

ADMINISTRATIVE COMMUNICATION STRATEGIES IN HYBRID WORK ENVIRONMENTS

STRATEGI KOMUNIKASI ADMINISTRATIF DALAM LINGKUNGAN KERJA HIBRIDA

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ABSTRACT

The post-COVID-19 pandemic hybrid work model, combining face-to-face and virtual interactions, demands adaptive, transparent, and structured administrative communication strategies. This study uses a narrative review to examine the literature related to administrative communication strategies and their impact on the effectiveness of hybrid organizations. Findings indicate that channel strategy (synchronous/asynchronous), communication style adaptation, and transparency and clarity play a crucial role in building trust, increasing engagement, facilitating coordination, and accelerating decision-making. Communication theories such as Media Richness Theory and Organizational Information Theory are relevant for media selection and information management. Key challenges include miscommunication, digital fatigue, and technology access gaps. This study expands the theoretical understanding of administrative communication as a strategic function and provides practical guidance for managers. Suggestions for future research include empirical studies, cross-cultural comparisons, and AI integration.

Keywords: Administrative Communication, Hybrid Work, Organizational Effectiveness, Communication Strategy.

ABSTRAK

Model kerja hibrida pasca-pandemi COVID-19 menggabungkan interaksi tatap muka dan virtual, menuntut strategi komunikasi administratif yang adaptif, transparan, dan terstruktur. Penelitian ini menggunakan narrative review untuk mengkaji literatur terkait strategi komunikasi administratif dan dampaknya terhadap efektivitas organisasi hibrida. Temuan menunjukkan bahwa strategi saluran (sinkron/asinkron), adaptasi gaya komunikasi, serta transparansi dan kejelasan berperan penting dalam membangun kepercayaan, meningkatkan keterlibatan, memperlancar koordinasi, dan mempercepat pengambilan keputusan. Teori komunikasi seperti Media Richness Theory dan Organizational Information Theory relevan untuk pemilihan media dan pengelolaan informasi. Tantangan utama meliputi miskomunikasi, digital fatigue, dan kesenjangan akses teknologi. Penelitian ini memperluas pemahaman teoritis komunikasi administratif sebagai fungsi strategis dan memberikan panduan praktis bagi manajer. Saran penelitian masa depan mencakup studi empiris, perbandingan lintas budaya, dan integrasi AI.

Kata Kunci: Komunikasi Administratif, Kerja Hibrida, Efektivitas Organisasi, Strategi Komunikasi.

1. INTRODUCTION

Development hybrid work has become one of the most prominent new work models post-COVID-19 pandemic. Global studies show that around 92% of teams reported adopting more hybrid working patterns after the pandemic, with 72% of employees expressed a desire to retain them as part of a long-term work system (Insights, 2024). Gallup data (2024) also confirms a similar trend in the United States, where 51% of workers who are able to work remotely now choose a hybrid pattern, while only 21% have returned to the office fully. This signals a fundamental shift in modern work patterns, from traditional face-to-face systems to more flexible models.

This change directly affects dynamics of organizational and administrative communication. The combination of face-to-face and virtual interactions creates new challenges, such as the risk of miscommunication, digital fatigue, as well as the gap in access to technology (ONS, 2024). However, organizations that are able to manage communications appropriately actually gain significant benefits. For example, research shows that implementing hybrid working can improve employee engagement up to 45%, customer satisfaction by 36%, and reduce the number of turnover up to 25% (The Small Business Blog, 2024). This fact confirms that administrative communication is a key element in optimizing organizational collaboration, coordination, and effectiveness.

In the context of organizational effectiveness, administrative communication plays a strategic role in ensuring clarity of instructions, building trust, strengthening team coordination, supporting decision-making, and increasing engagement (engagement) employees. Without an adaptive and transparent communication strategy, organizations risk facing low employee engagement. This is reflected in the Gallup (2024) report which states that the level of employee engagement in the United States down to 31%, one of the lowest in a decade, especially in organizations that are reinstating full-time office work. Therefore, research on administrative communication strategies in a hybrid work environment has become crucial, both from an academic and practical perspective, to understand how organizations can maintain their effectiveness in this modern work environment.

