



UNIVERSIDADE CATÓLICA PORTUGUESA

# The Impact of Hybrid Work in Organizational Culture and Internal Branding

The case of Mojobrands Lifestyle

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# The Impact of Hybrid Work in Organizational Culture and Internal Branding

The case of Mojobrands Lifestyle

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by

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# Abstract

After the global COVID-19 pandemic, the adoption of remote and hybrid work models has become prevalent among numerous prominent corporations (Verma, 2022). Mojobrands Lifestyle, situated in Porto, operates as a creative agency offering a spectrum of brand-related services, ranging from social media management to the conceptualization of brand visual identities. With an approximate team size of ten employees, the cultivation and perpetuation of organizational culture and internal branding represent crucial focal points necessitating continuous development.

Hence, the primary objective of this thesis is to investigate the ramifications of the hybrid work model on the company's organizational culture and internal branding. Additionally, it aims to discern strategies conducive to preserving and fortifying a robust internal brand identity within a paradigm shift towards increased remote work arrangements. A case study methodology was employed to identify the main dimensions of the internal culture and internal branding process of Mojobrands. Data was collected through semi-structured in-depth interviews, and a thematic analysis was used for data interpretation. This approach allowed an exploration of the various organizational dynamics, including the effective use of communication platforms, employee satisfaction and motivation within the framework of a hybrid work environment. Furthermore, this study allowed the identification of noteworthy insights and recommendations for future improvements, thereby, fulfilling the research objectives.

**Key-Words:** Organizational Culture, Internal Branding, Hybrid Work, Employee Performance

**Word Count:** 7606



# Resumo

Durante a pandemia global de COVID-19, a adoção de modelos de trabalho híbridos tornou-se prevalente entre numerosas corporações proeminentes (Verma, 2022). A Mojibrands Lifestyle, situada no Porto, atua como uma agência criativa oferecendo uma gama de serviços relacionados à marca, desde a gestão de redes sociais até ao desenvolvimento da identidade visual da marca. Com uma equipa aproximada de dez funcionários, o cultivo e a perpetuação da cultura organizacional e da marca interna representam pontos focais cruciais que necessitam de um refinamento contínuo.

Assim, o objetivo principal desta tese é investigar os efeitos do modelo de trabalho híbrido na cultura organizacional e na gestão interna da marca da empresa. Além do mais, este estudo pretende contribuir para o desenvolvimento de estratégias propícias para preservação e fortalecimento de uma identidade de marca interna robusta numa época, onde há uma mudança de paradigma e onde se nota cada vez mais a presença de trabalho remoto. Para o presente estudo, no qual se pretende compreender e descrever as principais dimensões incluídas no processo de *branding* interno da empresa, bem como identificar possíveis melhorias, foi adotada uma metodologia de estudo de caso. Os dados foram recolhidos através de entrevistas semiestruturadas em profundidade, e foi utilizado o método de análise temática para a análise de dados. Assim, foi possível uma melhor compreensão sobre as diferentes dinâmicas internas, as plataformas de comunicação utilizadas e a satisfação e motivação dos funcionários, numa empresa que utiliza trabalho híbrido. Por outro lado, foi possível a identificação algumas sugestões relevantes para futuras melhorias, tendo em consideração os principais objetivos deste estudo.

**Palavras-Chave:** Cultura Organizacional, *Branding* Interno, Trabalho Híbrido, Desempenho dos Colaboradores

**Número de Palavras: 7606**



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# Chapter 1

## Introduction

### 1.1. Contextualization

Following the COVID-19 pandemic, numerous organizations initiated a shift from exclusively office-based operations to embracing remote work arrangements (Lavelle, 2020). This transformation has prompted concerns within companies regarding its implications for organizational culture, internal branding, and overall performance (de Menezes & Kelliher, 2011). Consequently, this study aims to investigate the the impact of the hybrid work model on organizational culture and internal branding processes.

### 1.2. Scope

Mojobrand's Lifestyle, situated in Porto, functions as a creative agency. In response to the onset of the COVID-19 pandemic, the company underwent a significant operational shift, necessitating a complete transition to remote work. Given its modest team size, the impact of transitioning from a fully office-based to a remote work setup was particularly pronounced. Consequently, both the organizational culture and internal branding of Mojobrand's Lifestyle experienced notable changes as a result of this transition. Subsequently, following the pandemic, the company implemented a hybrid work model.

### 1.3. Study's Objectives

Building upon the before mentioned thematic framework (1.1.), the principal aim of this investigation is to understand how hybrid work affected the organizational culture and internal branding within Mojobrand's Lifestyle. In order to address this overarching objective, specific research objectives have been delineated:

1. Identify the main dimensions of Mojobrand's organizational culture and internal branding;
2. Describe in which way Mojobrand's work model affect employees' perception of the company's brand and culture, thus impacting the company's performance;
3. Analyze which tools and procedures can improve Mojobrand's organizational culture and internal branding.

### 1.4. Investigation Process and Dissertation Structure

This study employed a case study approach, which involved conducting interviews with five employees of Mojobrand's Lifestyle, using thematic analysis as the data analysis. This approach facilitated a comprehensive exploration of the three defined objectives. The dissertation starts with an introductory section delineating the study's scope, theme, and objectives. Following, a comprehensive literature review is presented, elucidating the concepts of organizational culture, internal branding, and hybrid work. Next, the methodological framework employed in the study is elaborated, followed by the characterization of the company under examination. Then, an analysis of the data collection process is provided and the main findings are presented and discussed. Finally, the dissertation finishes with a conclusive summary of the study.

# Chapter 2

## Literature Review

### 2.1. Organizational Culture

Schein (1985) provided a definition of organizational culture as comprising the fundamental presumptions and values shared among all members of an organization. Subsequently, Ingelsson et al. (2018) expanded on this concept, characterizing organizational culture as a compilation of shared norms and principles that evolve over time, shaping the operational framework of the organization.

The relevance of organizational culture for corporate performance has become increasingly evident (AL-Sous et al., 2023). Research indicates that every vital aspect of a business is influenced by organizational culture (Al-Hawary & Nusair, 2017), with a strong correlation observed between a company's performance and the robustness of its culture (Lapina et al., 2015). According to Sadri and Lees (2001), a robust corporate culture can confer significant advantages to a company, granting it a competitive edge over others in the same industry. Consequently, organizational culture is widely recognized across various business sectors as a key determinant of organizational success (Taylor & Rostron, 2018).

According to Siehl and Martin (1990), employee attitudes, influenced by organizational culture, play a crucial role in organizational success. Culture can impact industry outcomes positively or negatively in various ways. For instance, cultures that deviate from company policies may lead to decreased motivation, diminished staff loyalty, and increased employee turnover. Conversely, well-functioning cultures foster higher levels of job satisfaction, productivity, and strategic collaboration among employees, as exemplified by workers in high-production manufacturing facilities (Cherian, 2021).

