex, Teams, etc.), and WhatsApp?" and were asked to share their thoughts on this topic. The findings obtained according to the answers received are presented in the table below.

"Whatsapp was very useful for us in group sharing and instant transactions at first, but we had switched to Gsuite before the pandemic, I don't know if you use Gsuite? It has a very nice collaboration environment, many people can work on it at the same time and work efficiently, you don't even need to be connected, you can solve everything at the same time via the link, there is also a chat feature, we can now load it to phones, we use Gsuite's emails, chat and all kinds of drives and presentations 24/7, in fact, the place where our phones are is now our office, we can even do live broadcasts, we can connect, we can project presentations, we can even make updates to the presentation (TM1)"

"So we use meeting software, first of all we use Webex, I can say in all our meetings because we think that the most useful and safe thing for us as an institution is the document sharing opportunity there, we use Webex, we use a program or software, we use Whatsapp for faster communication, we provide urgent communication with our friends at the management level with some Whatsapp groups that we have established both on behalf of the institution and within the bank, then of course e-mail, that traditional thing is always in our lives and naturally our mobile phones, the institution's phone forwarding system was established but it was not felt necessary

because we use Skype for this type of communication, we also have this opportunity on our laptops for one-on-one video calls outside of meetings, we used Skype, to put it mildly (TM2)"

"So for one-on-one communication we use the phone more, but we definitely have one-hour morning meetings on Mondays, Wednesdays and Fridays when the whole company gets together, and we also have six or seven small group meetings a week, so I would say we use video conferencing software a lot (TM3)"

"We used Teams extensively, but of course when we look at the needs of the client, we also used Zoom, but when we look within the team, I would say I mostly use Teams, all our team meetings and general meetings are always structured through Teams (TM4)"

"We use Teams. We use Microsoft Teams. Teams, especially since we can access it with the application on our mobile phone, is no different than Whatsapp. When the computer is on, all communication is done through Teams, but since calls in Teams also come to our phone and the application is done through the application like Whatsapp, I can say that we use Teams predominantly in this sense. We also use Whatsapp for information security, maybe for very fast communication, but definitely not for file sharing (TM5)"

"We use Google Meets the most, this is the usage method allowed by our company, we use it the most, apart from that of course e-mail, if we are going to do something visual first we use Google Meets, we do not use WhatsApp much in our work, we use other applications that have Google software, since our company also uses it but we can say e-mail is the first, the second most intensive is video conference calls, the third is I cannot remember the name now but I found another application similar to WhatsApp, Google has an application called Chat, we use that (TM6)"

"We actually use more than one tool here and we created a section by evaluating them according to their functionality from our perspective. We use Skype in all our internal correspondence, phone calls and daily meetings. We use Webex in webinar-style events with fifty or more participants or launch-style events and events where everyone has to turn on their cameras. We do not use Skype much in events that require a camera, both because of the image quality and because it slows Skype down a bit. In this sense, Webex has become an alternative for us. We also use Adobe in trainings. Unfortunately, Zoom and Teams are not currently included in our bank's software processes for security reasons, but it seems like we will use Zoom and Teams in the near future. As for WhatsApp, of course I never mentioned email, by the way, email is already indispensable in our lives. As for WhatsApp, as a corporate principle, we prefer to keep and manage our communication in email. We prefer Skype more and we don't use Whatsapp much outside of working hours, but when you use Whatsapp, for example when you wake up in

the morning, during meal times, we definitely do it via Whatsapp in our groups to say good morning, good evening, bon appetit to each other, if four of us are in the office and one of us is at home, everyone writes to the person at home or to each other, you can think like this. Of course, the time spent on the phone has increased on some issues, I can say this very clearly during working hours because there is no spirit of writing, when you see something that you would not normally get angry or misunderstand in writing, you can now interpret what it means differently, in this context, we mostly prefer to use the phone on issues that are open to different interpretations, also the communication maturity levels of the people we talk to are important to us, for example, field workers do not like e-mail very much, things work more on the phone there, even if we do not prefer it, to summarize, we actually use all the tools in a balanced way, proportionate to our needs, but Skype stands out the most among them (PM1, PM6)"

"We are a corporate law firm and we have corporate clients, so we use e-mail correspondence in the corporate world and in fact I can say that one of the negative effects of the pandemic is that all processes, which I think makes my work follow-up and my life difficult, have shifted to Whatsapp, this has even more disadvantages in our sector, especially while it is possible to add documentation to e-mail correspondence, it is very difficult to follow this in Whatsapp, so although e-mail is a classic means of communication, we think it is also a safer means of communication in terms of information security and since we have a security certificate such as ISO 27001 as an office, we do not prefer Whatsapp correspondence, SMS or telephone communication that will prevent such security vulnerabilities (PM2)"

"We use Webex. Cisco has a Webex application, we use Webex especially for external meetings and large-scale meetings. Cisco Webex but for two-way correspondence WhatsApp, we can call it business WhatsApp, Cisco also has a Jabber application, we use Cisco Jabber, that is, official correspondence goes through Cisco Jabber, of course for meetings it is done with Webex, apart from that of course WhatsApp is used like everyone else but we prefer to correspond via Jabber. Everyone has Jabber installed on their iPad etc., it will be recorded there, official correspondence is done there (PM3)"

"Well, if we were to communicate something short, we used Whatsapp faster because there is more information transfer, but if we were to share a desk, we used email instead of Whatsapp, if we wanted to tell each other something shorter in a meeting, we used Zoom or Teams, here I would say we use all devices and all communication tools according to the needs or requirements of the business (PM4)"

"Teams is the application we use the most in our daily communication with the team. We use Teams for one-on-one meetings, meetings, short instant correspondence and participation in

online training programs. Teams messaging and Outlook e-mail are the tools we use most frequently to do business during the day. Jammer is another application we prefer to increase interactive communication among employees on common interests and social issues. The Whatsapp application is not used for business purposes, it can only be used for social communication within teams outside of work (PM5)"

Participants were asked, "Have current communication tools been sufficient to communicate with your teams in your hybrid working experience? Should new communication tools be developed for hybrid working?" and were asked to share their thoughts on this topic. The findings obtained according to the answers received are presented in the table below.

"Our current communication tools were more than sufficient, our bank had been foresighted and fortunately had obtained a license to use Adobe Webex before the pandemic. Also, should new communication tools be developed? I think communication tools that will support communication should be developed, so we can think of this as project management modules. In this sense, the communication tools we currently use are sufficient, but we also look favorably on project management modules that will support this, increase nonverbal or verbal communication and facilitate follow-up, and I think these should be developed (TM1)".

"The opportunities provided to us in this study were quite sufficient both in terms of communication and the environment we mentioned earlier; the Webex environment, Skype environment, WhatsApp environment, the ability to make e-mails and mobile phone calls with or without video were quite sufficient, apart from that we have laptops for the work we do, the bank gives laptops to every employee who goes home, of course these should be considered as the bank's property because these tools should be within the bank's security perimeter in terms of security, security is very important for us because the bank gives a laptop to every employee who works from home so that information does not leak out and we can access all kinds of data through these laptops, because since a large part of the work in our inspection board is data-based, the use of those laptops gave us the opportunity to access all kinds of data, frankly we do not need more (TM2)".

"We can't say it's insufficient at the moment, but there are definitely points that need to be improved, I see this individually, especially when my team writes me something urgent, it is necessary to communicate via Whatsapp, although the Teams application is also installed on phones, this means that our Teams application is not as accessible as Whatsapp, I see this here, for example, programs like Whatsapp are not very suitable for use on computers, but programs like Teams are not suitable for use on phones, I think the phone network needs to be improved a little more (TM3)".

"Of course, we always accept better in terms of technology and development, but after using Gsuite recently, can we say that something is missing, we didn't have anything in that sense, maybe in the future, if this thesis works in that sense, let's do it remotely again in this virtual reality, but if we reflect it on screens in three dimensions, it can be enjoyable, for example, it's not a deficiency, the development and fun part is why shouldn't there be an infrastructure where we can reach everywhere in the world where our holograms are (TM4)".

"I think it's quite sufficient, we don't have any problems, if your internet connection is good, we have communicated without any problems so far. I actually personally felt like I got closer to my team during this period because in an office environment, in large teams, you get closer to just one or two people who are managers. You don't have the opportunity to work with the whole team, at least not in our way of working. We've been having online meetings with the whole team since the beginning of the pandemic (TM5)".

