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Abstract of the doctoral dissertation titled:
Determinants of Hybrid Work in Manufacturing Enterprises

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This doctoral dissertation is devoted to the issue of hybrid work in manufacturing organizations, a relatively new form of work that began to be widely adopted during the COVID-19 pandemic. The study fits into the current context of organizational transformations that intensified in the post-pandemic period, leading to the broader dissemination of hybrid work also within the manufacturing sector.

The dissertation has a theoretical and empirical character. The author's intention was to characterize the conditions necessary for the implementation of hybrid work in a manufacturing organization, to identify the determinants of a process-oriented approach to hybrid work, and to determine the managerial competencies crucial for managing hybrid work effectively.

The research problem was formulated in the following main research question: What conditions are necessary for the implementation of hybrid work in a manufacturing enterprise?

This main research question was further specified through detailed research questions:

RQ1: What are the determinants of a process-oriented approach to hybrid work in a manufacturing enterprise?

RQ2: What managerial competencies are crucial for the effective management of hybrid work in a manufacturing enterprise?

The main objective of the dissertation is to present the characteristics of the conditions for implementing hybrid work in a manufacturing enterprise, which, in its practical dimension, will enable the development of recommendations for enterprises regarding the implementation of hybrid work.

In order to achieve this objective, the author defines specific objectives and research questions. A research model and research procedure are described.

The implementation of the research plan proceeds in several stages in accordance with the adopted research design:

- Stage one includes an analysis of the determinants of remote and hybrid work through a systematic literature review, analysis of market trends and practices, and legal regulations. The aim of this stage is to systematize knowledge in the field of remote and hybrid work and to identify market trends.
- Stage two focuses on analyzing the determinants of the manufacturing industry. A structured literature review and an analysis of market trends and practices were conducted in order to systematize knowledge regarding the process approach in production.
- Stage three was devoted to conducting pilot studies in selected manufacturing enterprises, the purpose of which was to test and refine the research instrument.
- Stage four involved conducting the main study in manufacturing enterprises. Quantitative research was carried out in large food industry manufacturing enterprises located in the Mazovian Voivodeship. The aim of this stage was to identify and characterize the determinants of a process-oriented approach to managing hybrid work and to identify key managerial competencies.

- Stage five consisted of conducting in-depth interviews aimed at a deeper analysis of the determinants of a process-oriented approach to managing hybrid work.
- Stage six included a desk research study. A factual analysis of annual activity reports and financial statements was conducted in order to identify trends and strategic priorities of the examined manufacturing enterprises.

The dissertation consists of six chapters.

Chapter One presents a structured literature review on hybrid work. As a starting point, an analysis of the Scopus database was conducted, expanded by an analysis of market trends and practices and legal regulations. This chapter presents hybrid work in the context of selected management concepts. It discusses the concept of hybridity in management theory and practice, legal regulations concerning remote and hybrid work, the main opportunities and threats of hybrid work, models of managing remote and hybrid teams, and the key managerial challenges related to hybrid work.

Chapter Two provides a literature review concerning the determinants of the functioning of manufacturing enterprises. Particular attention is paid to the specificity of production management, contemporary approaches and methods used in manufacturing organizations, and the role of hybrid work in the context of technological transformation. Selected concepts and tools for process improvement are discussed, including Lean Manufacturing and the philosophy of continuous improvement, and these are related to the possibilities of organizing work in a hybrid model.

Chapter Three presents the characteristics of the Mazovian Voivodeship (the territorial area of the empirical research) and economic organizations (the subject of the empirical research). The research methods used in the empirical study are also discussed in detail, including the applied techniques, the selection of the research sample, and the presentation of the empirical research results.

Chapter Four is devoted to the presentation of the empirical research results obtained through quantitative and qualitative studies as well as secondary data analysis. The presented results constitute the basis for further interpretation and confrontation with theoretical findings in the subsequent parts of the dissertation.

Chapter Five provides a synthesis of the conclusions from the theoretical and empirical research and their confrontation, which enabled the identification of key components of hybrid work management in manufacturing enterprises. This chapter led to the formulation of an original solution to the scientific problem, forming the direct basis for the development of the author's concept of systemic hybrid work management.

Chapter Six is devoted to the development and presentation of the author's concept of systemic hybrid work management, integrated with theoretical findings and empirical research results.

In the conclusion, the author organizes the answers obtained during the research process to the formulated research questions and confirms the achievement of the adopted research objectives. Based on the results obtained, implications for science and business practice are defined. An important element of this part of the dissertation is the identification of the limitations of the conducted research and the resulting directions for further studies.

The outcome of the conducted research is the author's original concept of hybrid work management and recommendations for enterprises regarding the implementation of hybrid work. This concept is based on the logic of the PDCA (Plan–Do–Check–Act) cycle, a universal tool for process management in manufacturing enterprises. Its application in the area of hybrid work enables the creation of a coherent system for planning, implementing, evaluating, and improving organizational solutions. The proposed concept provides organizational and methodological frameworks, allows for monitoring work effectiveness in the new model and introduces the logic of continuous improvement into the area of human capital management in industry. In this way, it combines the traditional precision of production systems with the flexibility and human-centered modern forms of work.