### 2.1.1. Types of Culture

According to the literature, various types of organizational cultures exist, including hierarchy, market, clan, and adhocracy cultures (Cameron & Quinn, 1999; Quinn & Rohrbaugh, 1983; White et al., 2003). Following, we will discuss the main characteristics of the several types of organizational cultures.

Hierarchical cultures are characterized by formalized structures and regulations (Al – Dari et al., 2021). The organization operates within a framework of formal rules and policies, with individual activities governed by established procedures. Effective leadership involves active coordination and organization, prioritizing the smooth functioning and efficiency of the business. Long-term concerns of hierarchical cultures often revolve around stability and predictability (Alexakis et al., 2006).

Conversely, market culture refers to a business model that functions similar to a market entity in its own right. It places less emphasis on internal matters and instead focuses on interactions with external entities. Transactions with external stakeholders, such as suppliers, customers, contractors, licensees, unions, and regulators, take precedence in this environment. Economic market mechanisms, particularly monetary exchange, drive the market culture, unlike hierarchical structures that rely on internal control through regulations, specialized roles, and centralized decision-making (Cameron & Quinn, 1999).

Clan cultures, renowned for their nurturing and collaborative work environment, are considered advantageous for fostering organizational learning (Bremer, 2016). Resembling an extended family structure, clan organizations prioritize customs and loyalty, promoting active engagement among members who share common traits. Client responsiveness and empathy serve as foundational elements for success within this culture (Bremer, 2016). According to Deshpande and Webster (1989), clan cultures prioritize cohesion, collaboration, and teamwork, fostering open channels of communication and cultivating strong interpersonal bonds. In contrast to

hierarchical structures, formal coordination and centralized decision-making play a diminished role in clan cultures.

In corporate settings, adhocracy culture is associated with an emphasis on adaptability and the acquisition of external resources (Rostain, 2021). This culture may support service-oriented behavior in hospitality contexts by prioritizing adaptability, flexibility, and innovation as means to foster organizational and personnel development (Lin and Kunnathur, 2019). As adhocracy culture prioritizes flexibility over stability (Langer and LeRoux, 2017), it encourages fair treatment of individual characteristics and leverages the strengths of diversity. Various individual characteristics within a diverse group, including levels of extroversion and openness, facilitate mutual assistance among group members to overcome weaknesses and enhance knowledge and competence, thereby enhancing productivity and stimulating creative thinking (Cobeña et al., 2017).

### 2.1.2. How Culture Affects Employees Well-being

As previously noted, organizational culture has a significant impact on the behavior and attitudes of its members (Siehl and Martin, 1990). By understanding the motivational factors underlying employee actions within the organizational context, companies can promote behaviors conducive to organizational success (Gregory et al., 2009; Watkins, 2013). As a result, organizational culture serves as a valuable management tool, influencing and motivating individuals to perform optimally and productively (Tamsah et al., 2020). Weidner (1997) underscores the positive outcomes associated with constructive organizational cultures, such as enhanced trust in supervisors and organizations among employees. Moreover, a positive organizational culture fosters organizational growth and inspires employees to engage more energetically and productively (Cherian, 2021).

Organizational culture also shapes employee behavior, guiding individuals to prioritize actions that align with the company's values and goals. (Nwugwo, 2020) asserts that in a competitive culture, employees may be inclined to prioritize personal

interests over collective objectives, while in a collaborative culture, the emphasis is placed on actions that benefit the entire team.

McKinnon, Harrison, Chow, and Wu (2003) found that organizational cultures emphasizing individual respect, teamwork, and innovation were associated with positive emotional outcomes such as organizational commitment, job satisfaction, and intent to remain. These characteristics align with the defining attributes of a clan culture.

## 2.2. Internal Branding

In addition to organizational culture, internal branding emerges as a pivotal component in the endeavor of companies to synchronize their brand values with employees. Aldisert (2002) expresses the significance of employment, culture, and communication in internal branding initiatives.

Internal branding can be described as the systematic process through which companies strive to embed brand values within their workforce (Morhart et al., 2009). Fundamental to all definitions of internal branding is the notion that employees play a crucial role in articulating the brand's value. Achieving superior brand performance and ensuring congruence between the customer experience and expectations depends on employee behavior being the bedrock of the brand (Morokane et al., 2016). Therefore, the overarching aim of internal branding is to facilitate the implementation of corporate identity and business strategy (Aurand et al., 2005; de Chernatony, 1999), thereby positively influencing employees' attitudes and emotions, which subsequently shape customer perceptions of the brand (Davies et al., 2010). Fostering high levels of employee motivation, creativity, and collaboration with both colleagues and consumers is imperative for successful internal branding initiatives (Zhang & Bai, 2018).

Furthermore, it is thought that internal branding can help staff members to feel more connected to their work, and that to do this, the brand idea needs to be bold, creative, daring, and empowering (Ind, 2001).

By fostering collaboration and disseminating a coherent brand message internally, companies can better cultivate brand value, enabling staff members to grasp the brand's essence and uphold its promise to customers (de\_Chernatony, 2006; Karmark, 2005; Mosley, 2007). Successful internal branding endeavors transform employees into "brand champions," serving as a mechanism to motivate staff to fulfill the external brand promise by ensuring they embody the corporate brand values in their actions (Punjaisri et al., 2009). Furthermore, by aligning staff behavior with the brand message intended for consumers, internal branding initiatives can stimulate behaviors that reinforce the brand (Vallaster, 2006). Studies on organizational identification and commitment suggest that employees are more inclined to remain loyal to a company or brand if their values align with it (e.g., Dutton et al., 1994; Van Dick, 2001). Research by Papasolomou and Vrontis (2006) indicates the impact of internal branding on employee retention and brand loyalty (Reichheld, 1996).

However, the effectiveness of internal branding initiatives is contingent upon a supportive workplace culture that aligns with the brand's core principles. Thus, in addition to other organizational frameworks such as management and human resources, internal branding must harmonize with complementary marketing components within the company, including corporate communications, culture, identity, and image, as well as reputation (Punjaisri, 2011).

### 2.2.1. The Main Elements of Internal Branding

Saleem and Iglesias (2016) identified a range of critical elements essential for the analysis and cultivation of internal branding. From these elements, four key components have been selected to provide deeper insights aligned with the organizational structure of Mojibrands. These components involve brand ideologies,

internal brand communication, brand leadership and brand-centric human resource management (HRM).

### 2.2.2. Brand Ideologies

At the core of internal branding lies the concept of brand ideologies, encompassing an organization's mission, vision, objectives, traditions, and collective values. Employees derive focus and direction from a coherent and solid worldview when they make decisions consistent with the brand's values (Ind, 2003; Burmann & Zeplin, 2005). Moreover, cohesive shared knowledge and values are only evident and reinforced when a unified brand ideology is clearly manifested in brand positioning and employee roles (de Chernatony & Horn, 2003). Given that the primary aim of internal branding is to consistently deliver the brand promise, widespread dissemination of brand philosophies is essential, as they delineate employee roles and enhance brand loyalty (King, 2010).

