



Sustaining Support in Remote and Hybrid Work Environments: Organizational, Leader, and Peer Perspectives

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Abstract: The expansion of remote and hybrid work following the COVID-19 pandemic has fundamentally reshaped how organizations support employees beyond traditional, office-based environments. While remote work has demonstrated benefits related to flexibility, productivity, and talent retention, it has also exposed gaps in organizational, leadership, and peer support structures that were not designed for distributed workforces. This viewpoint paper synthesizes existing research on remote and hybrid work to examine how organizational support, leader support, and peer support function in virtual work contexts and why these forms of support are critical for employee onboarding, development, engagement, and performance. Drawing on the perceived organizational support framework and recent empirical findings, the paper identifies persistent challenges faced by remote workers, including reduced social connection, uneven access to resources, communication breakdowns, and limited development opportunities. Building on this synthesis, the paper offers actionable recommendations for organizational leaders to sustain and strengthen support systems as remote and hybrid work become enduring features of the modern workplace. By integrating research across disciplines and translating it into practical guidance, this paper contributes to the growing body of literature on remote work, providing leaders with evidence-informed strategies to enhance employee experience and organizational effectiveness in the next phase of remote and hybrid work.

Keywords: Remote work; Hybrid work; Organizational support; Leader support; Peer support; Employee development; Onboarding.

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Introduction

In 2016, a sales trainer participated in a new program that allowed them to work from home two days a week. The following year, they became a new parent and welcomed the flexibility to be remote when they were not facilitating a class for new hires. Fast forward to 2020, when the former sales trainer was now nine months into their role as a training manager in a new area of the company, adjusting to leading a fully remote team due to the COVID-19 pandemic. Using the skills they gained early on as a remote worker a few days a week along with resources provided from their organization, the still new leader was able to stay connected with their team, peers, and leader to ensure work continued. This was despite not being in the office and while onboarding and managing the summer intern for their department fully remote. Four years from the day that they were told they

would be fully remote for just a few weeks, they are now working four days a week at home and one day a week at the office. At the same time, they are hearing some of their peers express that they feel forced to return to the office even with the shorter amount of time they are required to do so.

Companies are continuing to examine their current working arrangements and consider the next steps as business real estate costs rise, technology advances, and the workforce continues to decide whether they want to work in the office or at home. Just do a Google news search on the words “remote work” or “hybrid work,” and article topics range from the top companies paying top dollar for remote work to reports that Gen Z does not desire remote work any longer. Remote work experiences over the past few years, particularly for those who were required to work from home during the pandemic, have been a combination of successes and challenges. Organizations that were accustomed to flexible work



arrangements were better equipped to transition their workforce because they already had at least some of the technology in place to function in the digital world. On the other hand, organizations that had not explored remote work struggled to keep employees engaged, with many expressing that they felt alone and disconnected from their coworkers and leaders. These workers were also working longer hours, trying to balance work between the fears of COVID-19 and home responsibilities. For some, their family members were also at home working or navigating online school simultaneously. It was during this period that more research was conducted on remote work and the support needed to be successful working from home. At the same time, many remote workers are feeling isolated and not receiving the same level of support and connection while working from home as they did when they were working onsite. As some elements of remote and hybrid work are destined to remain in effect in the business world, organizational leaders around the world have the task of taking the lessons learned from the pandemic forced experiment on remote work and planning their strategies now for the next phase of remote and hybrid work to ensure remote workers are receiving the same types of support as their counterparts that work in the office. The purpose of this paper is to provide insights into the organizational, leader, and peer support needs of remote workers and give recommendations on how leaders within organizations can sustain this support as businesses move into the next phase of remote and hybrid work arrangements.

The Evolution of Remote and Hybrid Work

Remote work was first referenced in the 1970s when information technology workers began to work near or at home to reduce their commute to the office (Kagerl & Starzetz, 2022). IBM, in particular, was testing out a small group of employees and successfully bringing an opportunity for millions of people to land a new job working remotely (Turesky, 2017). Despite the success, companies like IBM and Yahoo changed course and began asking their remote workers to return to the office, citing concerns over productivity and communication (Useem, 2017). As other companies jumped onboard to the concept of working from home, advancements in technology allowed more and more workers to explore this option. At the onset of the 21st century, the United States recognized the need for regulation and enacted a law that requires organizations to establish remote work standards (Butler, n.d.). Following that, the United States government passed a law that made it more flexible with handling remote workers (Butler, n.d.).