"At first, there were hesitations in the business world about how this communication would be provided, with which software it would be provided, not only in the business world, but also among government officials, public institutions and students, universities, there were hesitations about how it would be provided, there were hesitations about which online platform was a secure communication tool, for example, it was said that Zoom, which was reflected in the newspapers, had security vulnerabilities, alternatives are being worked on and some software is being developed in this sector, at first we actually preferred the software with the least security vulnerabilities, whichever was secure, later all software actually tried to fix security vulnerabilities, so our alternatives increased, I can say that we use communication tools according to the demand of the other party, but of course it needs to be developed, I can say that the software sector has a lot of work to do, such as document sharing, presentation sharing, authorization, software related to big events (TM6)".

"So it needs to be developed, of course I think it is quite sufficient, sometimes patches came for this thanks to the technological infrastructure, for example, when I turned on the screen, for example, the microphone volume was low, for the meeting, for the meeting queue, some things were patched, etc. I think it is quite sufficient for today's situation, in fact, there is no need for anything additional for now (PM1)".

"The only problem there was the documents coming and going, actually Mr. Gökhan, so we were using Teams, Zoom, WhatsApp, SMS, whatever I just mentioned, effectively I got bored here or rather the only thing we couldn't determine was that I couldn't finish a document that I had to sign or a document that they wanted a wet signature on because someone from home would have to come and get it or I would have to make an agreement with a cargo company and send

it, we only had a small problem there but other than that, can a new technology be developed, I think we saw it in Star Trek, there was a teleportation method, I think it would be much better for our lives if it came, but it seems sufficient within the current structure. So all that's left is our teleportation model (PM2)".

"So we are probably happy with our current infrastructure, we use Google Meet within the company, there have been a few version updates in the last 18 months, let's say we are quite happy right now (PM3)".

"If we look at today and tomorrow, Teams and Zoom entered our lives very suddenly with the pandemic process, everyone started to question how to set them up, how to learn them and how to use them effectively, when we look from today, yes, Teams or the existing tools seem sufficient, but when we look at the quality of communication, that is, the warmth of face-to-face or one-on-one meetings or the effectiveness of communication, I think there are some question marks about the effectiveness of meetings held in Teams or Zoom or Webex, I even know that Microsoft has some work on this, I see some technologies where you can meet with the person in front of you in a more three-dimensional way, I just think these platforms need some developments in terms of their effectiveness, frankly, as far as I know, there are studies in this direction (PM4)".

"So Teams is very good for us, being able to reach from a mobile phone, being able to create separate groups, we also integrated chat rooms into Teams, for example, we have meeting-free hours on Friday afternoons and we have some chat groups that we set up, in that sense, people who have a suitable agenda can enter these groups and we support that with different things, so when I think about it right now, Teams meets all our needs, including client communication, just in terms of making presentations, I think there are some areas of improvement compared to Zoom, but if we compare what they have been working on since the first day of the pandemic, there is a big leap in Teams, but we are not looking for an alternative because these kinds of transitions are very difficult, I mean, getting the employee used to the messages, files, stories that you mentioned there, it is not very easy to change them, we are not looking for one right now, we are good in Teams (PM5)".

"It took us a while to use our existing communication tools in the most effective way. In the beginning, there was a significant decrease in the frequency and quality of our communication compared to when we were working face-to-face in the office before the pandemic. As we gained more experience and shared our feedback, channel providers very often made improvements to these tools to meet emerging needs (PM6)".

Participants were asked, "Is there a special method you developed or a tool you use to keep communication close with your employees in your team?" and were asked to share their thoughts on this topic. The findings obtained according to the answers received are presented in the table below.

"We have a Whatsapp group, we have created various groups where the whole team is together, so we can talk both in writing and by video as if we were in the office, Whatsapp groups are the most common, apart from that we also did some things at work, as I said before, for example, we had happy hours at work for a certain period of time, for a very long year and a half, we did things where we got together at certain times of the week just to chat, these types of groups worked, thanks to these groups, as I said, there is no big problem in terms of communication (TM1)".

"In order to maintain close communication, we met with people one-on-one as if we were out for lunch, we used these online meeting methods. This situation was very well received by the employees, so that the unity and communication within the organization would not be disrupted. So, even though it still does not fully comply with our old habits such as seeing with the naked eye and touching, I can say that it serves a purpose in terms of keeping communication at a healthy level (TM2)".

"What I just said was actually a little bit of an answer to that, I saw it as a tool, a tool for myself to be together with all the teams, we have weekly meetings online, they even said we could meet physically when these three days are in the office and two days at home, but I thought it would be more efficient to continue online, we decided to have the last meeting once a month physically, so we continue online, there is nothing else, I don't know (TM3)".

"Here we went from the spiritual side of the good instinct, by the way it was completely voluntary, so it was not something my managers had to do because I said so, we already knew for years that those who were helping were secret, they were used to helping and we knew who the donor teams were, eight leaders, we made special agreements with them, look, you are volunteers, right, there is nothing in this business, this is not a KPI, this is not a business goal, but we gave our volunteer KPIs, we gave our promises, we moved forward by promising each other, so we transferred the emotional bond there to another platform, a team was formed that came together for good outside of work, in that sense it was a good method (TM4)".

"We don't have a very special method, but Whatsapp, as I said, is an application that we don't normally have to use, but we use Whatsapp a lot, we can even use the messaging options on social media, apart from that, we have also turned to a more flexible working style with remote working, we started not to care as much about hours as before, in other words, we don't stay

within certain hours, so we are constantly reachable by phone even outside of working hours, we try to establish a closeness with the staff in this way (TM5)".

"Of course, in these environments that I mentioned, we increased the periodic meetings a little bit in order not to lose communication in the managerial sense, I did it too, my other manager friends also gave names, we provided the opportunity to come together with our employees at all levels under the name of open door meetings, it was very useful, we made appointments and talked about the topics we wanted, whether it was private or business, we still continue, it was called open door and in parallel with this, there were more collective meetings such as ask what you want meetings, it can be done by three, five people, on a circuit or unit-department basis, we still continue, we organize all of these remotely via Skype or Webex, we have not come together face to face yet (TM6)".

"It has changed a bit in terms of teams, this bank did not set a rule here, for example, it was not said that you will have a good morning meeting every morning, but a friend of mine works in the training department of a large white goods durable consumer goods company, for example, they have coffee for fifteen minutes first thing every morning, they meet under the name of morning coffee, instead, as I said, we established communication via Whatsapp such as good morning, business communication, how are you, is everything okay, apart from that, I definitely call my own unit at least once a day and only with the settings of what are you doing, is everything okay, are your daily plans okay, is there any support you want from me, we have activated daily work plans, this has become a special communication method for us, for example, our shift starts at eight thirty, we write before eight thirty, good morning, is everything okay etc., we ensure that everyone sends their work plans in a way that each other can see, but in general we can look at critical and important things, not all the details, we actively use the phone in this context, in other words, we definitely hear your voice, we see your face, sometimes visual work plans are actively planned both in the morning and in the evening. We followed a communication method that allowed us to be aware of each other as if we did it ourselves (PM1)".

"Of course I never forget birthdays, I mean we tried to continue other social activities with our employees, I don't know, Mother's Day, Valentine's Day, you name it, we transferred all the activities we used to do face to face to the screen, I mean let me tell our children like this, we bought and gave gifts or shipped them on Father's Day, of course there was nothing to do during the periods when we were not in the office, we did these, but we also had friends working in factories, we did not forget them during these periods, we celebrated such days or special times, for example, I look at the Aktoy side, I look at the retail group side, for example, we provided training to our friends there via Zoom, I don't understand communication only in that sense, not

only on the social side, apart from that, we provided seventy-two, seventy-three trainings during the pandemic period, approximately one thousand seven hundred and eighty Zoom or hundreds of participants were provided via Teams, so these are now really in our lives, we need to go. We talked on the screen, without going to the places we said, for example, if there were no Teams meetings or if such technology had not developed, maybe you would come to me or I would come to you, maybe we would not meet, this is exactly the case (PM2)".

"So, we have video calls frequently, I have a video call with the team every day at nine, they meet every day within the company, on the other hand, since all our processes are digital, it was like this before this job, to be honest, I spend the last half hour of the evening, let's say between five and half and six or after six if he is late for work, I go to the CRM and read who is doing what, because since we cannot talk like we used to, I actually access information by reading digital information, this is a bit new for me now because normally I would walk around the office during the day and get information from everyone, now I have to do this. Also, to increase my motivation, I started talking to my friends on the phone more, we normally wouldn't do this, we would get a cup of tea at work, we would go to him, he would come to us, etc. we used to share our troubles a little bit, now of course they can't be there, unfortunately, so we use the phone more during the day. The frequency of phone calls has definitely increased, I mean I text my friends a total of ten times a day, if I contacted all my friends in the office it would probably be at least ten, maybe even more with this new method because we have to call each other more often and clarify things but as I said I love sitting down in the evenings and reading about what is being done officially (PM3)".