### 2.2.3. Internal brand communication

According to Burmann and Zeplin (2005), internal brand communication encompasses various channels within the organization, including lateral, cascade, and central communication channels. These channels serve as routes through which employees receive information, including inputs from external sources, influencing the overall identity of the organization (Hatch & Schultz, 2002). It is imperative to ensure that information dissemination within the organization is equitable, while also managing the level of detail provided to mitigate the risk of information overload among individuals (Haynes, Lackman, & Cuskey, 1999). Furthermore, maintaining consistency in messaging, both internally and externally, is essential to avoid potential confusion among stakeholders (Yaniv & Earkas, 2005).

According to Kapferer (2012), employees play an essential role in identifying any discrepancies and rectifying them to support the development and enhancement of the company's image, as they are exposed to both internal and external aspects of the brand.

Effective use of communication tools stimulates collaboration, collective ideation, and enhances communication flow within the organization, provided they are seamlessly integrated into existing workflows (Riihimäki, 2017; Gustafsson et al., 2018). Furthermore, empirical evidence suggests that corporate brand communication can be enhanced through communication training programs for employees, focusing on interpersonal communication techniques, public speaking, and soft skills development (Davis, 2000). Such training initiatives aim to improve employee relationships, fostering better teamwork and cooperation towards common organizational objectives.

In terms of leveraging social media platforms, organizations can obtain significant benefits from their internal usage. Social media platforms facilitate broader reach and richer communication channels with employees (Huang, Baptista, & Galliers, 2013), encouraging a conducive environment for knowledge sharing and collaboration among employees (Naslund, 2010). Additionally, research by Miles and Muuka (2011) emphasizes the empowering effect of social media on employees, enabling them to express satisfaction or dissatisfaction with their workplace in novel ways.

#### 2.2.4. Brand Leadership

Research conducted by Κάργας and Varoutas (2015) denotes a significant and positive correlation between leadership and organizational culture. Schein (1990) also asserts that leaders play a crucial role in shaping and regulating the culture within a company. Leadership, as defined by Schein (2017), involves the process of mobilizing members of an organization to achieve its objectives. Through various methods such

as outreach, recruitment, cultural communication strategies, and role modeling, leaders can adapt to diverse cultural contexts (Kuknor, 2022), thereby influencing and maintaining the customs and behaviors that constitute a culture (Schein, 2010).

Furthermore, effective brand leadership, as delineated by Burmann and Zeplin (2005), is crucial in building employee alignment with the brand, thereby significantly impacting employee brand loyalty. Authentic brand leaders, for instance, actively engage with employees to recognize their contributions, thereby facilitating the realization of the brand promise and the embodiment of the company's ideologies. Additionally, senior leaders bear the responsibility of articulating and disseminating coherent brand philosophies to ensure a cohesive vision that aligns with employees' understanding and enhances the delivery of a superior brand experience (Vallaster & de Chernatony, 2005).

#### 2.2.4.1. Transformational and Transactional Leadership

In terms of leadership styles, a robust leadership approach is indispensable for achieving corporate objectives and enhancing performance (Hennessey Jr., 1998). Transactional and transformational leadership are characterized by their focus on task orientation and people orientation, respectively, and are rooted in earlier leadership paradigms (Bass and Riggio, 2006). According to Den Hartog et al. (1997), these theories draw on many concepts derived from prior leadership studies and insights from sociology and political science.

Transformational leadership, particularly in internalizing brand principles, has been associated with increased positive word-of-mouth outside the workplace, reduced attrition, and enhanced in-role and extra-role brand development behaviors (Morhart et al., 2009). Transformational leadership entails engaging with others in a manner that cultivates relationships and enhances motivation and morale for both the leader and the follower. According to Nguyen (2023), such leaders assist individuals in realizing their full potential by attending to their needs and motivations. Tichy and

Devanna (1990) characterize transformational leaders as those who drive organizational improvement. They assert that transformational leaders perceive themselves as agents of change, are willing to take calculated risks, demonstrate courage, and engage with coworkers and employees on both an emotional and substantive level.

A more conventional leadership approach is represented by transactional leadership, wherein resources are exchanged for labor. Transactional leaders employ diverse strategies to exert influence over their subordinates. These may include offering contingent rewards, closely monitoring employees, taking corrective measures as necessary, or adopting a more passive management style and intervening when required (Bono & Judge, 2004; Elkins & Keller, 2003; Judge & Piccolo, 2004).

#### 2.2.5. Brand-centered Human Resource Management

The successful implementation of the internal branding strategy across the organization demands close collaboration between the marketing and human resources departments (Gapp and Merrilees, 2006). Brand-centered human resource management practices, involving various policies and activities such as recruitment, training, and rewards, represent a pivotal aspect of internal branding that has garnered significant scholarly attention. The recruitment of individuals whose values align with those of the organization is critical for reducing the assimilation period for new hires and ensuring a sustained and enduring brand perception (Burmam and Zeplin, 2005; de Chernatony et al., 2003). Additionally, effective training initiatives play a crucial role in enhancing employee skills and supporting employee brand performance, defined as the behaviors exhibited by staff members to uphold the brand promise—an essential behavioral outcome of internal branding attempts (M'zungu et al., 2010; Punjaisri et al., 2009). Moreover, when aligned with brand values, reward structures can positively influence the attainment of the brand's objectives (Hartline and Ferrell, 1996).

In general, the alignment of employee behavior with brand values requires the implementation of various human resources management processes and structures (Burmam and Zeplin, 2005; Mahnert and Torres, 2007). For instance, Iglesias and Saleem (2015) highlight the relevance of human resources management practices and policies in cultivating consumer-brand relationships. Nevertheless, rigid frameworks merely compel employees to adhere to the brand's principles without internalizing its values (Morhart et al., 2009). Hence, the adoption of dynamic human resources management techniques is imperative for fostering genuine internalization of brand values among employees.

### 2.3. Remote and Hybrid Work

The COVID-19 pandemic has prompted businesses to reevaluate conventional practices associated with physical workspaces (Sengupta, 2023; Bhaimiya, 2023). Some organizations, such as Twitter, Google, and International Business Machines (IBM), have expressed intentions to maintain remote work options even post-pandemic, with IBM initially extending its remote work policy until 2021 (Verma, 2022). However, recent trends, including Meta's decision to reinstate office-based work or hybrid arrangements, suggest a dynamic landscape (Sengupta, 2023). The pandemic has led to a reconsideration of remote work, as evidenced by a March 30, 2020, survey by Gartner, Inc., wherein 74% of 317 CFOs and Finance leaders expressed a desire to transition at least 5% of their onsite workforce to remote roles post-pandemic (Lavelle, 2020).