In 2020, the remote work experiment expanded as companies around the world rushed to move employees that were capable of remote work to their homes to reduce the spread of the coronavirus. Thinking it would only be for a short period, most instead worked remotely for two years or more in a global social distancing effort. During this time, organizations around the world were on a learning curve as they scrambled to bring employees up to speed using virtual technology. Phrases like “Zoom Fatigue” and “You’re on Mute” became a part of conversations as employees became acclimated with virtual platforms to stay connected with their fellow workers that were also sent home to reduce the spread of COVID-19. Skype, Microsoft Teams, Zoom, and Google Meet became common virtual platforms to hold one-on-one and team meetings. Shared drives and collaboration tools like Teams were implemented to ensure everyone could access key resources related

to doing their jobs and work together on key projects on a more flexible schedule. While businesses continued to function during the pandemic, studies showed that the effects of being 100% remote led to communication challenges, conflicts in balancing work and family responsibilities, increased stress and isolation, and various distractions (Galanti et al., 2021).

In the spring of 2022, companies began to ask employees to return to buildings as pandemic concerns lessened (Shumway, 2022). Some companies continued to offer remote work, while other top leaders required their employees to be in the office full-time. While many were willing and even welcomed the opportunity to return to a physical office, a study showed that one-third of those responding were opposed to the return due to issues with commuting to the office or a lack of childcare (Shumway, 2022). In a more recent survey by Gallup (Wigert & White, 2023), 60% of those working jobs with remote capabilities desire a hybrid option, splitting their time between the office and home, and about 33% prefer to work from home 100% of the time. While most organizations began their remote work journey during the pandemic, even as companies no longer have to face COVID-19 restrictions, they are continuing to offer remote and hybrid options, often without having established policies for remote work or the approaches or means to guarantee continued performance (Wojtkowiak, 2023). As this trend continues, organizations will need to evaluate their current approaches towards remote and hybrid work and consider the support needs of their workforces to sustain this type of flexible work arrangement.

Support Needs in Remote and Hybrid Work Contexts

Benefits and Challenges of Hybrid Work Arrangements

Employees have identified several benefits to working in a hybrid setting, where employees may work a portion of the week in the office and the rest from home. Most employees indicate that enhanced work-life balance, utilizing time more efficiently during the workweek, reduced exhaustion and burnout, the ability to decide on work location and schedules, and boosted productivity are among the benefits of having a hybrid work arrangement (Wigert & White, 2023). However, those same workers expressed decreased access to tools and resources to perform their job remotely, feeling less connected to their company's culture, and experiencing less collaboration and communication with coworkers as obstacles to being a hybrid worker (Wigert & White, 2023). As employees have transitioned to working from home for at least part of the workweek, they have found that some of their needs differ from those of working in the office. They desire to maintain a separation between their work and home life, stay connected to their leader and coworkers, have easy access to the tools and resources necessary to be successful in their role, and have opportunities to advance within the company while still having the option to work remotely. For all employees, regardless of working in the office or at home, elements of organizational, leader, and peer support are necessary for successful onboarding and development.

Organizational Support in Distributed Work Environments

Perceived Organizational Support and Remote Work

Researchers have determined that employees establish views on the degree to which the company they work for appreciates what they have contributed and also shows high regard for the importance of

the employee's overall wellness (Eisenberger et al., 1986). Known as organizational support, these perceptions are formed based on the recurrence and genuineness of how the employee perceives the company's treatment of them (Eisenberger et al., 1986). Organizational support is a vital component for satisfying the socio-emotional needs of workers and identifying how ready a company is to acknowledge and honor their heightened engagement (Kohont & Ignjatovic', 2022). When employees feel supported by the company, they demonstrate their positive feelings through improved levels of performance, attrition, increased eagerness to work, and a willingness to support their peers (Kohont & Ignjatovic', 2022). As companies navigate the path of remote and hybrid work, organizational support becomes increasingly critical, especially as studies show the importance of sustaining a positive organizational climate (Akmalia & Prihartono, 2023). This is how a worker perceives elements of their job and company characteristics that influence their work behavior (Akmalia & Prihartono, 2023). Recognizing the connection between remote work and performance outcomes and productivity, companies must identify the necessary actions to enhance performance when employees work from home (Akmalia & Prihartono, 2023). For remote workers, this includes schedule flexibility with work-life balance support, adequate IT support to address technology challenges, and a positive onboarding experience.