"During the remote working period, I tried to have one-on-one meetings with the team outside of general meetings, especially when you look at the pandemic process, we, the leaders, have important duties, that is, we need to show approaches that will eliminate the future concerns of the employees and support their social well-being, apart from just work performance or some expectations. I will try to structure this at special times as much as possible, as you know, I tried to have relationship-oriented meetings outside of those classic business-oriented meetings and listen to my friends and understand their needs one-on-one, both on their families' side, both materially and spiritually. Of course, if you can do this sincerely and touch their essence and heart, it has meaning and creates something. Again, to answer your question briefly, I tried to keep my friends steady by having one-on-one meetings with the team at special times, sometimes with Teams meetings and sometimes with phone calls. One of the methods I applied in the online meetings I had with my own team is, as I said, online meetings are a bit difficult and therefore challenging meetings, I tried to start with fun approaches, I applied a few methods, for example, we were a team of twelve, we took their childhood photos and projected them on the screen and

asked them to guess who they were, for example, I remember it was very well received by the team, we laughed a lot, we had a lot of fun, I remember, maybe it can be useful for you too (PM4)".

"There is no intermediary but there is a method, especially during the pandemic period, after the vaccination process, we have been going to factories for the last month or two, we have been meeting, but during the periods when we did not go at all, online chats, online coffees, online activities were really at the top of our agenda because what is out of sight is also out of mind, in other words, when someone asks you how you are via e-mail or text message, there was a high probability that we would miss the things under the cliché "I'm fine" answer, we did things that were never on our agenda, we tried to do them online, but right now with hybrid working, I can say that as an institution, we do not think that remote working can completely replace physical working in the long run, in this sense, we think hybrid is a great need in this climate, in terms of socializing, but of course we have not put such things on our agenda yet, but providing our employees with the opportunity to work remotely for 15 days, 1 month, 3 months during the summer months without coming to the workplace With the time periods I mentioned, as you know, children's schools being closed, summer vacation, mid-term break at work, two-week vacation, etc. These are on our agenda, but we do not plan to turn them into twelve months (PM5)".

"During the pandemic, when we worked from home, we continued to hold regular (quarterly) communication meetings with all our employees. In addition, in order to be in closer and more frequent communication with all our employees, to share current developments, to listen to our employees' feelings and thoughts, and to answer their questions, we organized weekly or biweekly online meetings with the participation of our General Manager and Management Team, when necessary, without a business agenda. The frequency of these meetings was adjusted according to the needs in the following period. Informal meetings focused entirely on communication, socializing, getting to know each other and supporting each other were held weekly with each department leader's own team. We also divided our monthly Learning Café meetings into well-being sessions such as awareness, mental well-being, resilience, anxiety and worry management in uncertainty, prioritization and simplification, healthy nutrition and sleep. Since I completed the week with my own team, I held the "Friday Coffee with HR" meeting every Friday morning without exception. This meeting allowed us to establish close communication within the team and not to socially distance ourselves from each other (PM6)".

Participants were asked, "What negative effects can communication problems in hybrid work have on individuals and institutions?" and were asked to share their thoughts on this topic. The findings obtained according to the answers received are presented in the table below.

"Here, I would put the corporate culture first because culture is one of the most important abstract concepts that really holds institutions together. In this context, it seems that the incorrect reflection of the corporate culture and especially the failure to convey it to new members can cause problems in terms of the continuity of the corporate culture. In addition, the communication problems here can cause employees to make prejudiced judgments and comments about each other because you cannot listen, you only comment according to what is written and this time there can be different comments and misunderstandings. The ability to empathize is a little damaged, let me call it team spirit, actually let me combine this under team spirit, the team is reflected as a formation that should be eye to eye, knee to knee, side by side, all the trainers defended this like crazy for years but now they defend the opposite, on the other hand, I can call it team spirit in this sense. I can say misunderstandings and communication accidents, I can say corporate culture and I can say organization and interruptions in the organization, which can naturally cause the work to slow down and one of these is the loss of motivation of employees who feel unappreciated. When people lose their self-motivation, they sometimes fall behind in their own business results. Because institutions are made up of people, I think institutions sometimes lag behind in their performance on certain projects (TM4, PM5)".

"Eye contact and behavior are very important, in our culture we are also human, so sometimes we need to touch, sometimes we need to wink, these may seem cold in front of that big screen, if you were to do this here in front of me, maybe we would be talking in a different atmosphere, but you see me from above, you don't know what kind of environment I am in down here, we are mostly in slippers and shorts, for example, even this brings the work to a significant point, from this perspective, I believe that face to face communication is still necessary and there is nothing better than providing human touch, so I think this would not be possible without meeting 100% remotely, at least in my work, freelancing, there are definitely work areas where this is possible (TM3, PM4)".

"In fact, I don't think there is any difference between the communication problems caused by remote working and the communication problems caused by on-site working. In this sense, I don't think Covid has created a communication problem caused by remote working in this sense. Especially, there are a few human nuances between the communication done by seeing each other, like Zoom, which we are doing right now, and face-to-face communication. Other than that, I don't think there is any difference from normal communication. So I can answer your question by saying that I don't think it has a negative effect (TM1, PM6)".

"As far as we can see, individuals are experiencing a sense of loneliness, they are having problems thinking that they are not receiving enough support and appreciation, we see this in exit

interviews as well, and for institutions, the response to this is naturally a decrease in employee loyalty, in other words, they are not able to fully establish what we call an emotional bond, so to speak. This is especially seen more in those who start working remotely (TM5)".

"Of course, the biggest problem here, as we said before, was receiving reports and preparing documents much faster in offices, in face-to-face working environments. There were problems there such as power outages, internet outages, data not being sent on time due to overload. But all of these were solved temporarily, we called IT, they increased the speed, they also increased the speed, for example, we were going to make a presentation to Toyota on the retail side recently, our speed there was twenty megabits, two hundred megabits per hour, the presentation was like a mirror, there were no interruptions, it was a very important presentation, it should not have been interrupted, so our requests were met immediately by IT, as I said, power outages are never programmed by you or those interruptions or failures on the internet, for example, there was a problem with WhatsApp recently. We could not use WhatsApp for two days, sometimes our hands were tied regarding technical infrastructures that were not our fault, but the institutions immediately produced a solution (TM6, PM3)".

"There are some technical problems with the internet, there are some disadvantages such as not being able to make eye contact, but I think it is generally more efficient, for example, how are you, are you okay, tea and coffee, these do not happen much, partly it saves ten or fifteen minutes from each meeting, we have to get straight to the point, everyone gets their tea, I don't know, I don't see this much, I mean there are some problems with some of our very traditional customers, of course I definitely don't like this, there are those who say come here, it's no problem, but we do not have a problem with our new generation customers, let's say our new generation customers under the age of forty (PM1)".

"It can have negative impacts on employee engagement, teamwork, productivity, well-being and therefore business results. It can also lead to increased turnover rates (PM2)".

Participants were asked, "Employees report that they want clear expectations, effective feedback, and psychological support from their managers in hybrid work. Can current hybrid work tools and methods help leaders meet these expectations?" and were asked to share their thoughts on this topic. The findings obtained according to the answers received are presented in the table below.

"We provide opportunities to meet the expectations of our employees with the digitalization of Human Resources systems, remote coaching, resilience and "Psychological Safety" trainings, "Our Culture of Speaking", "Well-being Roadmap" and our brand new "Employee Support" program that we have adopted as a company. In addition to our mentoring application, our reverse

mentoring program helps different generations understand each other better within the scope of diversity and inclusion and raise awareness by talking about expectations. If these existing tools and methods we use need to be updated according to the need, we follow up and take action by making the necessary evaluations (TM1)".

"In fact, human resources does not offer tools, it provides them, these are supported by environments such as the meeting-free hours I mentioned or let's chat with the CEO, have a competition, do Karaoke or form a group and design our own future and the future of the business together. In fact, people's needs have not changed, people's needs are the same, employees' needs are the same, we were just doing this physically in the same environment with a different tool, when we switched to the online environment and worked remotely, we started to develop different tools and I think this is very important in this respect. Companies also respond very quickly to this, there are many different tools in this sense, there is no need or lack of feedback on interaction and socialization, but we actually improve ourselves and meet this need using different channels and different tools (TM2)".

"If you do it sincerely and know what to pay attention to, I can say that you can present it again, this is about both the competency-based goals of the staff and their numerical goals, I do not think there is a problem in communicating these, that is, I think that the quality communication that you allocate to your employees outside of business processes is effective in answering your question, if you manage and structure this correctly, that is, if you structure the communication correctly, I believe that it does not pose a problem (TM3)".