A 2021 report by McKinsey and Company anticipates a surge in the adoption of hybrid work models, highlighting significant advantages for both employees and organizations (Biron, Casper, & Raghuram, 2022). Employees aspire for increased flexibility and improved work-life balance, while organizations stand to benefit from heightened productivity and reduced fixed costs (Pérez, Sanchez, & de Luis Carnicer,

2003; Raghuram, Hill, Gibbs, & Maruping, 2019; Choudhury, Foroughi, & Larson, 2021).

### 2.3.1. Effects on Culture and Performance

The influence of alternative work structures on employee outcomes, particularly regarding job performance, has been extensively explored in scholarly discourse (de Menezes & Kelliher, 2011). Within this domain, the hybrid workplace model, integrating elements of flexible and remote work, has yielded divergent impacts on employee job performance, ranging from positive to negative or even neutral outcomes.

Numerous investigations have highlighted the potential benefits of flexible work schedules and telecommuting in enhancing employee productivity, attributing this improvement to increased job autonomy and the ability to work flexibly across time and space (Casper & Harris, 2008; Gajendran et al., 2015; Sekhar & Patwardhan, 2021). Nonetheless, it is also recognized that the blurring of boundaries between work and personal life, particularly exacerbated by flexible employment arrangements, can pose challenges due to enhanced job demands (Wöhrmann & Ebner, 2021). Furthermore, the remote nature of telework may engender difficulties in accessing critical work-related resources, including tasks and interpersonal connections, owing to physical and psychological isolation (Raghuram et al., 2019; Liu, Wan, & Fan, 2021).

# Chapter 3

## Methodology

### 3.1. Research Intentions

The purpose of this study is to understand how Mojibrands Lifestyle's internal branding and organizational culture were affected by hybrid work. More specific objectives were established so that this general objective could be tackled:

1. Identify the main dimensions of Mojibrands' organizational culture and internal branding;
2. Describe in which way Mojibrands' work models affect employees' perception of the company's brand and culture, thus impacting the company's performance; [OBJ]
3. Analyze which tools and procedures can improve and maintain Mojibrands' organizational culture and internal branding. [OBJ]

### 3.2. Research Methodology

In this study, qualitative methods were exclusively employed instead of quantitative approaches, as the aim was to obtain a comprehensive understanding of ideas, viewpoints, and experiences. Using qualitative methods enables gathering perspectives, values, and opinions, and elucidation of the meaning respondents attribute to their experiences (Morse, 2012).

For this thesis, a case study approach was adopted to conduct the investigation. A case study is characterized as an in-depth methodological analysis of a single individual, group, community, or other entity, wherein detailed data pertaining to multiple factors are examined (Woods, 1980). According to Yin (2005), case studies are

particularly suitable for investigating empirical subjects. They are deemed appropriate when the researcher possesses familiarity with the topic under examination, when it is a modern phenomenon, and when the researcher has limited or no influence at all over the events being studied.

### 3.3. Strategies for Gathering Data

This research centered on conducting five semi-structured interviews spanning from February 22nd to 27th, 2024, according to the availability of each interviewee. The interviews were conducted at the office premises due to their logistical convenience and to minimize disruption to the interviewees' work schedules. To accommodate the interviewees' time constraints, each interview was designed to be approximately 35 minutes in duration. Given that all interviewees were native Portuguese speakers, the interviews were conducted in Portuguese and subsequently translated into English for analysis and reporting purposes. These interviews were systematically undertaken across various departments within Mojobrands, encompassing personnel from management to the creative division. The interviewees included individuals occupying diverse roles, such as project managers, Art Director, as well as key executives such as CEO and COO. The primary objective of these interviews was to acquire comprehensive insights about the organizational culture and internal branding practices at Mojobrands Lifestyle.

According to Morse & Richards (2002), a semi-structured interview is a conversation where the questions are flexible and pre-formulated, so that the discussion can go in diverse ways before covering every subject. It is also important to note that the interviewer is allowed to go into any intriguing topics that may come up (Lindlof & Taylor, 2002)

During the interviews, a standardized definition of organizational culture and internal branding was presented to ensure uniform comprehension among all interviewees. This practice aimed to establish a consistent understanding of these

terms across the interviewed participants, thereby ensuring coherence in the interpretation and discussion of related concepts.

### 3.4. Data Analysis

The data analysis employed thematic analysis, as outlined by Boyatzis (1998). Thematic analysis is a methodical approach aimed at identifying, examining, and synthesizing patterns within qualitative data, enabling a comprehensive exploration of different elements pertaining to the research question. The analysis followed the six-step process delineated by Braun and Clarke (2006), which will be elaborated upon subsequently. Initially, the data was thoroughly familiarized through repeated readings to discern the primary concepts. Subsequently, initial codes were generated by systematically organizing data segments according to their distinctive features. The third phase involved the identification of overarching themes by amalgamating data segments associated with each prospective theme. Following this, a thematic "map" was constructed to assess the coherence between themes and coded extracts. The fifth step entailed refining and labeling the identified themes through continuous analysis, ensuring their accurate representation and alignment with the research narrative. Finally, a comprehensive report was compiled, highlighting key findings and insights derived from the analysis, while also integrating relevant literature and addressing the research objectives (Braun & Clarke, 2006).

### 3.5. Company Characterization

Mojobrand's Lifestyle is a creative agency established in February 2010. Positioned as a comprehensive brand, they operate across various dimensions of advertising. Their repertoire encompasses a wide array of content and services,

including event organization, video production and editing, brand visual identity development, and formulation of social media marketing strategies, among others.

As previously delineated, the company comprises two principal departments: management and creative. The management division houses project managers, the CEO, and the COO, while the creative department accommodates designers, motion graphics specialists, and the creative director.

# Chapter 4

## Data Analysis and Discussion

The interviewees for the study ranged in age from 25 to 52 years old. The CEO holds degrees in Business Management and Administration, as well as a master's in communication and advertising. He had extensive experience, including internships in the United States and freelance work in Madrid, before founding Mojo in 2010. The COO completed her bachelor's at IPAM and spent eight years at her initial company before a lengthy tenure at Opal, joining Mojibrands two and a half years ago. The Art Director studied Communication and Multimedia Design and General Design, joining Mojibrands five years ago. Project Manager A holds a bachelor's in Marketing and International Business, a master's in Marketing Management, and had experience in various marketing roles before joining Mojibrands eleven months ago. Project Manager B holds a bachelor's in Communication Science, Marketing, and Publicity and Public Relations, with experience in marketing and real estate before joining Mojibrands six months ago.