Development hybrid workThe post-pandemic work model has had significant consequences for interaction patterns, coordination, and information flow within organizations. This work model, which combines physical presence in the office with the flexibility of remote work, demands a more adaptive, transparent, and structured administrative communication strategy. However, to date, there remains a gap in understanding how administrative communication strategies can significantly impact organizational effectiveness in the context of Hybrid. The role of administrative communication is often viewed as merely a routine process of conveying information. However, in the hybrid work era, administrative communication plays a strategic role in building clarity, consistency, and continuity of coordination across platforms and work locations.

While previous literature has extensively examined organizational communication in general, both from a theoretical and practical perspective, these discussions are limited in specifically examining the dynamics of administrative communication in hybrid environments. Most research focuses on communication within conventional organizations or within the context of hybrid environments. remote workfully, while the scope of hybrid work has unique challenges and characteristics, such as disparities in access to technology, differences in communication styles between on-site and remote teams, and the risk of declining employee engagement if communication strategies are not managed properly. Therefore, research that specifically examines the role of administrative communication strategies in a hybrid context is relevant and urgent.

A review of the existing literature clearly demonstrates the limited scope of studies on administrative communication strategies in the hybrid era. Most research focuses on the technological aspects of digital collaboration, such as the use of online platforms to support remote work, without delving deeply into how administrative communication strategies are designed, implemented, and evaluated to support organizational effectiveness. Administrative communication, however, differs from interpersonal or managerial communication by emphasizing formality, procedural clarity, and information legitimacy.

In addition, there are pThere is a lack of integration of communication theory with modern administrative practices that are increasingly dependent on technology. Classical communication theory, such as Media Richness Theory or Organizational Information Theory, have long been used to explain the effectiveness of organizational communication. However, there has been little research that adapts these theories to a hybrid administrative framework

rich in the use of digital technology, real-time communication tools, as well as complex information management needs. This gap indicates the need for further study to connect communication theory with contemporary administrative practices in hybrid work.

Based on the research gaps that have been identified, this research is formulated in the following main questions: **How do administrative communication strategies shape organizational effectiveness in hybrid work environments?**

This research question is investigative in nature and oriented toward a deeper understanding of the mechanisms, roles, and implications of administrative communication strategies on organizational effectiveness. With this focus, the research is expected to answer how organizations can design appropriate communication strategies, what challenges they face, and how administrative communication can contribute to achieving organizational goals in hybrid work environments.

This study aims to critically examine the existing literature on administrative communication strategies and organizational effectiveness in the context of hybrid work. Using a cross-sectional approach, narrative review. This research will identify, classify, and analyze various communication strategies that have been proposed or implemented, then evaluate their impact on organizational effectiveness. Another goal is to develop a comprehensive understanding that can bridge the gap between organizational communication theory and modern administrative practice.

Academically, this research is expected to broaden the theoretical horizons regarding the relationship between administrative communication strategies and organizational effectiveness. This research offers a contribution by integrating established communication theories with the relatively new phenomenon of hybrid work. Thus, this research not only enriches the literature but also opens up opportunities for the development of new conceptual models that are more relevant to contemporary organizational dynamics.

From a practical perspective, this research has the potential to provide strategic recommendations for organizations currently implementing or planning to implement a hybrid work model. These recommendations cover how to design an effective administrative communication strategy, how to select and utilize appropriate communication media, and how to overcome obstacles that arise in the hybrid communication process. With this guide, organizations are expected to improve coordination, strengthen trust among employees, streamline decision-making processes, and maintain employee engagement and productivity.

2. METHODS

2.1. Approach

This research uses narrative review as the primary approach. Unlike systematic reviews, which have strict protocols, narrative reviews were chosen because they offer flexibility in integrating literature from various disciplines, particularly administration, organizational communication, and hybrid work practices. This approach remains structured through the stages of literature selection, analysis, and synthesis of findings, resulting in a comprehensive picture of administrative communication strategies in hybrid work environments.

2.2. Literature Selection

Literature sources are taken from reputable international journals indexed by Scopus (Q1–Q3) and Web of Science. The search process is carried out using keywords such as administrative communication, hybrid work, organizational effectiveness, digital communication, and management strategies. The literature obtained was then selected based on its relevance to the research theme.