"Yes, we need to discuss this a little bit. I mean, we have been working together for a very long time, even our last friend has been in our company for five years if I am not mistaken, so we knew each other well. But for example, we did not hire anyone during this process, one person left, sorry, two people left but we did not hire anyone right now, my biggest concern is how we will adapt that person to the system when we hire someone new. As I said for the existing ones, we have advantages because our staff is a bit senior, we know each other, there were not many big problems, friction, misunderstandings, we are comfortable there right now and our processes are very clearly defined, everyone knows what they are doing because the processes are clearly defined, so we did not have many problems, but as I said, if we had hired someone new, I think it would have been a real problem. We may have problems with teaching them a job, checking what they are doing, then giving them goals at work, etc. I do not know what companies are doing, there are even software for distance education, etc. So we have not experienced this yet, we have not experienced it fully (TM4, TM5)".

"It does, I think it's sufficient, here it is necessary to make some arrangements other than traditional things, such as keeping the meeting times short, keeping the interview times short, this is a scientific fact, as you know, people lose their belongings after a certain period of time, after twenty minutes, so I think it can be done with more target-oriented, more concise meetings, frankly (TM6)".

"So I don't know, maybe I'm approaching this question with a bit of a bias, it can be considered on the same side as the answer I gave to the previous question, but I think a bit differently about this, that is, it makes feedback difficult and makes needs in terms of psychological support difficult, these expectations are somewhat correct for employees and it is not easy to meet these expectations, institutions are not very ready for this, except for communication, that is, it is not the means by which communication is made, but the effects of doing it with these means that are important, this question is very difficult, it requires intensive work, that's why I don't think many institutions are ready, I don't think they provide this anyway, that's why I think they get feedback from employees, I think they are right (PM1)".

"Personal contact, eye contact, can really offer eye contact, there is no substitute for eye contact without a screen, we also did continuous pulse surveys to see what you felt was missing during the pandemic, there was a need for psychological support for a certain period, we did Webex for them, we brought experts to our friends' houses, at least on their screens, we found such a solution but I think there is no problem that cannot be solved, we can solve all these problems online, even remotely, with personal attention, we cannot solve only loneliness (PM2)".

"It is very true, feedback is something they want very much, especially with the generation you work with, especially Generation Y and Z, Generation Z is a generation that has very high expectations in terms of feedback, expects helicopter management, this period actually provided them with an opportunity because you can be reached very quickly and you can manage your time, we provide additional support like this (PM3)".

"Here, video calls, i.e. just phone calls or just correspondence, cannot fully reflect the effectiveness of face-to-face communication. There is naturally a difference between knowing that the manager is online and seeing him/her directly. From time to time, we try to overcome this by bringing teams together face-to-face with social activities (PM4)".

"So when we say these opportunities and tools, of course we focus on communication tools, as we do now, we actually hold such meetings with our employees, but in these meetings, in the meeting we are currently holding, there is still a lack of something called "human contact", of course, since we are used to it, we feel like we are meeting face to face even in this meeting, but when that contact with the people you work with is lost to some extent, we can experience

problems in some areas, although it varies from department to department, I would like to emphasize that there are problems especially regarding performance evaluations, because in a non-face-to-face environment, managers who cannot collect sufficient data for performance evaluations can sometimes get confused about how to give feedback, and our colleagues who receive this feedback can also get confused about what kind of data these discussions, conversations and feedback are about, especially in environments where work outputs are not tangible, creativity is at the forefront, one-on-one, as a team, where performance outputs cannot be measured intelligently, managers have difficulty, but we as the inspection board did not have much difficulty in these areas because our most important output is inspection. As I said, since the reports are in a digital environment, we can easily give feedback on issues such as who worked when and how much, which risks were met, which ones were tested how and who prepared the report, but it was not this easy in every department, the performances of those with very clear outputs were measured one-on-one as in the past, but some people, of course, like product development departments that require more creativity, had more difficulty communicating with people who were not connected to the online working process, of course you can increase those technical possibilities as much as you want, those Webex environments, online meetings etc. but when something is missing, when the human touch is missing, when something is missing in that process, I think this will continue to happen in the coming periods (PM5)".

"I would like to answer the question of whether leaders have strong hands or whether they are strong now with a question because I think this is the same in physical work, Mr. Gökhan, we have worked with profiles that come to the office with a big face in the morning and only say good morning to their team in this or that way, we have seen and heard in this context, if the leader really intends to do something, I think everything else is an excuse, if you are a leader who does not say good morning even when you are with your team, avoids feedback, does not appreciate, remote working has not changed much, in other words, if you are a leader who still says send me a message without sending an e-mail, they call themselves control and flinches, but I think this corresponds to a lack of trust. In short, although technology and tools strengthen the hands of leaders, I think the leaders' own competencies and motivation levels did not allow this opportunity to be realized, I think this is a problem caused by the leaders, not the tools, I think the tools are more than sufficient (PM6)".

Participants were asked, "Do you think that team leaders who provide higher employee motivation in remote working perform better in terms of communication?" and were asked to share their thoughts on this topic. The findings obtained according to the answers received are presented in the table below.

"Yes, so even though we as the inspection board did not experience any loss of productivity in this regard, there were those who did a better job than us psychologically, I observe this as follows, some departments had difficulty finding meaning in their work and that meaning, when they went home from work and entered an isolated environment, the work they did became routine and of course that routine decreased job satisfaction to some extent, I really appreciated the efforts of my other friends who I saw as effective leaders, frankly I had friends who communicated very well with their employees so that they did not lose the meaning they found in their work and this was effective in not losing the sense of belonging to the institution (TM1, PM6)".

"Clearly communicating expectations, timelines, and outcomes while working remotely, along with regular feedback, motivates employees and prevents them from feeling isolated. Leaders who do this are more than welcome (TM2, PM5)".

"Personal contact is important, even if it is not done physically, it is very important for us to make them feel that they are not alone by calling them on the phone, making a video call, sending them an e-mail and asking about their situation. When we were locked in our homes, we immediately developed a concept called team leader. Instructions, methods, working together, each leader communicating with the team under each Manager as soon as possible, and when these came together in a chain, environments were created where the whole company was connected to each other at least on a team basis (TM3, TM4)".

"First of all, empathy, when this man wakes up at eight thirty in the morning, he wakes up to a completely different world, now it's a very cliché proverb but I like it but it's also a bit witty, there is a saying that goes "the dead think the living eat halva every day", now when you look at it from this perspective, you may have woken up to a beautiful morning, your coffee may be ready at home, you may have done your sports at work, you may live in a beautiful place but for example in Alibeyköy, I don't know, in Sarıyer, Göztepe, Fikirtepe, the neighborhood is not very important for a man, he may be a single individual living away from his family, now this man does not wake up in the morning like you, he has no mother, no wife, no children, it may be difficult to ask him to start the day with the same motivation, the same desire, normally we should expect this of course but a leader who naturally gets his motivation from his friends thinks about what kind of morning it will be. Normally, if what happened in the past was applauded in meetings, you can do it online as well, in this sense, I think that managers who do not give up on appreciation do this process more correctly and manage it more successfully, I think the same thing about feedback. You know, they define a manager a bit like this; they actually manage themselves first, then their teams, then their work. I think it's hard to expect someone who can't motivate themselves to motivate others. I've seen similar comments in books or articles I've read. It won't be easy for people who can't

provide self-discipline to discipline others. I think management is something that starts with the person themselves and then moves outward to other people (PM1, TM5)".

" I think it is important to constantly bring the team together with various rituals, that is, it is important to constantly get together outside of work, at work etc., it is important to be visible, that is, it should not be like this, disappearing and not being seen for days, the leader should be an example, secondly, the incentive should be good, that is, it is important to show the employees who are worried that their performance will not be seen because they are far away and therefore they will not be able to rise, that this will not be the case, in fact, you can monitor them much more closely this way, I can say this as the second thing. There should be structured communication methods, but I mean it should not be like this, it should be more structured, it should be with communication methodologies that are established in certain orders, I think these leaders have appeared before (PM2, TM6)".

"The things I just said are normal in this life, how are they in offices right now, what are they touching with their employees, for example, we couldn't do something like come here and have a kebab at noon or let's have toast and ayran and come here, but you know, I did this a lot, I called almost every day about our friends who were sick and asked how they were, how are you, are you okay, I referred our workplace doctor friends to them, I referred our psychologist friend to them in terms of support, but of course, we couldn't have a chat like let's have a cup of tea or coffee here when we leave tonight, or we couldn't go downstairs and have a cup of tea and a cigarette, how's life going, how's things at home, or how's things going at the market, for example, they go around on the weekends, you couldn't ask them because they couldn't go anywhere on the weekends. (PM3, PM4)".

