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COMMUNICATIVE MANAGEMENT IN A HYBRID WORK ENVIRONMENT: CHALLENGES, STRATEGIES, AND PSYCHOLOGICAL SAFETY

This study examines the effects of hybrid work arrangements on internal communication effectiveness and employees' well-being in organizations. Following a quantitative strategy, data were collected through an online survey of 156 IT and education sector employees in Ukraine, who all work in hybrid settings on a daily basis. The study explores the effect of various communication channels, managerial feedback, and digital fatigue on employee satisfaction with internal communication processes. The findings indicate that effective use of asynchronous communication tools, such as messaging apps and email, is positively correlated with communication satisfaction ($r = 0.52, p < 0.01$), and that regular, quality feedback from management additionally enables greater satisfaction levels ($r = 0.67, p < 0.001$). In contrast, high rates of videoconferencing are associated with increased digital fatigue ($r = 0.61, p < 0.01$), as reported by 60% of respondents. There were also large differences between managers and non-managerial employees ($F = 5.82, p = 0.003$) and across professional sectors, highlighting the requirement for context-specific communication interventions. Common barriers such as technical issues (45%) and lack of feedback (41%) were also reported. Actionable recommendations emanating from these findings are simplifying the use of asynchronous tools, feedback loop refinement, reducing digital fatigue through policies like no-meeting days, and investing in communication infrastructure. The study offers actionable guidance for managers seeking to build communication effectiveness and employee engagement in hybrid working contexts, pointing to the need for balanced and adaptive communication strategies that address both organizational goals and employee well-being.

Keywords: hybrid work, communicative management, internal communications, asynchronous communication tools, management feedback, digital fatigue, digital well-being, employee satisfaction.

Problem statement. The shift toward hybrid work has appeared as a topmost pivotal shift in today's corporate arena. Communication arrangements being used within such environments need different kinds of information processing, reporting, and safety psychology. Hybrid work – the intermix of office and distant – has gained rapid popularity over recent years; spreading it everywhere seems to be one of the foremost organizational managerial shifts in post-COVID-19 times. This setup needs redrawing the lines of time-honored communication strategies between staff, departments, and administrators. With these new conditions, the role of communicative management becomes increasingly crucial – not only to ensure effective information exchange but

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also to maintain emotional engagement, trust, and employee identification with the organization.

Analysis of the latest research and publications. Communicative management is defined as the act of planning, controlling, organizing, and managing a company's internal and external communications [3]. In hybrid working, researchers have found that new communication technology such as Microsoft Teams and Zoom is replacing traditional face-to-face meetings [14]. Internal communication, according to Mazzei [11], is an organizational function that strengthens employee integration, support of organizational culture, and conflict prevention. However, hybrid work danger looms by way of information noise, lost context, and lost informal sharing of knowledge [1].

Studies [10, 13] show that mutual understanding and trust in remote sites are positively correlated with the frequency and consistency of communication. Media richness theory [4] and media synchronicity theory [5] both emphasize the compatibility of communication media with task requirements.

Literature further refers to the heightened focus on emotional leadership in such new situations [8], and the need for shaping communication patterns to remote modes [15].

Methodology. The objective of this research is to determine the impact of the hybrid work model on organizational internal communication efficiency and offer practical suggestions for managers to improve communication processes and mitigate potential remote work challenges. The hybrid model integrates traditional office-based work with remote work, which requires adjustments to communication strategies.

A quantitative approach was employed through the use of online surveys. This enables data to be collected from numerous respondents in a short time, rendering the results representative and generalizable to large populations.

Web-based surveys also facilitate the collection of objective data on employees' perceptions of internal communication efficacy and main obstacles encountered in hybrid working spaces. The method is also respondent-friendly in the sense that it allows respondents to complete the questionnaire at a convenient time while staying anonymous, thus enhancing response accuracy.

The study sample consisted of 156 employees in the IT and educational sectors. Respondents were selected on the basis of voluntary participation and by the criterion of permanent work in a hybrid work format. All the respondents are in Ukraine, and the survey was conducted from January to March 2025.