### 4.1. Organizational Culture

After transcribing and analyzing different pieces of text from the interviews, it became evident that Mojibrands embodies the characteristics and ethos of a clan culture. As elucidated in the literature review, a clan culture is characteristic of familiar organizations, characterized by a horizontal organizational structure. Employees within such cultures exhibit a strong alignment with shared values and foster close interpersonal relationships, thereby fostering a collaborative environment conducive to teamwork (Bremer, 2016). As explained by the Art Director, because Mojibrands fosters a very familiar environment, staff members learn a great deal from

one another, and the workplace becomes a place of unity. The organizational hierarchy within Mojobrands is notably characterized by a horizontal structure, wherein each individual assumes a defined role within the company (Art Director). Due to Mojobrands' familiar ethos, deliberate efforts are made to cultivate an organizational environment that avoids excessive rigidity, technical formalism, or hierarchical verticality. Instead, a collaborative environment prevails, where all employees are actively engaged in the entire organizational process (Art Director). The CEO also stated that within Mojobrands, it is possible to observe a distinct absence of interpersonal conflict or competitive dynamics, indicative of a harmonious organizational climate. The environment reveals an effort to maintain a delicate balance between the fostering of a familiar atmosphere and maintaining high professional standards. Additionally, the practice of addressing one another informally as "Tu" (the informal second person singular in Portuguese refers to the grammatical form used to address a single individual in a casual or familiar context.) emphasizes both the internal organizational culture and the external image the company seeks to uphold with its clients (CEO).

In response to the questions regarding the organizational hierarchy and employees expressing their own opinions, a predominant sentiment emerged among respondents indicating an open culture within Mojobrands, wherein every idea expressed is regarded as integral to the organizational process. As articulated by Project Manager A, despite the potential for apprehension regarding the reception of one's ideas, there exists a prevailing sense of reassurance and acceptance, in which concepts that are initially thought to be unworthy frequently provide insightful information (Project Manager A). Also, the CEO noted the establishment of two weekly meetings within the organization, held at the beginning and end of each week. These meetings serve the dual purpose of task planning and performance review, providing employees with a platform to articulate their sentiments regarding the previous week's activities while also fostering an environment conducive to open discourse on various work-related and non-work-related topics. Indeed, it is not

uncommon for discussions during these meetings to extend beyond work-related matters, encompassing broader societal events or personal experiences shared among colleagues (CEO).

To have a better understanding of the company's structure, the COO explained it as follows: the CEO serves as the central figure, holding the dual roles of chief executive and owner. Subsequently, specific operational responsibilities are delegated to the COO, who oversees management functions within the organization. Furthermore, the creative direction and design endeavors are entrusted to the Art Director (COO).

Given the small size of the team and the predominantly horizontal hierarchy, Mojobrands, as mentioned before, cultivates a strong sense of unity among its members, fostering an environment where mutual assistance and collaboration are commonplace. According to Project Manager A, although there is a clear hierarchy in place, all team members are highly approachable (Project Manager A). Similarly, the Art Director noted that the company promotes continuous collaboration and inclusivity, making themselves available for assistance through various means, including virtual channels. However, while this open communication facilitates internal communication between employees and departments, it can also enhance the impact of mistakes due to the close-related nature of the organization (Art Director). Project Manager B additionally highlighted that the small team size sometimes leads to organizational challenges, with imbalances in project management becoming more apparent and potentially causing additional strain on employees (Project Manager B).

#### 4.1.1. How Culture Affects Employees Well-being

In accordance with, and significantly influenced by, the organizational culture of Mojobrands, employees experience a sense of comfort and ease, largely resulting from the relational dynamics and companionship cultivated within the company. According to Cherian (2021), as mentioned in the literature review, the prevailing

positive culture at Mojobrands serves as a stimulus for heightened employee motivation and productivity. The CEO highlighted the distinct spirit and culture evident within Mojobrands, noting its conducive environment for fostering friendships among employees. Moreover, an informal team ethos pervades the organization, contributing to overall employee satisfaction. While alternative cultures may yield different outcomes, potentially emphasizing strict demands over employee happiness, the prioritization of collective well-being over immediate results is emphasized within Mojobrands (CEO). This type of culture helps to mitigate employee turnover, as individuals develop a stronger sense of connection and purpose within the company. Project Manager A provided a personal story, highlighting a prior experience wherein a higher salary package failed to compensate for the oppressive and authoritarian organizational culture at her former workplace. Despite superior benefits and proximity to her residence, the suppressing environment ultimately prompted her premature departure. This testimonial underscores the profound impact of organizational culture on employee well-being and endurance within the company (Project Manager A).

## 4.2. Internal Branding

Given the limited team size, the responsibility for overseeing internal branding processes and strategies is mainly placed on the CEO and the COO. It is upon them to formulate and adapt strategies aimed at effectively communicating the brand's values and ensuring adherence to the brand promise among employees (De Chernatony, 2006; Karmark, 2005; Mosley, 2007). As articulated by the COO, Mojobrands' internal branding process is characterized by a continuous pursuit of improvement, often involving trial and error. Nonetheless, the outcomes of these efforts remain uncertain until the end of the year (COO). Because of the limited resources available for actively fostering creative approaches to internal branding, the company has implemented

various methods to convey its values and ideologies over time. To systematize these approaches, the company has developed a comprehensive welcoming manual, as described by the COO, that offers a deeper understanding of the organizational structure and principles of the company (COO). However, when questioned about the ideal candidate for overseeing human resources processes, Project Manager A expressed the opinion that the role should be filled by an individual possessing both creative and rational attributes. This approach, according to her perspective, would ensure a balanced blend of creative thinking and analytical decision-making in managing internal branding initiatives (Project Manager A).

#### 4.2.1. Brand Ideologies and Internal Brand Communication

Since the aim of internal branding is to consistently uphold the brand promise, widespread dissemination of brand principles is essential as they delineate employee roles and foster brand loyalty (King, 2010). Within a small-scale creative agency such as Mojobrands, employees engage in ongoing communication with clients, whether through virtual or in-person meetings, phone calls, or email correspondences. As noted by Project Manager B, employees are frequently reminded of the organization's mission, vision, and values, a consequence of their ongoing interactions with clients. Moreover, many of the activities conducted within the company serve as manifestations of these core values (Project Manager B). These activities, as articulated by Project Manager A, include monthly creative meetings, giving each employee compensated time off on their birthday, occasional extension of vacation days following public holidays falling two days after or before the weekend, implementation of a summer schedule to accommodate work while allowing employees to enjoy sunlight, granting employees the 24th of December as a day off during Christmas, and conducting collaborative brainstorming sessions involving all project members (Project Manager A).

Regarding the company's vision, a consistent response emerged among the interviewees, with the majority expressing that Mojobrands aspires to establish itself as a leading creative agency renowned for its dedication to brand collaboration and exceptional quality of service.