Participants were asked, "What are the most common causes of challenges on your team?" and were asked to share their thoughts on this topic. The findings obtained according to the answers received are presented in the table below.

The findings obtained according to the answers received are presented in the table below.

Table 4. The most common causes of difficulties in teamwork

What are the most common causes of challenges on your team?	N
Poor Social Interaction-Equality Policy	2
Lack of Understanding of Company Culture Among Employees	1
Difficulty Persuading Employees to Return to the Office	2
Inadequate Use of Physical Office Infrastructure-Weak Security	2
Overhead and Labor Costs	2

Difficulty Maintaining Work-Life Balance	1
Lack of Motivation	1
Coordination Issues	1

Participants' responses are as follows:

"Remote work leads to poor social interactions in the workplace. When face-to-face work is dominant, employees develop functional working relationships and friendships that create an effective work environment. In workplaces where hybrid work is widely adopted, there is poor interaction, especially among employees hired remotely. Younger employees struggle to gain experience, and employees face challenges such as a lack of understanding of the company culture. One of the biggest challenges in the hybrid model is ensuring parity between office workers and those working from home (TM1, PM3)".

"A company is defined by the way it does business, the organizational structure among its employees, and how collaborative its employees are. However, these concepts are not achievable when there is minimal contact between employees due to hybrid working. When employees are left to work independently from home, they are bound to miss out on the nuances of their company's work culture (TM2)".

"Employees are reluctant to return to their physical offices. When remote workers need to be called into the office unplanned on certain days of the week or month, it may not be possible to reach the employee or the employee may not want to come. In this case, a hierarchy problem arises between the employer and the employee. After the transition to the hybrid system, the employee does not want to work in the office environment full-time again, which affects the employer's right to manage and sometimes leads to conflicts. Employers are rapidly adopting a hybrid work culture due to the demands of employees after the pandemic. According to research, some employees say they will change jobs if they have to return to work (TM3, PM1)".

"Employees are returning to the office, but not full-time. Expensive facilities that companies built to make workplaces comfortable before the pandemic were not used during the peak of the pandemic. In the end, hybrid work is better than working from home, but it does not fully serve the employers' desire to have offices back online. A virus brought into the company network from an unsecured network used by remote workers at home and the transfer of important data to unintended hands can have undesirable consequences not only for the company but also for the customers. The result of data theft is that no one wants lawsuits that go unsolved for years (TM4, PM2)".

"Remote work culture employers did not have to pay extra parking space, service costs. On the other hand, office supplies-work desk-work chair and internet bills were covered with certain budgets so that remote workers could prepare a suitable working environment at home. In the future, they will also have to pay for workspace rent per square meter, electricity, water, etc (TM5, PM4)".

"Hybrid work combines the best of remote and in-person work cultures, but it also has its drawbacks. Remote workers tend to work longer hours and have difficulty detaching themselves from work. A common occurrence in hybrid work culture is that employees work overtime outside of standard work hours. There is no legal regulation or established case law regarding proof of overtime when working from home (TM6)".

"Poor Business Communication When employees lack good communication in their workplace, they may lack motivation to work. Lack of communication can also lead to wasted work hours doing the wrong task until instructions are received to do otherwise (PM5)".

"Hybrid work reduces team coordination and collaboration issues. Coordinating a hybrid team presents a challenge for management in terms of coordinating both employees who prefer to work remotely and those who prefer to work in the office. Similar to communication, without deliberate efforts by management to include remote workers in the decision-making process, they can easily be left out. It often starts with small, unimportant decisions that eventually escalate into more important decisions, and remote workers find themselves being left out. This can then lead to claims of bullying and discrimination (PM6)".

Participants were asked, "Leaders in hybrid work report that the toughest challenges they face with their teams are control, lack of direct communication, and team motivation. What challenges have you faced?" and were asked to share their thoughts on this topic. The findings obtained according to the answers received are presented in the table below.

"Of course, I experienced it like every manager, I can say that I did not experience too many control and supervision difficulties, frankly, working on a project basis and adopting it as a working philosophy made me feel very comfortable, my delivery dates were always clear, intermediate checkpoints were clear, reporting dates were clear, I did not need supervision in this sense, we did not have any problems there since we planned and put them on the calendar from the beginning, but I experienced a lack of communication, lack of direct communication and team motivation, I had a very negative friend in my team, for example, I was a newly hired manager, now we are having a meeting, friends, let's do a new project like this or there is a request for such a project, "no way, we have tried something like this before, no way, definitely not" these are not that clear and a friend who said no easily broke both my motivation and the motivation of my other

colleagues. This friend of ours drove me to a dead end in terms of communication in the first two or three meetings and I preferred not to bother him because I needed to know and understand him, but I changed my method from the fourth meeting onwards, what is the solution? "I think we have talked enough about the problem, what do you think should be done next?" I tried to draw him a little more towards the solution by saying. There were points where I could not make progress in this regard and at the end of this we had a feedback meeting with him and by mentoring with a little more concrete examples, we made him feel what these words evoke on the other side, for example, how would you feel if I did the same to you, for example, there is someone who constantly says no, we are here to solve problems, the biggest challenge I experienced in this context was having a teammate in the team who constantly says no and is negative. What happened with the lack of direct communication, I did not prefer to give any feedback in writing, I did everything either via video or by phone but my priority was always video, in this sense I can say that I minimized the lack of direct communication, it did not create any difficulties for me (TM1, PM6)".

"As I said at the beginning, since we were using the Audit Management Tool, we had previously shifted all our work to this digital environment, so we did not experience any loss of productivity. We had already created a reflex in the form of a manual habit, and the friends who joined us were quickly learning how to use it. In fact, what we had more difficulty with were some risks that were emerging on the new horizon and that we needed to focus on more, that we needed to talk about a lot. Inspectors need to talk a lot among themselves so that we do not overlook them and focus on them with more effective audit techniques. This discussion environment has weakened a little. Although online environments seem more flexible, in fact, organizing, planning them and progressing in a more formal flow has come to the agenda. In fact, informal inspectors come side by side in the office environment. There is such a development, have you noticed? Let's include this, let's exclude this, etc. Frankly, we felt that the absence of that discussion environment suddenly disappeared from the environment, but later we adapted to it by increasing the frequency of these online environments, but as I said, it is effective to a certain extent, we expect that face-to-face environment to return as soon as possible (TM2, PM5)".

"Of course, if you look at the process as audit and control, things change there, so I think things are being managed, people are being directed, so when you switch to audit and control, of course this does not happen, trust does not prevent control, but when you approach people and control them, trust disappears, that relationship is damaged, good performance management and individual performance management are required both in terms of what we need to do as an

institution and what we need to do as an institution, we spent more time to establish that system (TM3, PM4)".

"As I said before, I agree with motivation, I don't think there is a difficulty in communication on the motivation side, as I said, the issue of control is already a breaking point, because the third thing you listed is moving away from a superior-subordinate relationship that controls employees' working hours and meal times, and towards a management where more autonomy is high and more result-oriented project-based work is evident. The pandemic has accelerated this working order a lot (TM4, TM5)".

"In our culture, where communication and close collaboration between teams are intense, the biggest challenge has been motivating teams, and the "face-to-face" part of this communication has suddenly disappeared. The decrease in face-to-face communication, the work done in the office with short conversations has now become a topic of discussion through online meeting invitations, the increase in the number of meetings in particular, and the mixing of work and private life have led to long working hours. We see that leaders who provide higher motivation in their teams keep various communication channels open at all times, use digital communication channels effectively and follow and implement developments in this regard, meet with their teams regularly and do this not only for business purposes but also for social interaction, work to reduce the workload of their teams and eliminate obstacles, care about the work-private life balance and well-being of employees, and consciously strive to develop in these areas (TM6, PM3)".

"As human resources teams, we hold one-on-one meetings while working remotely as much as we do in office work. Employees also encountered an unfamiliar process because they had just started working remotely. There were adaptation problems due to the process being accelerated due to the pandemic. Many teams wanted to come to the office even if it was not mandatory or wanted, and video meetings that lasted longer than necessary caused a waste of time (PM1)".