Work-Life Boundaries and Schedule Flexibility

One of the benefits of working from home is flexibility of schedule, which can give some remote workers the ability to incorporate leisure time in between their work responsibilities as well as the freedom to schedule and organize their workday (Xiong et al., 2023). Those with families may find it easier to work from home to accommodate needs for getting children to and from school and avoid the high costs of childcare. Some may find the flexible schedule beneficial for attending to personal business, such as scheduling doctors' appointments without using their limited vacation time. At the same time, it presents challenges to achieving a proper work-life balance, as it may lead to longer working hours and potential distractions from others at home (Xiong et al., 2023). This was reported frequently during the COVID-19 pandemic, with anecdotes and videos of workers being interrupted by children and pets while trying to stay engaged in online interactions. Examples of this that became popular in media included the young child that interrupted their parent's work meeting on Zoom (YouTube, 2021a) and the infamous "Lawyer Cat" incident during a virtual court hearing (YouTube, 2021b). These viral and amusing clips share the reality that many faced as they navigated new technology to stay connected to coworkers and continue to perform their job outside of the office.

Technology Access, IT Support, and Technostress

Another benefit and need for remote workers is having adequate information technology support to address technology challenges (Xiong et al., 2023), which is an important element when preparing for the shift to hybrid work. Organizational support in this case involves aligning experiences both onsite and remotely, providing appropriate access to software applications that enable workers to connect with the organization and their peers from anywhere they work (Girard, 2021). The COVID-19 pandemic exposed opportunities for technology training, especially with virtual platforms that many workers were not accustomed to using. It also

introduced the concept of technostress, where an individual encounters tension after considerable use of technology and perceives the need to remain connected at all times (Mazzei et al., 2023). This phenomenon has been connected to mental and physical health concerns that include a reduction in concentration, fatigue, and insomnia, and disruption to work-life balance (Mazzei et al., 2023).

Onboarding and Organizational Socialization for Remote Workers

For new remote workers, organizational support includes effective onboarding. This includes ensuring equipment is procured and received by the employee, setting up access to key systems needed to perform work, offering mentoring opportunities, sharing the company values and culture, and setting expectations about responsibilities, performance, and training (McDonald, 2021; Jeske & Olson, 2021). Organizations must review their existing onboarding practices and identify any necessary adjustments to ensure that remote workers receive adequate support and resources to learn their roles. This requires reconsidering the onboarding process to ensure that the company intentionally promotes a sense of inclusion through new efforts to connect, even in the absence of physical presence (Poli, 2024). This could include tactics such as sending electronic forms before the first day of work, along with important information that is helpful for new employees to know, establishing goal setting in the first week of employment, and determining training needs based on the employee's new role (Poli, 2024). This is especially important when employees may resist remote work due to their limited experience with technology, resulting in the need for companies to offer opportunities for skill development to ensure competency in using online software and tools for remote work (Toscano et al., 2022). Making adjustments to how a company onboards remote workers is imperative as employees continue to work from home to some extent and what is expected of new hires will continue to change as policies around remote work are revised (Jeske & Olson, 2021).

Leader Support in Remote and Hybrid Teams

Leader Support as a Mediator of Organizational Support

As one of the primary points of contact for employees, the role of leaders in supporting the needs of workers is also a crucial element. An employee's perception of how their leader supports them, indicating that they highly regard their contributions and have concern for their well-being, has been found to strongly influence an employee's overall perceptions of organizational support (Kohont & Ignjatovic, 2022; Shanock & Eisenberger, 2006).