Internal communication at Mojobrands is characterized by comprehensive synchronization across all levels of the organization. According to the COO, communication channels are open and accessible to all employees, promoting a culture of transparency and inclusivity. Project Manager A further emphasizes this transparency, noting that information sharing is often abundant, perhaps to the point of occasional excess.

In terms of communication platforms, Mojobrands employs various tools tailored to specific needs. Project Manager B delineates the use of Google Meets for both internal and external meetings, while highlighting the importance of two weekly meetings: the weekly balance and weekly planning sessions. Additionally, Telegram groups are utilized for project management and general communication among team members, ensuring a well-structured communication framework within the company (Project Manager B). However, the Art Director feels there is a lack of a more formal communication platform. Sometimes the team tries to use Trello for organizing work, particularly social media posts, depending on the team's availability each week, but the staff doesn't use it regularly (Art Director).

Project Manager A adds that a significant portion of communication occurs via mobile phones, lending a more personal touch compared to email correspondence. The Telegram group chat remains active even on weekends, facilitating informal discussions on various topics, including recreational interests (Project Manager A). While this demonstrates effective communication among employees, it also blurs the lines between professional and personal interactions. Recognizing this challenge, the leadership previously attempted to address it by transitioning from WhatsApp to Telegram. The COO explains that this change was motivated by the desire to preserve

employees' personal lives, as the constant influx of work-related messages on WhatsApp invaded their personal space (COO).

#### 4.2.2. Brand Leadership

The interviews revealed that the prevailing leadership style within the company aligns with transformational leadership principles. As articulated by Nguyen (2023), transformational leadership is characterized by its ability to inspire and motivate employees, fostering their personal and professional growth by attending to their individual needs. The Art Director highlighted instances wherein the CEO encouraged team members to express their individuality and creativity, fostering an environment wherein employees felt empowered to express their preferences and opinions positively, without fostering a sense of unhealthy competition among colleagues (Art Director). It is noteworthy that transformational leaders demonstrate emotional and tangible engagement with their team members, offering support and guidance to overcome challenges (Tichy and Devanna, 1990). As explained by Project Manager A, the CEO, usually provides guidance and reassurance to the team during times of stress, actively engaging with employees to discuss approaches for overcoming obstacles (Project Manager A). The CEO highlights the leadership's commitment to maintaining regular communication with employees, offering feedback and guidance throughout their work within the organization. This proactive approach consists of providing directives and offering suggestions for organizational optimization, fostering a cohesive team environment wherein employees feel supported and valued (CEO). According to the COO, in instances where errors occur, leadership engages in constructive dialogues with individuals involved to rectify the issue, guaranteeing understanding of the fundamental causes and future avoidance strategies.

To prevent errors, the company invests in equipping its employees with the necessary tools and training opportunities aimed at encouraging personal and

professional development. As articulated by the COO, a culture of continuous learning is actively promoted, with emphasis on participating in training sessions. Also, employees are encouraged to engage with educational materials such as those provided by the Contagious platform; work methodologies are frequently discussed to minimize failure. From an employee's viewpoint, Project Manager A asserts that within the company, there is a culture where mistakes are met with understanding. Rather than punitive measures, individuals receive guidance for navigating similar situations in the future (Project Manager A).

Consequently, when leadership acknowledges that elevated performance stems from employee efforts, the company institutes performance awards as a form of recognition. According to the COO, in instances where employees are engaged in particularly demanding projects, leadership allows them to take Fridays off to recuperate over a three-day weekend, emphasizing the significance of emotional reward as an integral component of remuneration (COO). However, none of the interviewed employees referred to this specific leadership characteristic, prompting uncertainty regarding its prevalence within the company.

#### 4.2.3. Brand-centered Human Resources Management

Once again, due to its modest scale, Mojobrands lacks the infrastructure to maintain a dedicated Human Resources department. Consequently, responsibility for recruitment and selection rests with the leadership, comprising the CEO, COO, and project managers. As highlighted by the CEO, periodic consultations are convened with project managers and the COO to assess the organizational climate, understanding employee sentiments, operational dynamics, and areas necessitating evolution (CEO). The recruitment process assumes essential importance in safeguarding and perpetuating the brand image by hiring staff whose values align with those of the company (Burmann and Zeplin, 2005; de Chernatony et al., 2003).

The Art Director emphasizes that Mojibrands prioritizes hiring people who have a tendency for motivating dynamics and helping each other (Art Director).

In response to questions regarding the integration of Mojibrands' values into their personal lives, all respondents confirmed that they are aligned with the company's values, even beyond the professional sphere. The COO elaborated that personal values endure irrespective of professional contexts, emphasizing the incongruity inherent in affiliating with an organization whose values diverge from one's own. Such misalignment undermines the establishment of meaningful connections within the workplace (COO). This can also be shown by Project Manager A expressing her proactive nature, expressing an aversion to stagnation and a preference for dynamic, engaging experiences. She acknowledges bringing this mindset into her daily work routine. Interestingly, these are precisely the values she attributes to Mojibrands.

### 4.3. Hybrid Work

In response to the COVID-19 pandemic, many businesses have reevaluated their operational models, with a considerable number opting for a hybrid or remote work approach (Sengupta, 2023; Bhaimiya, 2023). During the pandemic, Mojibrands underwent a transition from full in-office work to fully remote operations. The COO reflects on this period, recalling the challenges of establishing cohesion among team members while operating remotely due to COVID-19. She underscores the adverse impact of prolonged physical separation, noting that initial interactions with colleagues were limited to virtual platforms. Subsequently, following the pandemic, the company embraced a hybrid work model, affording employees the flexibility to work remotely for one or two days per week, depending on their time within the company (COO).

In assessing employee performance under the hybrid work model, all respondents recognized there were significant improvements. The Art Director

indicated she had much higher productivity while working from home, citing reduced distractions and enhanced focus compared to the office environment. Additionally, she highlighted the benefits for employees residing far from the office, who now have access to similar opportunities without the need for extensive travel (Art Director). The COO also stated the financial and emotional advantages of hybrid work, emphasizing the reduced expenses associated with remote work. However, she cautioned against implementing hybrid work for new employees, emphasizing the complexities of adapting to a new role and organizational culture remotely. She stressed the importance of understanding individual employee preferences and capabilities when considering hybrid work arrangements (COO).

During interviews, employees asserted that hybrid work arrangements have not adversely affected interpersonal relationships or organizational culture. Project Manager B noted a continued sense of belonging to the company, despite working remotely one day per week. Conversely, the CEO expressed reservations regarding the efficacy of hybrid and remote work in preserving organizational culture. While acknowledging potential benefits in terms of employee satisfaction, he emphasized the importance of maintaining established rituals and communication structures to mitigate potential drawbacks associated with hybrid work (CEO).