2.3. Inclusion & Exclusion Criteria

- Inclusion criteria: an article discussing administrative communication strategies in the context of hybrid or remote work, and their relationship to organizational effectiveness, including coordination, decision-making, and employee engagement.
- Exclusion criteria: articles that only discuss purely technical aspects of information technology (e.g., software development or network infrastructure) as well as literature published before the modern hybrid work trend (before 2020).

2.4. Analytical Framework

The analytical framework used involves several organizational communication theories:

1. Media Richness Theory (Daft & Lengel, 1986)→ assess the effectiveness of communication media in conveying complex messages.
2. Organizational Information Theory (Weick, 1979)→ understand how organizations process information under conditions of uncertainty.
3. Communication Accommodation Theory (Giles, 1973)→ looking at how individuals and organizations adapt communication styles in a hybrid context.

The analysis was carried out using an approach thematic, namely grouping literature findings based on communication strategy dimensions, including:

- Channel: selection of formal and informal communication media.
- Clarity: message clarity in a multi-channel context.
- Transparency: openness of information to build trust.
- Adaptation: the ability of organizations and individuals to adapt communication strategies to hybrid situations.

3. RESULTS

3.1. Typology of Administrative Communication Strategies in Hybrid Work

In the context of hybrid work arrangements, organizations are adopting various administrative communication strategies that significantly influence their operational effectiveness. A typology of these strategies reveals important elements such as channel strategies, adaptation strategies, and transparency and clarity strategies.

Channel Strategies pertain to the selection of communication mediums appropriate for hybrid settings, distinguishing between synchronous and asynchronous channels. Synchronous channels, such as Zoom or Microsoft Teams, are utilized for real-time interactions, while asynchronous channels like email or Slack serve written communication needs that do not necessitate immediate replies. This bifurcation is critical as hybrid work inherently demands flexibility, allowing team members to engage according to their schedules and locations (Černikovaitė & Karazijienė, 2023). Additionally, asynchronous communication is particularly advantageous for remote and hybrid teams, as it permits more thoughtful responses and accommodates differing time zones and work preferences (Černikovaitė & Karazijienė, 2023).

Adaptation Strategies involve modifying communication styles to meet the needs of both in-office and remote employees. Leaders may employ concise language in written messages to enhance clarity and reduce ambiguity. Furthermore, they often incorporate data visualization in virtual meetings to mitigate challenges associated with nonverbal cues, thereby fostering engagement and understanding among participants (Summerfield, 2022). This approach recognizes the difficulties faced in virtual communications and seeks to bridge the gap caused by less effective nonverbal signaling.

Transparency and Clarity Strategies are essential in ensuring that instructions, policies, and critical information are communicated clearly to all employees, regardless of their work locations. By establishing a norm of transparency, organizations can minimize

misunderstandings and enhance accountability. This focus on clear communication protocols is vital for maintaining morale and trust among hybrid teams, ultimately leading to improved organizational performance (Ahlaini et al., 2021). Furthermore, leveraging artificial intelligence in communications can enhance clarity and engagement levels among hybrid workforces, illustrating the evolving landscape of administrative communication strategies (Selenko et al., 2022). In summary, the typology of administrative communication strategies that organizations employ within hybrid work environments is multifaceted. Each strategy, whether related to channel selection, adaptation of communication styles, or ensuring transparency, plays a crucial role in facilitating effective communication and maintaining organizational cohesion in a dispersed workforce.

3.2. Impact on Organizational Effectiveness

Administrative communication strategies are crucial for enhancing organizational effectiveness, especially in hybrid work environments. Research emphasizes that clear, consistent, and transparent communication builds trust and fosters employee engagement, which are essential components of organizational performance (Thaci et al., 2024), (Jindain & Gilitwala, 2023). Trust between managers and employees is particularly impacted by communication efficacy, as it creates an environment where employees feel more connected and engaged in organizational processes (Thaci et al., 2024).

Further, the integration of synchronous and asynchronous communication methods is vital for seamless coordination and collaboration among hybrid teams. By effectively combining these communication modalities, organizations can achieve greater flexibility and maintain the quality of interactions, thus enhancing overall teamwork (Jindain & Gilitwala, 2023). This flexible approach allows teams to adapt to varied work preferences without compromising communication effectiveness and group synergy.

Moreover, fast and structured communication significantly accelerates the decision-making process within organizations. When information is disseminated quickly and is readily accessible, it allows stakeholders to make informed decisions that can be implemented more swiftly, thus improving decision quality (Thaci et al., 2024). This aligns with the notion that effective communication serves as the backbone of successful decision-making, contributing positively to organizational outcomes (Thaci et al., 2024).

