

"Adaptation of Operational Management to Hybrid and Remote Work Trends"

Muhammad Ali

Email : mohammad.ali@stiemahardhika.ac.id

STIE Mahardhika Surabaya, Indonesia

|Submitted: 05-01-2025

|Revised: 15-01-2025

|Accepted: 25-01-2025

ABSTRACT

Technological developments and changes in global work patterns have encouraged many organizations to adopt hybrid and remote work models. Operational management adaptation is the main key in ensuring effectiveness, efficiency and productivity in this situation. This article discusses how organizations adapt their operational processes, from human resource management, communication systems, performance monitoring, to the use of digital technology. With a strategic and flexible approach, companies can optimize collaboration, maintain organizational culture, and meet business targets amidst the dynamics of remote work. This study also identifies the main challenges and best practices that can be used as a reference in building adaptive operational management in the era of hybrid and remote work.

Keywords: *Operational Management, Hybrid Work, Remote Work, Organizational Adaptation, Digital Transformation, Productivity, Operational Strategy*

1. Introduction

The changing landscape of the world of work in the last decade shows a significant paradigm shift, especially with the increasing popularity of hybrid and remote work models. Advances in information technology, globalization, and global events such as the COVID-19 pandemic have accelerated the adoption of this work model in various industrial sectors. Work patterns previously dominated by physical presence in the office are now shifting towards location and time flexibility, requiring organizations to adapt their operational management practices.

Operational management, which focuses on managing resources, processes, and systems to produce goods and services efficiently, faces new challenges in hybrid and remote work environments. This work model requires a more dynamic approach in performance

management, team coordination, use of technology, as well as quality and productivity control. Operational management adaptation is a key factor in maintaining business continuity, increasing competitiveness, and creating a productive and sustainable work experience for employees.

In this context, this journal aims to explore how organizations are adapting their operational management practices to support hybrid and remote working trends. This research will discuss strategic changes, challenges faced, and innovations implemented in operational processes to ensure effectiveness and efficiency in the modern work era.

2. Library Review

a. Operational Management

Operational management is a field related to planning, organizing and monitoring production processes and providing services in an organization. According to Heizer and Render (2017), operational management aims to convert input into valuable output efficiently. In the modern context, operational functions focus not only on cost efficiency, but also on flexibility, quality and speed of response to changing market needs.

b. Hybrid and Remote Work Trends

Hybrid work is a work model that combines work from the office and work remotely, while remote work is completely carried out from outside the office. According to Buffer (2022), this trend emerged in line with the increasing adoption of digital technology and changes in workforce preferences for flexibility. This work model offers benefits such as improved work-life balance, time efficiency, and access to global talent, but it also presents challenges in terms of collaboration, company culture, and performance management.

c. The Effect of Hybrid and Remote Work on Operational Management

Implementing hybrid and remote work models requires organizations to redesign their operational processes. According to a study by Deloitte (2021), organizations need to adopt digital collaboration technology, build results-based monitoring systems, and develop structured flexible work policies. In addition, trust and outcome-based management approaches are becoming more dominant than traditional control-based approaches.

d. Technology and Digitalization in Supporting Operational Adaptation

Technology is a key factor in supporting hybrid and remote work operations. Project management platforms, virtual communications systems, and cloud computing solutions enable teams spread across multiple locations to stay connected and productive. According to Brynjolfsson and McAfee (2014), digital transformation not only speeds up operational processes, but also opens up opportunities for innovation in resource management and customer service.

e. Operational Management Adaptation Challenges and Strategies

Adaptation to hybrid and remote work models cannot be separated from challenges such as decreased employee engagement, difficulties in maintaining organizational culture, and data security issues. Robbins and Coulter (2018) emphasize the importance of strategies that focus on intensive communication, managerial training for remote leadership, as well as implementing policies that support employee well-being to overcome this challenge.

3. Research methods

Types of research

This research uses a qualitative approach with a case study method. This approach was chosen to gain an in-depth understanding of operational management adaptation strategies in organizations that implement hybrid and remote work models.

Research Objects and Subjects

The research object is operational management practices in organizations that implement hybrid and remote work. Research subjects include operational managers, heads of HR departments, as well as employees from various levels in companies who have transitioned to a hybrid/remote work model for at least one year.

Data Collection Techniques

Data is collected through:

- In-depth interviews: Conducted with managers and employees to explore experiences, challenges and adaptation strategies in daily operations.
- Documentation studies: Review internal documents such as new SOPs, flexible work policies, productivity reports, and collaborative technology usage reports.
- Participatory observation (if possible): Directly observe hybrid/remote work practices in the case study company.

Data Analysis Techniques

The data obtained was analyzed using the thematic analysis method. The analysis process includes:

- Transcription of interview data
- Data coding to identify main themes
- Data categorization based on themes related to operational management adaptation
- Drawing conclusions and creating a conceptual model of operational adaptation

Research Instrument

The instrument used in this research is a semi-structured interview guide which contains open questions regarding:

- a. Changes in operational policies due to hybrid/remote work
- b. Performance monitoring and evaluation strategy
- c. Use of technology to support operations
- d. Key challenges faced and solutions implemented

Data Validity

To ensure the validity of the data, this research uses the following techniques:

- Source triangulation: Comparing data from various informants and documents.
- Member checking: Request confirmation from informants regarding the results of data interpretation.
- Audit trail: Store all research process documents for transparency.