# Chapter 5

## Conclusion

### 5.1. Investigation Overview

The global pandemic has brought to the forefront a novel work paradigm for organizations, characterized by a blend of remote and on-site work, termed as hybrid work. This emergent approach has prompted companies to evaluate the implications of this new work paradigm for their organizational culture and internal branding strategies (Wöhrmann & Ebner, 2021). The main aim of this investigation was to examine the effects of hybrid work on both the organizational culture and internal branding strategies of Mojobrands Lifestyle. This study sought to fulfill the research purpose through a case study of MojoBrands Lifestyle. Data was collected through in-depth interviews. Furthermore, the internship experience at Mojobrands Lifestyle also provided valuable insights and enriched the understanding of the subject matter.

Primarily, concerning the first research objective, findings show that Mojobrands Lifestyle embodies characteristics of a clan culture, fostering a familiar environment characterized by strong alignment with shared values and close interpersonal relationships. This culture is manifested through horizontal organizational structures, open communication channels, and informal interactions among team members. The company's leadership style is transformational, emphasizing empowerment, support, and guidance to foster employee growth and collaboration. Overall, Mojobrands' organizational culture and internal branding is characterized by inclusivity, collaboration, and a strong sense of unity among its members.

Regarding the second research objective, the implementation of a hybrid work model at Mojobrands has resulted in increased employee productivity, satisfaction, and flexibility. Indeed, employees report higher productivity while working remotely, citing reduced distractions and enhanced focus. The hybrid work model has also

facilitated better work-life balance and reduced expenses for employees. However, some interviewees noted that the benefits of remote work, such as lower commuting costs and improved work-life balance, may lead some employees to prefer working from home more frequently. Despite these advantages, there are concerns about the potential impact of remote work on organizational culture and interpersonal relationships. While some employees feel a continued sense of belonging and connection to the company, others express reservations about potential challenges in maintaining organizational culture and communication structures.

Moreover, regarding the third research objective, and, particularly, the maintenance and enhancement of Mojobrands' organizational culture and internal branding, it is recommended that the company continues to foster a collaborative and inclusive work environment. This can be achieved through regular communication, feedback sessions, and team-building activities, both in-person and virtually. Leadership plays a pivotal role in this process by consistently emphasizing the company's core values and overarching vision. By ensuring alignment among employees and reinforcing a shared sense of purpose, leaders can cultivate a cohesive organizational culture. Mojobrands should also consider implementing formal communication platforms and tools to enhance remote collaboration. As hybrid work arrangements become increasingly prevalent, it is crucial to address the potential challenges associated with remote work. Offering more than one day of remote working to employees can contribute to a better work-life balance and potentially enhance job satisfaction. Implementing a unified platform such as Microsoft Outlook and Microsoft Teams can streamline communication and organizational processes, thus improving efficiency and effectiveness in remote work settings.

## 5.2. Main Research Contributions

This research provided a comprehensive examination of the potential impact of the hybrid work model on organizational culture and internal branding within companies. This topic remains relatively underexplored in the existing literature due to its novelty, highlighting the significance of this study in addressing an emerging area of inquiry. By investigating how organizations can mitigate any adverse effects of the hybrid work model on their culture and branding, this research contributes to filling a gap in current scholarly discourse.

Moreover, the findings of this study suggest that implementing the hybrid work model may not be as daunting as previously anticipated, as the procedures involved are relatively straightforward. This insight offers practical implications for organizations considering the adoption of hybrid work arrangements, providing reassurance that the transition can be manageable with proper planning and execution. By elucidating the simplicity of the implementation of this novel work paradigm and the cares should be taken in this process, this dissertation offers valuable guidance to companies navigating the complexities of remote and hybrid work environments.

Additionally, this research enhances the understanding of the multifaceted ways in which organizational culture, internal branding, and hybrid work intersect within companies. By exploring these dimensions comprehensively, this study sheds light on the intricate dynamics at play and elucidates the various factors that may influence organizational culture and branding in the context of hybrid work arrangements. This holistic perspective contributes to a deeper comprehension of the challenges and opportunities presented by the evolving nature of work in contemporary organizational settings.

## 5.2. Limitations and Further Research Directions

Ultimately, this study encountered several limitations that should be noted. Primarily, a notable limitation pertains to the absence of quantitative data, which prevented the precise measurement of employee performance within a hybrid work model. While qualitative insights were gathered through interviews and observations, the lack of quantitative metrics limits the ability to draw definitive conclusions about the efficacy of hybrid work arrangements on employee productivity and efficiency.

Another limitation refers to the specificity of the case under investigation, focusing exclusively on a small-scale consulting and branding agency. Consequently, it is imperative to conduct a broader analysis encompassing diverse companies across various sectors and larger companies to determine how they were affected by the hybrid work model, and verify if the results of this study still apply.

For future research initiatives, it would be pertinent to investigate the potential impact on employee performance of a work arrangement where individuals split their time equally between office-based and remote work settings. This inquiry could provide valuable insights into the effectiveness of such a balanced approach in fostering productivity, collaboration, and overall job satisfaction among employees.

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# Appendices

## 6.1. Interview Structure

1. What was your academic and professional background?
2. How long have you been at Mojibrands?
3. What is your position at Mojibrands?

## Organizational Culture and Well-being

Organizational culture includes a comprehensive framework comprising values, beliefs, attitudes, systems, and regulations that collectively shape and impact the conduct of personnel within an organization. This cultural fabric describes how employees, customers, suppliers, and stakeholders interact with and perceive the organization and its brand (Ingelsson et al., 2018).

1. How do you feel about expressing your own opinion, even if it differs from everyone else's?
2. In your opinion, do you think that support is provided within the company when employees have questions or seek help/assistance?
3. Do you believe that Mojibrands' organizational culture is of great importance? If so, why?
4. How do you define the organizational culture in your company?
5. In your opinion, how do you think the organizational culture affects employee well-being and job satisfaction?
6. How do you think the organizational culture is communicated and reinforced within the company?

7. Do you believe there is a discernible hierarchical structure within the company?
8. Do you think there are specific aspects of the organizational culture that contribute to employee stress or burnout at Mojibrands?
9. Do you think that strengthening the company's organizational culture would increase Mojibrands' value?

## Internal Branding

Internal branding issues to the systematic attempt of harmonizing and amalgamating a corporation's brand values, identity, and commitments with the attitudes, conduct, and endeavors of its workforce. This undertaking entails nurturing a collective comprehension of the brand among employees while nurturing a sentiment of involvement and dedication to consistently upholding the brand pledge across all facets of the organization's operations (Morhart et al., 2009).

1. In your opinion, what are Mojibrands' core values?
2. What do you think Mojibrands' corporate vision is and how is it shared with the company's other employees?
3. In your opinion, which department within the organization should be responsible for the Internal Branding process? Which one and why, if so?
4. Throughout your career at Mojibrands, do you feel that discoveries have been made regarding the Internal Branding process and possible mistakes made in the process?
5. Do you feel that you incorporate Mojibrands' values outside the workplace? If so, in what way?