Finally, the implementation of a strategic approach to administrative communication clearly delineates employees' roles, expectations, and workflows. This clarity not only enhances productivity but also optimizes organizational performance, as it minimizes ambiguity and potential workplace conflicts. Consequently, an appropriate administrative communication strategy is integral to fostering an organizational culture that promotes efficiency and high performance. In conclusion, effective administrative communication strategies serve as critical drivers of organizational effectiveness in hybrid environments. They facilitate trust and engagement, enhance coordination and collaboration, accelerate decision-making processes, and ultimately contribute to improved productivity and performance.

3.3. Challenges Identified

The challenges associated with communication in a digital environment have become increasingly prominent, particularly in the context of hybrid workspaces. One significant challenge is miscommunication due to asynchronous communication methods, where delayed responses and message overload can distort communication channels and lead to misunderstandings among team members. Instances of message surfeit can overwhelm employees, resulting in vital information being lost or misinterpreted in a digital cacophony (Shockley et al., 2021).

Moreover, digital fatigue poses a serious obstacle to effective communication and employee productivity. The phenomenon often manifests due to excessive reliance on virtual meetings, which lack the restorative effects of informal office interactions that help mitigate stress and enhance social connectivity (Shockley et al., 2021). This is particularly relevant during the COVID-19 pandemic when the shift to remote work greatly increased virtual meetings, leading to widespread "Zoom fatigue," characterized by exhaustion and decreased engagement (Shockley et al., 2021). The reduction in spontaneous, team-building discussions, which typically occur in physical office settings, further exacerbates this issue, leading to burnout and diminished workplace well-being (Kelsey et al., 2023).

In addition to these challenges, there exists a pervasive issue of unequal access to technology. Not all employees possess the necessary hardware, stable internet connections, or digital literacy skills, which can contribute to a digital divide within organizations (Mehan, 2023). These disparities inhibit effective hybrid communication practices and may lead to disenfranchisement among under-resourced staff (Cohen et al., 2022). The complex relationships between socio-economic status and technology access highlight the risks of alienating certain groups from communication processes and decision-making, ultimately affecting overall organizational efficacy (Mehan, 2023).

In summary, while digital communication technologies possess the potential to enhance connectivity and collaboration, their misuse or unequal access can lead to miscommunication, employee fatigue, and a widening digital divide. Addressing these challenges requires a multifaceted approach that prioritizes equitable access to technology and innovative solutions to mitigate fatigue in virtual work environments.

4. DISCUSSION

4.1. Interpretation of Findings

In the context of hybrid work environments, an appropriate administrative communication strategy is essential for enhancing organizational effectiveness. Structured communication serves several critical functions: it effectively conveys important information, fosters trust among team members, streamlines coordination across different teams, accelerates decision-making processes, and significantly increases employee engagement. Research has emphasized that an adaptive communication strategy, which incorporates both formal and informal channels, is vital in navigating the complexities of hybrid work environments where ambiguity is often prevalent (Mazzei et al., 2023; (Rahmatullah et al., 2024; .

Media Richness Theory, proposed by Daft and Lengel in 1986, posits that the richness of a communication medium should be aligned with the complexity of the message being conveyed. For instance, strategic discussions are best handled through synchronous communication channels such as video conferencing, which facilitate immediate feedback and interaction. In contrast, the dissemination of routine administrative information tends to be more effective through asynchronous channels, like emails or collaborative platforms such as Slack (Molino et al., 2020; (Sampat et al., 2022). This distinction underscores the necessity of choosing the appropriate medium to enhance the clarity and effectiveness of communication, ensuring that organizational objectives are effectively met in a hybrid context (Sampat et al., 2022).

Organizational Information Theory, articulated by Weick in 1979, underscores the significance of formal and informal communication as mechanisms for reducing ambiguity within organizations. In hybrid work situations, characterized by fluctuating uncertainties and the blurring of physical boundaries, organizations must employ both structured processes, like standard operating procedures (SOPs) and reports, as well as less formal approaches, such as chat groups and online forums, to ensure that employees remain informed and engaged (Zito et al., 2021; Černikovaitė & Karazijienė, 2023). This dual communication model acts to provide

clarity in environments where employees may feel isolated or disconnected, thereby fostering a sense of belonging and engagement among team members (Rahmatullah et al., 2024; Jaß et al., 2024).