This sample permits the examination of industry-specific communication practices since they may be quite different from one industry to another. It has participants with differing levels of experience and from different organizational structures.

Data were gathered through a structured questionnaire consisting of 28 closed-ended questions. This provided clear categories of response and objectivity in analysis. The questionnaire was developed from previous research in communicative management and hybrid work specifics and in consultation with field experts.

The following broad categories were covered in the questionnaire:

- Questions investigated the use and perceived utility of various communication tools (e.g., email, video conferencing, chats) in the hybrid model – to evaluate the communication channels.
- Questions gauged employee satisfaction with current communication practices and their efficacy in facilitating collaboration and organizational goal attainment - to evaluate the satisfaction with internal communication
- Questions investigated whether the respondents experience being overwhelmed by excessive online communication and video conferencing – to evaluate the presence of digital fatigue.
- Questions indicated communication barriers like technical issues, lack of feedback, or confusion among teams - to evaluate the communication barriers frequency.

SPSS software was used in the processing of data. The statistical analysis included:

- Pearson correlation analysis to establish relationships between internal communication factors and employee satisfaction, particularly between communication channel effectiveness and levels of satisfaction.

- ANOVA (Analysis of Variance) to test hypotheses about differences in communication perceptions between various groups of respondents (e.g., employees vs. managers, employees in different industries). ANOVA was used to find out if management level or type of organization had a significant impact on communication effectiveness.

Through the use of these analytical methods, the study aims not only to garner descriptive data but also to uncover relationships between variables, justifying the development of actionable recommendations for optimizing communication in hybrid environments.

Research result. A primary research objective was to evaluate the effectiveness of various communication tools used in hybrid work environments. Respondents reported using video conferencing platforms (Zoom, MS Teams), email, chat platforms (Telegram), and in-person meetings as necessary.

Table 1. Evaluation of Communication Channels

Communication Channel	Effectiveness Score (Mean)	Usage Frequency (%)
Video Conferencing	4.3	80%
Email	3.9	95%
Chats (Slack, Telegram)	4.1	85%
In-Person Meetings	4.5	30%

Source: author's own calculations

As shown in Table 1, video conferencing has high perceived effectiveness ratings (4.3/5). However, face-to-face meetings, though less frequent (30%), were highest rated (4.5/5), which captures the importance of how they enhance task clarity and social interaction. By contrast, lower-rated email (3.9/5) suggests its failure in real-time interaction.

Analysis revealed that communication satisfaction was positively linked with the quality and frequency of managerial feedback. Long-term hybrid workers were more satisfied.

Table 2. Satisfaction with Internal Communication

Respondent Group	Satisfaction Score (Mean)
Managers	4.2
Office-based Employees	3.8
Hybrid Workers	4.0

Source: author's own calculations

Hybrid workers were on average as satisfied as 4.0/5, between managers at 4.2/5 and office workers at 3.8/5. This suggests that hybrid workers were exposed to some imbalance in communication with less face-to-face interaction.

Digital fatigue was a significant issue. A number of participants mentioned that they felt fatigued due to continuous online communication and continuous video conferencing.