"We don't have any problems with supervision, guys, this is our general way of working, everyone is obliged to do their job, I don't need to see them physically, so we didn't experience such a problem, I can only say that we experienced the difficulties of being a team, working remotely as a team, other than that we didn't experience many problems. We are a structure that learns from each other in teamwork, we can be successful by working together, working hard, this is how we learn. Of course, we had some deficiencies there during this period, when we moved to a physical environment we are looking for ways to close these, now those missing habits of working together, that culture because in the meantime we didn't stop and hired new employees

to our company, many of those new employees haven't seen the office for a year and a half, they haven't seen the office environment, they worked remotely, now we are in the period of compensating them (PM2)".

Participants were asked, "What strategies or methods do you personally use to manage challenges in your role as a project manager/team member?" and were asked to share their thoughts on this topic. The findings obtained according to the answers received are presented in the table below.

"A pre-employment and integration strategy can be created. A pre-employment program includes an orientation about the company's values, culture, and expectations of employees. One-on-one communication is essential for new hires. It's important to introduce new hires to the team and encourage them to participate in virtual team bonding events. Proper onboarding efforts also reduce employee turnover. Bridging the gap between a distributed workforce is perhaps crucial to creating a strong new company culture. Managers can hold meetings for employees to voice their ideas, encourage remote workers to provide input, and seek regular employee feedback to make improvements as new systems are implemented. (TM1, PM4)".

"Buddy programs and performance reviews can be emphasized. Pairing a new employee with a senior employee, or buddy, can be an effective way to begin training. However, it is important for the senior employee to periodically evaluate the new employee's performance and provide feedback for improvement. Managers should also check in with the employee in person from time to time to see how they are doing and address any challenges they may be facing. (TM2, PM3)".

"Managers and leaders must also be developed. Managers and leaders of distributed teams must be trained to address the new challenges associated with a hybrid workforce. What is needed most in a hybrid workforce is an employee-centric and adaptable manager and leader. Improving digital skills, implementing new working approaches, and restructuring existing operational strategies are vital. Employee skill development and feedback: Employees need to be trained to navigate the new mode of work. Regular training and feedback can help employees accelerate their transition to the new way of working. (TM3, PM5)".

"Workspaces should be redesigned. Offices should be designed for team collaboration and teamwork. They should also provide areas that encourage employees to focus. Therefore, fluidity is vital in hybrid office designs, so that the office can be changed and transformed according to need. It is important to update and develop software and software infrastructures against security, privacy and cyber threats for workspaces and employees, to create the necessary legal infrastructure and to perform regular updates and audits. (TM4, PM1)".

"While hybrid workplaces are not completely devoid of human connection, remote workers may find it difficult to integrate with their on-site team. It is essential that management makes a conscious effort to build a virtual team. Virtual interactive assistants can provide meaningful virtual connections through fun synchronous activities and events. As physical office buildings shrink, appropriate space management expertise will be required to prevent overcrowding or underutilization of available space. Creating a reservation system can be an ideal way for employees to reserve space using the office. Using company-wide software can provide clarity about available spaces or allow employees to register and reserve space in advance. (TM5, TM6, PM2)".

Participants were asked, "The problems you encountered while dealing with the challenges on your team and the solution?" and were asked to share their thoughts on this topic. The findings obtained according to the answers received are presented in the table below.

The findings obtained according to the answers received are presented in the table below.

Table 5. Problems and solutions you encounter when dealing with challenges in your team

The problems you encountered while dealing with the challenges on your team and the solution?	N
Uncertainty about project progress	2
Poor communication	2
Scope creep	2
Inaccurate estimates	1
Insufficient resources	2
Unclear expectations	1
Inconvenient toolbox	2

Participants' responses are as follows:

"Here we are talking about team member expectations and stakeholders' expectations of the team's work. While these two situations are slightly different, we can use similar strategies to solve both challenges. For clients, make sure you understand the project's core business goal. What do they want to achieve? How will this project help them achieve that goal? If you don't have the answers, this always leads to project management challenges. Don't be afraid to ask questions, and when you're ready to validate, discuss the project scope and expectations. Sometimes, it can even be helpful to specifically state what's outside the scope of work. To make sure your team understands the project expectations, encourage them to ask questions and

clearly explain the reasons behind different tasks. Remember, team members also need to have a solid understanding of the project's business goals (TM1, PM5)".

"Resource constraints on projects can have serious consequences. After all, you need people with the right skills to get your project off the ground. The problems here can start in the project planning phase when you want to put the team together. A leader may have difficulty identifying suitable resources to join the project team, especially if they have a resource calendar to manage all their employees. Ideally, you want to be able to search for specific skills in the company's resource pool, for example. Of course, you also need to make sure that the people you want to bring on the team are ready to work at a certain time. This is where a resource calendar comes in handy. Having visibility into your resource capacity (learn more about resource capacity planning) and availability is a vital element of risk management. For example, if one of your team members becomes unavailable due to unforeseen circumstances, you can find a replacement more quickly. The right project management software is part of the whole project and its challenges (TM2, PM6)".

"Granted, project estimating is a complex topic. Project and resource management and estimates are rarely extremely accurate. But that doesn't mean you should give up and assume your team's estimates will be wrong. There are things you can do to tip the scales in your favor: Gather all requirements before you start estimating. Discuss them with stakeholders to make sure the leader and team fully understand their nature and potential dependencies. Ask subject matter experts (e.g. software developers, quality assurance experts, etc.) to participate in the estimating session. Their input will be invaluable and will help produce more accurate estimates. Use a proven technique for project estimating. (TM3, PM4)".

"When project managers are asked about their project management challenges, scope creep is likely at the top of their list. It's a fairly common occurrence and occurs when the project scope gets out of control. This can be due to a poorly defined project scope, pressure from internal and external stakeholders, or the lack of a defined change management process. Fortunately, as a project manager, you have a few strategies to manage scope creep and even prevent it in the first place. It all starts with a well-designed scope of work. Effective project scope management can help you a lot: once you've defined and validated all project requirements, you'll be more confident about the scope of your project. (PM3)".

"In the marketing project management industry or even in companies that specialize solely in communication, it can be difficult to avoid misunderstandings caused by poor leadership and poor communication. Project managers need to communicate effectively with project team members, clients, other stakeholders, and even their own managers. Each of these parties may

need a different communication style and different channels to communicate. It is imperative that the project manager creates a communication plan and shares it with everyone involved. Define communication channels, set guidelines for project updates (e.g. project status reports), and most importantly, avoid ineffective meetings! This will help maintain the right level of project transparency and avoid communication difficulties on your projects. With many teams working remotely due to the global pandemic, communication may have become a challenge even for businesses that were doing well up until then. Even a camera may not be enough for a great Zoom meeting. (TM4, PM2)"

"Every project manager needs to be able to track the status of a project. This has several benefits: You can track budgets, monitor your team's workload, and identify potential areas for improvement. For example, marketing project managers can use an SEO tool and resource planning software to analyze the effectiveness of their staff and identify gaps in their performance. Knowing where things stand allows you to make data-driven project management decisions. You can also react more quickly when things aren't going according to plan. There are many different ways to measure the health of your project. We recommend tracking the following metrics: Fuel burn rate – Checking how quickly the budget is being spent is valuable for project managers, as it gives them a quick way to check if the project is on track; Estimates vs. Actuals – Comparing estimated hours to actual hours spent by your staff is a great way to spot potential problems early on; Resource utilization – Allows you to assess the workload of your team members. You'll see who has too much work and is in danger of being overworked. You'll also know who can take on more tasks. (TM5)"

"Project planning tools are there to help you and your team successfully deliver projects. But for that to happen, you need to use the right tools for your business. Otherwise, you could end up spending a lot of time training your employees to use apps that have no tangible impact on their work. Imagine a situation where some members of your project team are on the go, like going to a client. If you ask them to track time with a project management software that doesn't have a mobile version, it's going to be a pain. Furthermore, their timesheets will likely not be accurate because they'll fill them in retroactively. Before you decide to add a new app to your team's toolbox, start by listing your needs. Then, check if a particular tool meets those needs. Does it integrate with other tools your team uses? Can it be customized to reflect your company's processes? Using tools that support your team's workflow will make life easier for the team and the project manager. (TM6, PM1)"

Participants were asked, "How can team members and project managers collaboratively improve challenge management?" and were asked to share their thoughts on this topic. The findings obtained according to the answers received are presented in the table below.

The findings obtained according to the answers received are presented in the table below.