Leadership During Remote Transitions and Onboarding

When existing employees transition to being a remote worker, there are multiple tasks that they need to complete including setting up a home office, becoming familiar with technology that is needed to do their job, and shifting their mindset from in-person to virtual activities, which could result in increased reliance on their leader (Tworek et al., 2023). When new hires join their team remotely, leaders also need to do their part to support the onboarding needs to ensure a smooth transition. For new employees, they often look to their leader to help them with the onboarding process. Research has shown that when leaders provide more information and support, new hires report experiencing reduced anxiety, quicker task mastery, and performance

improvement (Jeske & Olson, 2021). Whether a new or veteran worker, leaders can support all of their team members through empowerment, communication, and development support.

Empowering Leadership in Virtual Work Settings

There are various leadership styles that are found to be most effective for employee engagement. One particular approach is empowering leadership, where leaders influence their employees by sharing leadership responsibilities, helping to motivate them, and guiding employees through their development, thereby enabling them to work independently within the confines of the company's objectives and action plans (Wörtler et al., 2022). When leaders employ an empowering leadership style, remote workers perceive themselves as proficient in organizational and self-leadership abilities, as well as in successfully managing tasks and fulfilling their responsibilities (Wörtler et al., 2022). Demonstration of empowering leadership encompasses autonomy enhancement and skill development, enabling employees to make choices in the activities they pursue while providing direction, serving as a role model, and exhibiting conduct that helps bolster their employees' focus on goals (Wörtler et al., 2022). This can include offering stretch assignments that give remote workers the opportunity to lead projects or team meetings, recommending resources for employees to review and support their career and professional development, and even asking employees to set goals for themselves or the team as a whole. It also involves a level of trust from the leader, allowing employees to perform their work without micromanagement or daily reports detailing their daily tasks. A recent study on this leadership style related to remote work found that when leaders are focused on supporting remote workers to be autonomous and develop autonomous skills, it promotes beneficial effects which include better views on the strength of hybrid working arrangements (Wörtler et al., 2022).

Communication, Feedback, and Belonging in Remote Teams

For remote workers, communication is an important component to stay connected with their team. During the pandemic, a study showed that personal contact between remote workers and their leader is needed, with most interacting with each other through emails and phone calls on a weekly basis (Kohont & Ignjatovic, 2022). As leaders navigated through working remotely along with their employees during the pandemic, they faced their own challenges, including the ability to build a team in a virtual setting (Association for Talent Development, 2021). In a study focused on remote workers feeling a sense of belonging, lower levels of belongingness among new hires were attributed to sporadic connections with their leaders, a reduction in the frequency of performance feedback, and a lack of recognition for positive performance (Santhanam et al., 2022). This shows the importance of leaders structuring daily touch bases with their employees, along with regular sharing of feedback and social interactions to help recognize employees (Santhanam et al., 2022). Email communication is often considered the most common form to share information with individuals or groups but needs to be used strategically. This is especially important in larger organizations where individuals are inundated with emails from internal and external resources. If an email is necessary to send to individuals, the leader should make it succinct and relevant to the recipients. It is also helpful for the leader to follow up with the recipients through either chat or virtual meetings to ensure the

communication was received and offer the opportunity for any questions. Furthermore, studies have found that feedback is important, including having leaders ask the new hire for their perspectives on the experience and help identify unique development needs and establish a relationship between the leader and their new hire (Jeske & Olson, 2021). This can be done during one-on-one meetings in an open conversation or, if appropriate, through a team survey or poll using online tools for individuals to anonymously provide feedback if they do not feel comfortable sharing it publicly. By improving communications, leaders will enhance relationships with their remote workers and develop trust, which is a factor in performance outcomes (Toscano et al., 2022).

Leader-Facilitated Development and Career Support

Another part of a leader's responsibility is supporting the development of employees, which can be missed when working remotely. A recent survey found that individuals working from home during the pandemic were hesitant to ask leaders for assistance with professional development, as they had become accustomed to limiting interactions with their leaders to videoconferencing (Kairinos, 2022). Having gained key takeaways from the experiences of working from home during the pandemic, leaders are now considering how to mitigate remote work challenges moving forward to prevent concerns like this from continuing (Kairinos, 2022). There is potential for the use of educational technology that incorporates artificial intelligence to identify existing skills and knowledge of employees, recommending training tailored to their development needs through a customized learning path for each individual employee (Kairinos, 2022). Leaders should also be engaged in this process to help guide development conversations, being intentional in scheduling time dedicated to open and candid conversations about their employees' goals and career aspirations.