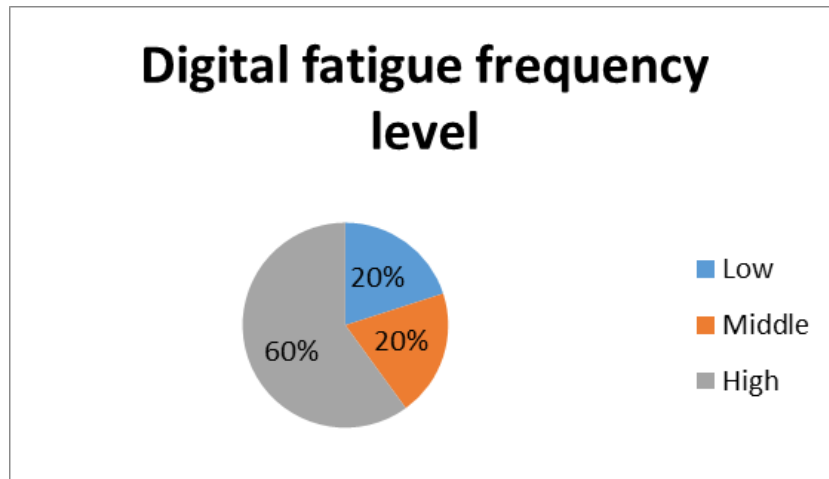


Figure 1. Level of Digital Fatigue

Source: author's own polls

Most participants (60%) reported high levels of digital fatigue, largely due to the overwhelming workload of video conferencing and other online platforms. This finding highlights the importance of effectively managing digital tools and striking a balance between online and offline communication to prevent stress, maintain psychological well-being, and improve overall productivity at work. Ensuring psychological safety in the team — that is, an atmosphere in which employees can openly express their opinions without fear of judgment or sanctions — is becoming a critical factor in resilience to digital overload and supporting employees' emotional well-being.

The research established that the majority of the participants face information obstacles due to technical problems, ambiguous directions, and lack of feedback. The obstacles have a considerable impact on the overall communication and work process satisfaction.

Table 3. Frequency of Information Barriers

Type of Barrier	Frequency (% of respondents affected)
Technical issues	45%
Lack of clarity in information	37%
Insufficient feedback	41%

Source: author's own calculations

The data indicate that technical issues are the most frequently reported barrier (45%), posing a substantial challenge to effective operations in hybrid work settings. Additionally, insufficient feedback (41%) and lack of clarity in communication (37%) are also critical factors that hinder communication effectiveness.

Correlation Analysis. Pearson correlation analysis was conducted to examine the relationships between communication channel effectiveness and communication satisfaction (tbl.4).

The results demonstrate moderate to strong positive correlations, emphasizing the importance of a high-quality communication environment.

Table 4. Pearson correlation analysis results

Variable Pair	r	p-value
Use of asynchronous channels (e-mail, messaging apps) and satisfaction	0.52	< 0.01
Frequency of videoconferencing and digital fatigue	0.61	< 0.01
Regular feedback and communication satisfaction	0.67	< 0.001

Source: author’s own calculations

To test hypotheses regarding group differences in communication perceptions, a one-way ANOVA was conducted (tabl.5).

Table 5. ANOVA results

Compared Groups	F-value	p-value	Conclusion
Managers vs. non-managerial staff	5.82	0.003	Statistically significant
IT vs. Marketing vs. Design	4.17	0.009	Statistically significant

Source: author’s own calculations

Managers rated internal communication as being more effective than non-managerial employees. Differences also existed between departments: IT employees experienced higher levels of digital overload compared to others.

These results indicate that the type of communication channel, feedback frequency, and balance of digital tools are important in enabling effective communication in hybrid work arrangements.

Practical Implications. The findings confirm that the quality of internal communication and the emotional well-being of employees are greatly influenced by the hybrid working model. Based on the quantitative analysis, the following practical recommendations are offered (tabl.6).

Table 6. Practical recommendations

Recommendation	Key Finding	Supporting Evidence	Practical Action
1	2	3	4
Optimization of Communication Channels	$r = 0.52, p < 0.01$	Gajendran et al. [7]	Increase use of asynchronous tools (email, messaging apps)
Enhancement of Regular Feedback	$r = 0.67, p < 0.001$	Baker et al. [2]	Provide regular, high-quality feedback
Consideration of Industry and Managerial Differences	$F = 5.82, p = 0.003$	Furst & Cable [6]	Adjust communication strategies for managers vs. subordinates
Addressing Digital Fatigue	60% reported fatigue	Wang et al. [16]	Implement no-meeting days, limit videoconference time

Table 6 continued

1	2	3	4
Investment in Communication Infrastructure	45% reported technical barriers	Maznevs ki & Chudoba [12]	Improve technical infrastructure and support
Fostering Psychological Safety	Qualitative finding	Kahn [9]	Create a secure, supportive environment to encourage communication

Source: author's own calculations

Conclusions and suggestions. This study explored internal communication in hybrid work environments, focusing on interaction channel effectiveness, digital fatigue, and employee satisfaction with communication processes. The findings indicate that hybrid formats demand fundamentally new approaches to communication management, as traditional practices are often inadequate in digital contexts.