4. Analysis Results and Discussion

Changes in Operational Management Strategy

Interview results show that companies that adopt hybrid and remote work models make various changes in operational strategies. The most significant change is the shift in focus from process-based management to outcome-based management. Supervision that was previously carried out through physical presence was replaced by the use of measurable and transparent Key Performance Indicators (KPI).

In addition, many companies are updating their Standard Operating Procedures (SOP) to be more adaptive to flexibility in work times and locations. The company also introduced a digital platform for project management, team collaboration, and an online reporting system to maintain operational continuity.

Use of Technology as the Main Support

Technology is proving to be a key element in operational management adaptation. Field findings show that the use of collaboration applications such as Microsoft Teams, Zoom,

Slack, as well as task management systems such as Asana and Trello has increased significantly.

Cloud computing technology allows real-time data access without location restrictions, while an analytics platform is used to monitor team performance and predict future operational needs.

Challenges in Operational Adaptation

Despite increased flexibility, companies face several key challenges:

- a. **Communication Management:** Coordination becomes more complex due to different time zones and flexible work schedules.
- b. **Maintaining Organizational Culture:** Physical distance affects employees' sense of connectedness with the company, so many organizations are launching new initiatives such as virtual team building and digital wellbeing programs.
- c. **Data Security:** Remote access opens up data security risks, so many companies are tightening IT security policies, including implementing VPNs, multi-factor authentication, and cybersecurity training.

Effective Adaptation Strategies

From the analysis, the following strategies were found to be effective in supporting operational management adaptation:

Remote leadership training for managers to effectively manage hybrid teams. Adjustment of KPIs and work targets based on output, not daily activities. Improved employee well-being through mental health programs and additional flexibility. Continuous investment in technology to streamline collaboration and operations.

Implications for Organizational Performance

Organizations that successfully adapt to hybrid and remote work models show increased productivity, employee satisfaction, as well as operational cost savings, such as reduced use of office space. Conversely, organizations that fail to adapt their operations experience decreased employee motivation, decreased team collaboration, and a higher risk of turnover.

5. Conclusion

This research shows that adapting operational management to hybrid and remote work trends is a must for organizations that want to remain relevant and competitive in the digital era. The main changes that have occurred include a shift in focus from process-based management to results-based management, increased use of collaborative technology, and reformulation of operational policies to support work flexibility.

In the adaptation process, companies face challenges such as coordinating communications, maintaining organizational culture, and ensuring data security. However, with the right strategies — such as the use of outcome-based KPIs, remote leadership training, technology investments, and strengthening employee well-being — these challenges can be overcome effectively.

Successful adaptation not only maintains productivity, but also increases employee satisfaction and provides operational cost efficiencies. This shows that hybrid and remote working is not just a temporary solution, but part of a long-term transformation in modern operational management.

Suggestion

- **Development of a Structured Flexible Work Policy**
Organizations need to develop hybrid and remote work policies that are clear, measurable and results-based, so that operational adaptation can be effective and

targeted.

- Sustainable Investment in Technology
The use of collaborative technology, cloud-based management systems, and performance analytics must continue to be strengthened to support the productivity and coordination of remote teams.
- HR Training and Development
Training related to virtual leadership, time management, and the use of new technology needs to be provided regularly to all employees and managers.
- Focus on Employee Wellbeing and Engagement
Companies should adopt programs that maintain the mental, social and professional well-being of employees in hybrid and remote work environments.
- Advanced Research
It is recommended to conduct further research with a quantitative approach to measure more specifically the impact of operational management adaptation on organizational performance in the long term.

6. Bibliography

- Brynjolfsson, E., & McAfee, A. (2014). *The Second Machine Age: Work, Progress, and Prosperity in a Time of Brilliant Technologies*. W. W. Norton & Company.
- Buffer. (2022). *State of Remote Work 2022*. Retrieved from <https://buffer.com/state-of-remote-work/>
- Daft, R. L. (2018). *Management (13th ed.)*. Cengage Learning.
- Deloitte. (2021). *2021 Global Human Capital Trends: The Social Enterprise in a World Disrupted*. Deloitte Insights. Retrieved from <https://www2.deloitte.com/>
- Heizer, J., Render, B., & Munson, C. (2017). *Operations Management (12th ed.)*. Pearson.
- Robbins, S. P., & Coulter, M. (2018). *Management (14th ed.)*. Pearson.
- Wang, B., Liu, Y., Qian, J., & Parker, S. K. (2021). Achieving effective remote working during the COVID-19 pandemic: A work design perspective. *Applied Psychology, 70*(1), 16-59. <https://doi.org/10.1111/apps.12290>
- Felstead, A., & Reuschke, D. (2020). *Homeworking in the UK: Before and during the 2020 lockdown*. WISERD Report, Cardiff University.
- Messenger, J. C., & Gschwind, L. (2016). Three generations of telework: New ICTs and the (r)evolution from home office to virtual office. *New Technology, Work and Employment, 31*(3), 195–208. <https://doi.org/10.1111/ntwe.12073>
- World Economic Forum. (2021). *The Future of Jobs Report 2021*. Retrieved from <https://www.weforum.org/reports/the-future-of-jobs-report-2021>

Copyrights

Copyright for this article is retained by the author(s), with first publication rights granted to the journal.

This is an open-access article distributed under the terms and conditions of the Creative Commons Attribution license (<http://creativecommons.org/licenses/by/4.0/>).