Preparing Leaders to Manage Hybrid Teams

In addition, providing resources for leaders on how to lead remote teams is necessary to ensure employees are receiving appropriate support. As companies transition to hybrid working arrangements, where leaders now have oversight of employees working from home or in the office, those that offered training on a blend of traditional and virtual leadership resources as well as hybrid team building were found to have better performance as a company with stronger achieving workers (Association for Talent Development, 2022). By equipping leaders with the tools to successfully lead virtual teams, remote workers will have the support they need to be connected to their coworkers and perform their job from home.

Peer Support and Social Connectivity in Remote Work

Social Connection and Organizational Culture at a Distance

Along with organizations and leaders, employees look to their coworkers to support them throughout the workday. They also seek social connections with their peers and often form strong bonds with those they work with on a daily basis. The shift to remote work removed the ability for casual conversations in the office and has moved to online discussions using virtual chat tools (Poli, 2024). An important element for organizations is having a cohesive culture, which can suffer when remote work reduces contact with colleagues (Choudhury et al., 2020). Peer support can address this through communication, collaboration, training, and onboarding support.

Informal Communication and Virtual Social Interaction

During the pandemic, remote workers found that they still connected with coworkers on a daily basis, using email and videoconferencing to communicate, although the frequency of doing so was reduced (Kohont & Ignjatovic, 2022). Researchers strongly recommend maintaining regular contact with peers through various technologies to better assist and support one another when working from home (Kohont & Ignjatovic, 2022). To achieve this requires intentionality on the part of remote workers, making time for purposeful virtual interactions. One way to help with this could be to set up a group chat or similar channel for the team, where everyone can check in during the day for both casual and work-related discussions. Leaders could also consider scheduled virtual social interactions where team members could attend at their leisure to decompress from the workday, almost like a virtual “Happy Hour” time with coworkers as an opportunity for relationship and team building.

Collaboration Technologies and Peer Learning

Collaboration is also a way to stay connected with peers, whether it is working together on a project or brainstorming ideas for goals or other team activities. Through the use of shared documents, such as those utilizing Microsoft’s sharing functionality or tools like Google Docs, coworkers can contribute to documents or presentations and provide feedback in real-time. Recent research has indicated that some remote workers have experienced some constraints in using tools for collaborating with their fellow remote workers (Kagerl & Starzetz, 2022). It is crucial for organizations to ensure they have the necessary tools, including those for collaborative purposes, to help remote workers become more productive and acquire skills for future work opportunities (Kagerl & Starzetz, 2022). Prior research has also indicated that communication has declined from an asynchronous perspective, resulting in immobilized networks for collaboration (Kagerl & Starzetz, 2022). This increases the risk that employees, especially younger ones, will experience reduced confidence due to fewer instances of peer collaboration (Kairinos, 2022). This can be addressed by implementing technology that supports collaborative efforts, including elements of virtual and augmented reality, to enable coworkers to work synchronously on a project while working from home (Kairinos, 2022). However, just adding the technology will not address the need. Employees require appropriate training and experience using the technology to develop confidence in utilizing it to connect and collaborate with their coworkers.

Peer Support and Learning Transfer

When employees attend training, they often rely on coworkers for support in applying their learning back on the job, especially if the coworker already has experience with that particular skill or topic. Research has keyshown that peer support is a top factor in facilitating the transfer of learning (Chiaburu et al., 2010). Peers are found to bring value when supporting others, especially through social connections (George et al., 2021). When this is not present, it can lead to reduced productivity and creative thinking (George et al., 2021). Leaders need to ensure that remote workers, especially newer ones, have key connections with other team members to help guide them through new tasks and skills. This can be done through virtual meetings with demonstrations on how to

perform specific tasks, group or individual chats to discuss learning challenges, or email with tips on applying learning back on the job.