Pearson correlation analysis revealed significant relationships between feedback regularity, asynchronous communication channels, and overall employee satisfaction. ANOVA results highlighted statistically significant differences in communication perceptions between managers and employees, as well as across professional domains, indicating a need for context-specific communication strategies.

From a practical perspective, the study offers recommendations for optimizing communication strategies in hybrid organizations, including the use of asynchronous channels, reducing online meetings, developing management feedback skills, and supporting employees' digital well-being, which can ensure psychological safety in the workplace, which in turn will promote openness, trust, and reduced communication anxiety. Considering aspects of psychology, such as emotional exhaustion, motivation, and the need for recognition, will allow for a more sustainable and supportive work environment in hybrid work.

From a practical perspective, the study offers guidelines for optimizing communication strategies in hybrid organizations, including the use of asynchronous channels, reduction of online meetings, development of managerial feedback skills, and support for employees' digital well-being.

Future research could focus on the long-term impact of hybrid communication on team effectiveness, employee emotional states, and overall organizational culture.

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КОМУНІКАТИВНИЙ МЕНЕДЖМЕНТ У ГІБРИДНОМУ РОБОЧОМУ СЕРЕДОВИЩІ: ПРОБЛЕМИ, СТРАТЕГІЇ ТА ПСИХОЛОГІЧНА БЕЗПЕКА

У статті досліджується трансформація комунікативного менеджменту в умовах гібридної праці, що поєднує дистанційний та офлайн формати роботи. Метою дослідження є виявлення основних проблем у сфері внутрішньої комунікації, а також визначення стратегій, які сприяють покращенню комунікаційної ефективності в гібридних організаційних моделях. Методологія дослідження включає аналіз наукових джерел, опитування працівників компаній. Дані були зібрані за допомогою онлайн-опитування 156 працівників IT- та освітнього секторів в Україні, які щодня працюють у гібридних умовах. У дослідженні досліджується вплив різних каналів комунікації, управлінського зворотного зв'язку та цифрової втоми на задоволеність працівників процесами внутрішньої комунікації. Результати дослідження показують, що ефективно використання асинхронних інструментів комунікації, таких як месенджери та електронна пошта, позитивно корелює із задоволеністю комунікацією ($r = 0,52$, $p < 0,01$), і що регулярний, якісний зворотний зв'язок від керівництва додатково сприяє підвищенню рівня задоволеності ($r = 0,67$, $p < 0,001$). Навпаки, високий рівень відеоконференцій пов'язаний зі збільшенням цифрової втоми ($r = 0,61$, $p < 0,01$), про що повідомили 60% респондентів. Також спостерігалися великі відмінності між менеджерами та працівниками, які не є менеджерами ($F = 5,82$, $p = 0,003$), а також між професійними секторами, що підкреслює необхідність контекстно-специфічних комунікаційних втручань. Також повідомлялося про такі поширені перешкоди, як технічні проблеми (45%) та відсутність зворотного зв'язку (41%).

Практичні рекомендації, що випливають з цих висновків, полягають у спрощенні використання асинхронних інструментів, удосконаленні циклу зворотного зв'язку, зменшенні цифрової втоми за допомогою таких політик, як дні без зустрічей, та інвестуванні в комунікаційну інфраструктуру. Дослідження пропонує практичні рекомендації для менеджерів, які прагнуть підвищити ефективність комунікації та залученість співробітників у гібридних робочих умовах, вказуючи на необхідність збалансованих та адаптивних комунікаційних стратегій, що враховують як цілі організації, так і добробут співробітників.

***Ключові слова:** гібридна праця, комунікативний менеджмент, внутрішні комунікації, асинхронні інструменти комунікації, управлінський зворотний зв'язок, цифрова втома, добробут співробітників.*

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