Table 6. Effective practice methods for team members and project managers to manage challenges in a hybrid working model

How can team members and project managers collaboratively improve challenge management?	N
Developing a Hybrid Culture with Employees	2
Setting Clear Boundaries and Communicating Those Boundaries Clearly	2
Providing Flexibility in Office Use	2
Encouraging Face-to-Face Communication	2
Planning Social Activities That Strengthen Team Bonding	1
Analyzing the Costs of Hybrid Work in Detail	2
Supporting Employees in Every Area	1

Participants' responses are as follows:

"Integrating the hybrid working model into the corporate culture ensures that employees embrace the model and succeed in implementing it. Taking into account employees' opinions and suggestions and including them in decision-making processes should be at the core of this process. Regular meetings, workshops, and team-building events can be organized to increase employee engagement. Such events help create a strong bond and a common corporate culture among employees who work both in the office and remotely (TM1, TM4)".

"Analyzing the costs of a hybrid model in detail can help businesses manage their budgets more effectively. In addition to office and technology infrastructure costs, it's important to consider the cost of equipment and resources needed for remote work. This analysis can help businesses optimize costs and increase their overall profitability. (TM2, TM5)".

"Social activities are especially important in a hybrid work model, as physical meetings may not always be possible. Planning regular social events and team-building activities to create strong bonds between team members can improve employee satisfaction and team dynamics. For example, activities like after-work socials, team sports days, or virtual coffee breaks can help team members build better relationships with each other. (TM3, TM6)".

"Setting clear boundaries in a hybrid model helps maintain work-life balance. Communicating clear work hours, tasks, and responsibilities to employees allows them to better

plan their daily tasks. Additionally, communicating these boundaries clearly helps employees manage their workload and reduce stress levels. Clear policies and expectations help employees understand what they can achieve in a hybrid model (PM1, PM4)".

"Supporting employees both professionally and personally is a critical factor for success in a hybrid work model. Providing training opportunities, organizing career development programs, and investing in employees' health and well-being can increase their loyalty to the company and overall productivity. This support can also reduce turnover rates and improve employee satisfaction (PM2)".

"Providing flexibility in the use of your office space is a key element of a hybrid work model. Allowing employees to schedule the days and times they come to the office to suit their own needs can increase work efficiency. For example, allowing employees to arrive early to avoid traffic or leave early for important personal business increases their overall satisfaction and engagement with their work. (PM3, PM5)".

"Encouraging face-to-face communication in a hybrid work model fosters collaboration and team spirit. Using office time for team meetings, brainstorming sessions, and social activities strengthens the bond between employees. This allows collaboration to continue while working on independent projects during remote work days (PM6)".

Participants were asked, " How to Optimize Communication and Collaboration to Eliminate Challenges in a Hybrid Work Environment?" and were asked to share their thoughts on this topic. The findings obtained according to the answers received are presented in the table below.

The findings obtained according to the answers received are presented in the table below.

Table 7. Optimizing Communication and Collaboration in a Hybrid Work Environment

How to Optimize Communication and Collaboration to Eliminate Challenges in a Hybrid Work Environment?	N
Choosing Communication Tools and Platforms	4
Organizing Virtual and Physical Meetings	6
Methods to Strengthen Team Dynamics and Collaboration	2

Participants' responses are as follows:

"Communication tools are one of the most important factors that determine the effectiveness of the hybrid work model. Choosing the right communication platforms ensures that employees communicate efficiently and that the workflow is continuous. Messaging applications such as Slack and Microsoft Teams; video conferencing tools such as Zoom and Google Meet; and project management software such as Asana and Trello can be preferred to meet these needs. These

tools facilitate business processes with their user-friendly interfaces and various integration options. (TM1, TM2, PM3, PM6)".

"Regular team events, group work, and interactive workshops are important for strengthening team dynamics and collaboration. These events increase communication between team members and enable employees in different locations to connect with each other. Additionally, clarifying each employee's role on the team and recognizing each member's contribution increases collaboration and motivation (TM3, TM5, TM6, PM1, PM4, PM5)".

"Proper planning and management of virtual and physical meetings is one of the key components of the hybrid work model. Virtual meetings should be accessible to remote workers and provide simultaneous information sharing with those working in the office. On the other hand, physical meetings should be specially organized to strengthen team ties and encourage face-to-face collaboration. In both types of meetings, agendas should be clearly defined and meeting hours should be used efficiently (TM4, PM2)".

Effective communication and collaboration in a hybrid work environment plays a central role in the success of an organization. Choosing the right tools and platforms is critical for employees to communicate effectively with each other, both in the office and remotely. Additionally, organizing virtual and physical meetings is important for employees to coordinate on projects and share information. In this environment, methods for strengthening team dynamics and collaboration can be used to support collaboration and team spirit.

In conclusion, hybrid work is the future of work systems, but employers and managers need to overcome many challenges and find how to solve these challenges in order to benefit from it in the best way possible. In one leg of this, although the legal infrastructure does not have sufficient regulations, law emerges as the most important support and infrastructure element. The simultaneous creation of the rules and legal infrastructure of the new model is also extremely important in terms of labor law processes. In this sense, it is inevitable that contracts, recruitment and termination processes, procedures, announcements, commitments will be reprocessed, revised and/or created according to the experiences.

4. CONCLUSIONS AND RECOMMENDATIONS

With the importance of physical meetings coming to the fore, in some cases, the limited number of spontaneous meetings, the interruption of cases and meetings heard together in the legal process, the damage to the sector due to developments in operations and the decrease in financial gains in other aspects have caused serious disruptions in business life. Internet connection, table and chair, design conditions and the infrastructure of the computer owned affect the quality of the online meeting and the outcome of the meeting in parallel. Although hybrid work is expected to become widespread in the future, it is not possible to switch to 100% hybrid work in some sectors. There are sectoral differences that determine this transition, as well as factors originating from geography and the cultural structure of the countries. Another important observation obtained from the participant's evaluations on this subject is that the perspective on hybrid work contains serious differences between the beginning of the pandemic and the final point reached today. While the participant initially thought that he would return to the office full-time when the pandemic was over, he now believes that hybrid work will have a greater place in business life. In this change of perception, the power of truly experiencing a process and its outputs to change thoughts is seen.

Designing a model according to the needs of your organization, sector, and employees increases the efficiency of the application. When creating a customized hybrid model, the nature of the job, the roles of the employees, and their workloads should be taken into account. In addition, the process of developing a hybrid culture in collaboration with employees accelerates the institutional acceptance and adoption of this model. Setting clear boundaries and clearly communicating these boundaries is critical for a successful implementation. Details such as which days employees should be in the office, what hours they will be online, and what their delivery times are ensure that the workflow operates in an orderly manner. Providing flexibility in office use and encouraging face-to-face communication are other important factors that increase the effectiveness of this model.

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ANNEXES

ANNEX 1: Interview guide

The interviews are planned to take around 30-60 minutes.

1. Explain briefly the topic and focus of the study.

2. The anonymity of the interviewee will be protected, so honesty is very much welcomed.

3. There are no right or wrong answers, only opinions and experiences.

4. Request for permission to record the interview.

Theme	№	Interview question
Teamwork and leadership	1	What do you think about teamwork and leadership?
	2	"In your opinion, how should a leader be in a hybrid environment and what is the importance of the leader for the business?"
Communication tools	3	"What tools do you use most for team communication: email, phone, meeting software (Zoom, Webex, Teams, etc.), and WhatsApp?"
	4	Have current communication tools been sufficient to communicate with your teams in your hybrid working experience? Should new communication tools be developed for hybrid working?
	5	Is there a special method you developed or a tool you use to keep communication close with your employees in your team?
Hybrid working and communication within the organization	6	What negative effects can communication problems in hybrid work have on individuals and institutions?
	7	Employees report that they want clear expectations, effective feedback, and psychological support from their managers in hybrid work. Can current hybrid work tools and methods help leaders meet these expectations?
	8	Do you think that team leaders who provide higher employee motivation in remote working perform better in terms of communication?
Causes of difficulties between team	9	What are the most common causes of challenges on your team?

members/project manager and team members	10	Leaders in hybrid work report that the toughest challenges they face with their teams are control, lack of direct communication, and team motivation. What challenges have you faced?
Difficulty management in the team (solutions)	11	What strategies or methods do you personally use to manage challenges in your role as a project manager/team member?
	12	The problems you encountered while dealing with the challenges on your team and the solution?
Interventions and future measures in managing challenges in hybrid teams	13	How can team members and project managers collaboratively improve challenge management?
	14	How to Optimize Communication and Collaboration to Eliminate Challenges in a Hybrid Work Environment?

ANNEX 2: Example of transcribed interview

Interview 12

Position – Administrative assistant

Experience as TM – 3 years

- Interviewer: I,

- Respondent: R.

I: hello, and thank you for agreeing to participate in my research.

R: it is my pleasure.

I: So, I'm going to ask you a few questions about the challenges for leadership and teamwork in hybrid teams from the perspective of project managers and team members, and I hope you'll answer honestly.