Peer Involvement in Remote Onboarding

For new hires, peers can become an important partner in the onboarding process. Leaders will often ask one or more of their employees to be a key resource to a new hire when they first join the team to help them with their transition. Having a comrade from the start, especially one that has experience on their team, can help give an effective and rewarding experience (McDonald, 2021). Some researchers argue that along with companies and leaders, having a coworker interact with new hires can help lessen nervousness and remove gaps in locating appropriate resources (Jeske & Olson, 2021). Having these connections also aligns with organizational behavior theories which include the desire and need for belonging, establishing solid relationships, and becoming more familiar with those they work with (Strubs, 2021).

Sustaining Organizational Support in Hybrid Work

Leadership and Workforce Training for Remote Sustainability

As remote and hybrid work continue to be a part of the work culture to some extent, how do organizations ensure that support for hybrid work continues and that top talent is retained? Cultivating best practices for organizational support within the onboarding and development journeys of their employees is key to keeping them engaged and motivated. Recent studies have shown that training and adequate software for remote work are essential in high-performing organizations (Association for Talent Development, 2022). These two factors are among the top priorities for companies to focus on as they move forward with their remote and hybrid work strategies. To ensure these best practices are successfully implemented, organizations must also strive to maintain strong connections with remote workers when they are working outside of the office.

First and foremost, training should be established or updated to guide leaders in using appropriate technology to lead remote workers and develop their teams. Organizations could consider offering a special course for new leaders on leading remote teams, with more seasoned leaders co-facilitating and sharing best practices and experiences they have had with their remote workers. The training could also include a hands-on simulation, where new leaders have the opportunity to test the technology used for collaborating and communicating with remote workers and receive feedback on their actions. For the existing workforce, training on improving virtual collaboration and utilizing technology effectively when working from home will help mitigate hesitation and anxiety associated with working outside the office (Association for Talent Development, 2022). This could be achieved using microlearning strategies, which involve developing shorter lessons with practice opportunities for remote workers to practice using digital tools. In addition, training should be available to help new employees become acclimated to the expectations and necessary skills to work from home, including staying up-to-date with trends and techniques for successful onboarding of remote and hybrid workers. This could be achieved by creating short videos that tell the story of a day in the life of a remote worker.

Technology Selection, Implementation, and Support

In regard to technology, organizations should thoroughly explore available software to ensure it meets the needs of their workforce, especially when they are working from home. Rather than select the most popular platform, decision makers should consult with their information technology leaders to ensure a virtual platform is compatible with the I.T. infrastructure, security configurations, and remote access needs of employees. Regardless of the tool selected, adequate training should be offered to all employees along with applicable job aids for just-in-time learning as new and existing workers require introductory or refresher training. Additionally, when enhancements are made to a tool it is important to have a strategy to gradually roll out the updates across the enterprise when feasible and provide communication along with training that highlights the differences users will experience when the upgrade is complete.

Designing Effective Remote and Hybrid Onboarding Systems

Within the onboarding space, it is ideal for organizations to have new hires start their employment in the office whenever possible. If any or all of it needs to happen with the new hire working from home, it is critical for human resources and team leaders to do their part to ensure the transition is as seamless as possible. This might include sending a welcome kit that includes branded goodies like a mug and sticky notes, details on how to access the company's network on their first day, along with important contact numbers and dates related to new hire orientation and onboarding activities to prepare them to begin their employment (Poli, 2024). Prior to their first day, proactive reach-outs with a scheduled virtual call from their leader or human resources help to show that the new hire is already seen as important and can help set expectations in advance of what their onboarding experience will entail (McDonald, 2021). Recognizing that training is a crucial component of onboarding new employees, organizations and leaders alike should assess their current programs and identify gaps where remote work training has not been established. They should examine how training at the team, leader, and organizational levels will benefit remote workers (Jeske & Olson, 2021). On a team level, having coworkers serve in mentoring and coaching roles brings a customized training experience as the new employee learns the expectations and responsibilities within the team they will be working (Jeske & Olson, 2021). Leaders may also fill part of this role, but will also take a proactive part in providing key information and being the facilitator of the onboarding process within their team (Jeske & Olson, 2021). Within the organization, human resources is seen as the conduit to introduce new hires to company background and enterprise guidelines and expectations to help the new hire transition into their role beyond the confines of their department (Jeske & Olson, 2021).