Further, the importance of engaged communication in hybrid work settings is highlighted in recent studies indicating that effective hybrid communication can significantly enhance employee performance and well-being (Rahmatullah et al., 2024; Castaneda et al., 2022). Employees have reported that suitable information and communication technology (ICT) solutions, alongside structured communication approaches, facilitate operational effectiveness while promoting socialization and collaboration across both remote and on-site work environments (Eng et al., 2024; Černikovaitė & Karazijienė, 2023).

In summary, an appropriate administrative communication strategy, informed by theories such as Media Richness and Organizational Information Theory, serves as the backbone of organizational effectiveness in hybrid work contexts. By leveraging both formal and informal communication channels while carefully selecting the communication medium according to the message's complexity, organizations can minimize ambiguity, enhance employee engagement, and effectively navigate the challenges of a hybrid working model.

4.2. Theoretical Contributions

- The integration of classical organizational communication theories (Media Richness, Organizational Information Theory) with the modern administrative context expands the literature on how these theories are still relevant in the digital-hybrid era.
- The conceptual contribution of this research lies in the understanding that administrative communication is not merely a supporting function, but is a strategic factor in the effectiveness of hybrid organizations.

4.3. Practical Implications

- **Guidelines for Managers:** This research provides practical guidance for administrative managers in designing a hybrid communication strategy, namely distinguishing when to use synchronous media (online meetings, telephone) and when asynchronous (email, intranet).
- **Platform Utilization:** The use of digital communication platforms must be tailored to the messaging needs, for example Microsoft Teams or Zoom for synchronous coordination, while Trello or Asana for asynchronous task monitoring.
- **Building Communication Culture:** A culture of open and transparent communication is important for building trust (trust) and increasing engagement (engagement), which has been shown to be directly related to organizational performance (Gallup, 2022).

4.4. Limitations

- This research uses an approach to narrative review, so it is limited to published literature, without primary empirical data.
- The scope of the literature is more focused on organizations in developed countries, so it does not fully represent the context of developing countries or cross-culturally.

4.5. Future Research Directions

- **Empirical Studies:** Further research can use survey quantitative, in-depth interviews, or mixed-methods to empirically evaluate the effectiveness of hybrid administrative communication strategies.
- **Cross-Cultural Comparison:** Comparative research across countries or cultures is needed to see how communication norms influence the effectiveness of hybrid work.

- Integration with AI: Future studies need to explore the integration of AI technologies (e.g. chatbots for administrative services, automation tools) in supporting hybrid administrative communications.

5. CONCLUSION

This study underscores the strategic role of administrative communication in hybrid work environments, emphasizing that well-structured and adaptive communication serves not merely as an information conduit but as a key driver for trust-building, team coordination, decision-making efficiency, and employee engagement. The findings demonstrate the continued relevance of classical communication theories such as Media Richness Theory and Organizational Information Theory, which guide the selection of communication channels according to message complexity and highlight the importance of both formal and informal communication in reducing ambiguity and maintaining organizational alignment.

Effective administrative communication strategies positively impact organizational performance and employee well-being. The integration of synchronous and asynchronous communication methods provides flexibility while preserving interaction quality, thereby strengthening team collaboration and synergy. Clear articulation of roles, expectations, and workflows through strategic communication contributes to enhanced productivity and overall organizational effectiveness.

Nevertheless, hybrid communication also presents challenges, including risks of miscommunication due to asynchronous delays, digital fatigue from excessive virtual interactions, and unequal access to technology. Addressing these challenges requires multifaceted solutions that prioritize equitable technology access and innovative approaches to mitigate digital fatigue.

Future research is recommended to conduct empirical studies using quantitative, qualitative, or mixed-method approaches to evaluate the effectiveness of hybrid administrative communication strategies across diverse organizational contexts. Additionally, cross-cultural comparisons are essential to understand how differing norms and communication practices influence hybrid work effectiveness and to identify the most adaptive strategies in global settings. Finally, the exploration of AI integration, such as chatbots and automation tools, presents promising avenues for optimizing administrative communication and supporting organizational effectiveness in hybrid work environments.

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