R: yes, of course, whatever you need.

I. Question: What do you think about teamwork and leadership?

R. Answer: The leader knows himself, manages his emotions, is aware of his strengths and weaknesses, maintains his balance under pressure, does not become a slave to the passion for success and winning, and does not become dizzy with the privileges of the position he has achieved.

I. Question: "In your opinion, how should a leader be in a hybrid environment and what is the importance of the leader for the business?"

R. Answer: In remote work, the leader should be supportive and act in a way that keeps the team's motivation high and does not make them feel that they are far away. He/she should be able to keep the communication between the teams alive and make them feel that they are not alone.

I. Question: "What tools do you use most for team communication: email, phone, meeting software (Zoom, Webex, Teams, etc.), and WhatsApp?"

R. Answer: Whatsapp was very useful for us in group sharing and instant transactions at first, but we had switched to Gsuite before the pandemic, I don't know if you use Gsuite? It has a very nice collaboration environment, many people can work on it at the same time and work efficiently, you don't even need to be connected, you can solve everything at the same time via the link, there is

also a chat feature, we can now load it to phones, we use Gsuite's emails, chat and all kinds of drives and presentations 24/7, in fact, the place where our phones are is now our office, we can even do live broadcasts, we can connect, we can project presentations, we can even make updates to the presentation.

I. Question: Have current communication tools been sufficient to communicate with your teams in your hybrid working experience? Should new communication tools be developed for hybrid working?

R. Answer: Our current communication tools were more than sufficient, our bank had been foresighted and fortunately had obtained a license to use Adobe Webex before the pandemic. Also, should new communication tools be developed? I think communication tools that will support communication should be developed, so we can think of this as project management modules. In this sense, the communication tools we currently use are sufficient, but we also look favorably on project management modules that will support this, increase nonverbal or verbal communication and facilitate follow-up, and I think these should be developed.

I. Question: Is there a special method you developed or a tool you use to keep communication close with your employees in your team?

R. Answer: We have a Whatsapp group, we have created various groups where the whole team is together, so we can talk both in writing and by video as if we were in the office, Whatsapp groups are the most common, apart from that we also did some things at work, as I said before, for example, we had happy hours at work for a certain period of time, for a very long year and a half, we did things where we got together at certain times of the week just to chat, these types of groups worked, thanks to these groups, as I said, there is no big problem in terms of communication.

I. Question: What negative effects can communication problems in hybrid work have on individuals and institutions?

R. Answer: In fact, I don't think there is any difference between the communication problems caused by remote working and the communication problems caused by on-site working. In this sense, I don't think Covid has created a communication problem caused by remote working in this sense. Especially, there are a few human nuances between the communication done by seeing each other, like Zoom, which we are doing right now, and face-to-face communication.

Other than that, I don't think there is any difference from normal communication. So I can answer your question by saying that I don't think it has a negative effect.

I. Question: Employees report that they want clear expectations, effective feedback, and psychological support from their managers in hybrid work. Can current hybrid work tools and methods help leaders meet these expectations?

R. Answer: We provide opportunities to meet the expectations of our employees with the digitalization of Human Resources systems, remote coaching, resilience and "Psychological Safety" trainings, "Our Culture of Speaking", "Well-being Roadmap" and our brand new "Employee Support" program that we have adopted as a company. In addition to our mentoring application, our reverse mentoring program helps different generations understand each other better within the scope of diversity and inclusion and raise awareness by talking about expectations. If these existing tools and methods we use need to be updated according to the need, we follow up and take action by making the necessary evaluations.

I. Question: Do you think that team leaders who provide higher employee motivation in remote working perform better in terms of communication?

R. Answer: Yes, so even though we as the inspection board did not experience any loss of productivity in this regard, there were those who did a better job than us psychologically, I observe this as follows, some departments had difficulty finding meaning in their work and that meaning, when they went home from work and entered an isolated environment, the work they did became routine and of course that routine decreased job satisfaction to some extent, I really appreciated the efforts of my other friends who I saw as effective leaders, frankly I had friends who communicated very well with their employees so that they did not lose the meaning they found in their work and this was effective in not losing the sense of belonging to the institution.

I. Question: What are the most common causes of challenges on your team?

R. Answer: Remote work leads to poor social interactions in the workplace. When face-to-face work is dominant, employees develop functional working relationships and friendships that create an effective work environment. In workplaces where hybrid work is widely adopted, there is poor interaction, especially among employees hired remotely. Younger employees struggle to gain experience, and employees face challenges such as a lack of understanding of the company culture. One of the biggest challenges in the hybrid model is ensuring parity between office workers and those working from home

I. Question: Leaders in hybrid work report that the toughest challenges they face with their teams are control, lack of direct communication, and team motivation. What challenges have you faced?

R. Answer: Of course, I experienced it like every manager, I can say that I did not experience too many control and supervision difficulties, frankly, working on a project basis and adopting it as a working philosophy made me feel very comfortable, my delivery dates were always clear, intermediate checkpoints were clear, reporting dates were clear, I did not need supervision in this sense, we did not have any problems there since we planned and put them on the calendar from the beginning, but I experienced a lack of communication, lack of direct communication and team motivation, I had a very negative friend in my team, for example, I was a newly hired manager, now we are having a meeting, friends, let's do a new project like this or there is a request for such a project, "no way, we have tried something like this before, no way, definitely not" these are not that clear and a friend who said no easily broke both my motivation and the motivation of my other colleagues. This friend of ours drove me to a dead end in terms of communication in the first two or three meetings and I preferred not to bother him because I needed to know and understand him, but I changed my method from the fourth meeting onwards, what is the solution? "I think we have talked enough about the problem, what do you think should be done next?" I tried to draw him a little more towards the solution by saying. There were points where I could not make progress in this regard and at the end of this we had a feedback meeting with him and by mentoring with a little more concrete examples, we made him feel what these words evoke on the other side, for example, how would you feel if I did the same to you, for example, there is someone who constantly says no, we are here to solve problems, the biggest challenge I experienced in this context was having a teammate in the team who constantly says no and is negative. What happened with the lack of direct communication, I did not prefer to give any feedback in writing, I did everything either via video or by phone but my priority was always video, in this sense I can say that I minimized the lack of direct communication, it did not create any difficulties for me

I. Question: What strategies or methods do you personally use to manage challenges in your role as a project manager/team member?

R. Answer: A pre-employment and integration strategy can be created. A pre-employment program includes an orientation about the company's values, culture, and expectations of employees. One-on-one communication is essential for new hires. It's important to introduce new hires to the team and encourage them to participate in virtual team bonding events. Proper onboarding efforts also reduce employee turnover. Bridging the gap between a distributed workforce is perhaps crucial to creating a strong new company culture. Managers can hold

meetings for employees to voice their ideas, encourage remote workers to provide input, and seek regular employee feedback to make improvements as new systems are implemented.

I. Question: The problems you encountered while dealing with the challenges on your team and the solution?

R. Answer: Here we are talking about team member expectations and stakeholders' expectations of the team's work. While these two situations are slightly different, we can use similar strategies to solve both challenges. For clients, make sure you understand the project's core business goal. What do they want to achieve? How will this project help them achieve that goal? If you don't have the answers, this always leads to project management challenges. Don't be afraid to ask questions, and when you're ready to validate, discuss the project scope and expectations. Sometimes, it can even be helpful to specifically state what's outside the scope of work. To make sure your team understands the project expectations, encourage them to ask questions and clearly explain the reasons behind different tasks. Remember, team members also need to have a solid understanding of the project's business goals

I. Question: How can team members and project managers collaboratively improve challenge management?

R. Answer: Integrating the hybrid working model into the corporate culture ensures that employees embrace the model and succeed in implementing it. Taking into account employees' opinions and suggestions and including them in decision-making processes should be at the core of this process. Regular meetings, workshops, and team-building events can be organized to increase employee engagement. Such events help create a strong bond and a common corporate culture among employees who work both in the office and remotely

I. Question: How to Optimize Communication and Collaboration to Eliminate Challenges in a Hybrid Work Environment?

R. Answer: Communication tools are one of the most important factors that determine the effectiveness of the hybrid work model. Choosing the right communication platforms ensures that employees communicate efficiently and that the workflow is continuous. Messaging applications such as Slack and Microsoft Teams; video conferencing tools such as Zoom and Google Meet; and project management software such as Asana and Trello can be preferred to meet these needs. These tools facilitate business processes with their user-friendly interfaces and various integration options.

I: thank you for your time and dedication, your answers are very valuable to me and the study. If you would be interested, I definitely would like to share my survey results with you.

R: of course, will wait for the results!