Fostering Connection and Inclusion Across Physical Boundaries

How do you address the challenge of connecting employees when they are not in the same physical space? When a new hire is successfully socialized within an organization, they are not only more likely to stay with the company but also play a role in preserving the organization's culture (Strub, 2021). In the office, we often observe this through employees going to lunch together, having casual conversations at their desks, or during team meetings. When everyone is not in the same physical location, some may struggle to stay connected to others. To address this with

remote workers, leaders and human resource departments need to strategically adjust and imitate the in-person experience virtually as much as possible (Strub, 2021). One example is to look at team meetings as an opportunity to combine work and non-work-related topics and events on the agenda (Strub, 2021). This could include virtual icebreakers and team-building activities (Strub, 2021). If the meeting involves new team members, consider adding an introduction segment where team members can share information about themselves and their roles on the team (Strub, 2021). This will require pre-planning for leaders and thinking outside the box to identify how to engage their team differently than they may be accustomed to when everyone is working from home. In a hybrid setting, intentionality must be practiced to ensure that those who are dialed in are not lost among employees who are together in the same room. One way to do this may be to have those attending the meeting remotely to share their insights first before opening it up to the rest of the room or depending on the percentage of people in person and at home to take turns having someone in the room respond then someone dialed in.

Conclusion

Remote and hybrid work have moved beyond a temporary response to crisis and are now established components of contemporary workforce strategies. As organizations continue to refine their post-pandemic operating models, the central question is no longer whether remote and hybrid work should exist, but how it can be sustained in ways that support employee wellbeing, engagement, and performance while also meeting organizational goals. The findings synthesized in this paper suggest that the success of remote and hybrid work arrangements depends less on location and more on the strength and intentional design of support systems embedded within organizations.

This paper highlights that organizational, leader, and peer support function as interconnected and mutually reinforcing mechanisms in remote and hybrid contexts. Organizational support shapes employees' perceptions of value, fairness, and care through policies, technology infrastructure, onboarding practices, and access to resources. Leader support serves as a critical conduit through which organizational intentions are translated into day-to-day experiences, influencing communication quality, trust, belonging, and development opportunities. Peer support complements these structures by fostering social connection, collaboration, learning transfer, and cultural continuity in the absence of shared physical space. When any one of these forms of support is underdeveloped, remote and hybrid workers are more likely to experience isolation, disengagement, and uneven access to growth opportunities.

The paper also underscores that remote and hybrid work introduce distinct challenges that require deliberate responses, including maintaining work-life boundaries, mitigating technostress, ensuring equitable access to tools and information, and reimagining onboarding and socialization processes. Addressing these challenges cannot be accomplished through technology alone. Rather, organizations must adopt integrated strategies that align leadership development, workforce training, technology implementation, and peer collaboration practices. Leaders, in particular, play a pivotal role in shaping inclusive and empowering remote environments by modeling trust, facilitating

communication, supporting development, and intentionally creating opportunities for connection and recognition.

Importantly, this paper acknowledges that not all roles are suitable for remote or hybrid work. However, for positions where flexibility is feasible, the absence of clear guidelines and sustained support risks undermining both employee experience and organizational effectiveness. As hybrid work models become more prevalent, organizations must remain attentive to emerging research, evolving employee expectations, and internal feedback to ensure that policies and practices remain responsive and equitable. Treating remote and hybrid work as an evolving organizational capability—rather than a fixed arrangement—allows leaders to adapt support systems as workforce needs and technologies change.

In conclusion, sustaining remote and hybrid work requires a shift from reactive accommodations to intentional design. Organizations that invest in comprehensive support structures—spanning organizational policies, leadership practices, and peer relationships—are better positioned to retain talent, promote engagement, and maintain performance in distributed work environments. As remote and hybrid work continue to shape the future of work, leaders who prioritize support, connection, and development will be most likely to foster resilient, inclusive, and effective organizations regardless of where work takes place.

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