## Leadership

1. Do you feel that your superiors motivate you to improve your performance, challenge you and contribute to your professional growth and learning? If so, in what way?
2. In your opinion, do you think there are repercussions when you make a mistake at Mojobrands? If so, in what way?
3. Can you give examples of successful leadership practices in the company that have had a positive impact on Internal Branding efforts?
4. How do you think leaders actively promote and incorporate the organization's brand ideologies into daily operations and decision-making processes?

## Remote and Hybrid Working Models

1. In your opinion, what challenges and opportunities have arisen in maintaining a cohesive culture with a hybrid team?
2. How do you think the company ensures that hybrid employees feel connected to the company's culture and brand?
3. How has the remote/hybrid working model impacted your personal productivity, as well as the productivity of the company and your colleagues?
4. Do you feel that remote/hybrid work has had an impact on your interpersonal relationships with colleagues? If so, why?

## Internal Communication

1. What channels and platforms are used to facilitate internal communication and engagement?
2. How is internal communication structured within the organization?

3. In your opinion, how do you think the company ensures transparency and clarity in internal communications regarding the organizational culture and brand?
4. From your perspective, how is the brand identity communicated internally to employees?

Are there any comments you'd like to make about the information you were asked to provide, or is there anything important you missed during the interview that you'd like to add?

## 6.2. Interview Analysis

Analyzed Categories	Main Results	Evidence
Organizational Culture	<ul style="list-style-type: none"> <li>• Clan culture</li> <li>• Well-being</li> <li>• Environment</li> <li>• Interpersonal Relationships</li> <li>• Hierarchy</li> </ul>	<p>“As Mojobrands has a very familial environment, there’s companionship, familiarity, mutual help and we end up learning a lot with each other.” (Art Director)</p> <p>“There is no strictly vinculated hierarchy, where you have to go through all types of phases to get somewhere. Here it is a much more horizontal structure, but when it comes to making a decision, there is at least someone, ultimately.” (COO)</p> <p>“A very horizontal hierarchy. This means that even though we have tasks, a creative process and everyone has their own role within the company, as we are a very familial company, we make sure that this whole process isn’t very rigorous, technical, or vertical. We all participate in the whole process.” (Art Director)</p> <p>“It has to do with a culture of healthy competition, there aren’t people trying to outdo each other. There's a balance between the family environment and the professional environment. And there's the fact that we all call each other "you", which is part of that culture we want to maintain with our clients. It’s a bit of a construct for everyone.” (CEO)</p> <p>“We have brainstorming sessions and together we all decide what the course of the project will be. You can choose to not give your opinion, but, in general, everyone gives their opinion even if that person may seem</p>

		<p>like it's a bad one at first." (Project Manager A)</p> <p>"We have a weekly review, which is for people to express how they felt during the week and people talk about work, but they can talk about other things, it's a free topic. I, for example, often don't just talk about work, I talk about things that have happened to me or things that are happening in the world." (CEO)</p> <p>"You have a person that is in charge, which is the CEO, the owner, then, for certain things, they must respond to me, and then you have one person, that is also responsible for the design, who they also must respond to, which is the art director." (COO)</p> <p>"We're a small company. There is hierarchy, it exists. However, everyone is very accessible, the hierarchy is very flat. Instead of it being vertical, it's horizontal." (Project Manager A)</p> <p>"I believe that everyone is available and eager to help and collaborate between each other. Whereas in other agencies there is a bigger sense of hierarchy given to each one's positions and each one's work ends up being very individualized and independent. Everyone at Mojobrands tries to help and tries to collaborate with each other." (Art Director)</p> <p>"Because this is a very familial company, everyone ends up feeling its repercussions. That's the only thing I believe which is not as good about the company. As there isn't a</p>
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		<p>vertical hierarchy, there will be repercussions for others.” (Art Director)</p> <p>“I think that sometimes there’s a lack of organization and when there’s a little imbalance on a project or on a day to day, that inorganization is more visible, which can then lead to bigger fatigue for employees to get back on track. However, I don’t believe it could lead to longer and more durable effects on employees.” (Project Manager B)</p> <p>“They immediately feel that there's a different spirit and culture here, and when they're here they feel that it's good and people form friendships. There's also an informal team spirit and you notice it when you leave, because people often say that they feel they'll never have another company like it. Maybe I could have other kinds of results if I had another culture that was more demanding of people, but maybe not, I wouldn't have such happy people, and I wouldn't be so happy about it... I prefer to sacrifice some results for the sake of everyone's happiness.” (CEO)</p> <p>“The last company I worked for gave me a higher salary, but its organizational culture was very massacring and totalitarian. At that company I had health insurance, a higher salary, it was closer to home, but the organizational culture was bad. (...) It was so strict, so old-fashioned, so gray, that it made me leave and I stayed there for as short of a time as I possibly could.” (Project Manager A)</p> <p>“I feel like we lack a more formal communication platform: we sometimes try</p>
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		<p>to have Trello to organize our work, but we don't use it regularly, it depends on the time we have to organize it each week." (Art Director)</p>
<p>Internal Branding</p>	<ul style="list-style-type: none"> <li>• Strategies</li> <li>• Internal communication</li> <li>• Process</li> <li>• Shared values and mission</li> <li>• Leadership</li> <li>• Human resources management</li> </ul>	<p>"It's a continuous process. As you realize that things don't work a certain way internally, you understand that you must adjust and figure out how it can work better, and this is always on a trial-and-error basis." (COO)</p> <p>"To have a welcoming manual I think that it's good, because you can understand better the form of the organization of the company." (COO)</p> <p>"I'd say someone more creative and someone a little bit more rational. In this way it wouldn't solely be a creative or rational person working on internal branding, it would be a mixture of both worlds." (Project Manager A)</p> <p>"Many times, we are reminded of our mission, vision and values, also because we're in constant contact with clients. Many of the activities we do within the company (work related or not) reflects these values." (Project Manager B)</p> <p>"We have creative meetings once a month; each employee has their birthday off work; Mojobrands sometimes offers extra vacation days when a public holiday ends up being on a Tuesday, for example; during the summer Mojobrands has a summer schedule to make sure everyone is able to work and still leverage the sun and sunlight; during Christmas Mojobrands gives us the 24<sup>th</sup> off of work." (Project Manager A)</p>

		<p>“Everybody talks with everybody (...) The communication flows through everyone. You have the Project Manager, of course, but it flows through everyone.” (COO)</p> <p>“We use Google Meet for meetings. We have two weekly meetings: weekly balance and weekly planning. For project management there’s a Telegram group created and a general group where everyone’s involved. The communication is very well structured inside the company.” (Project Manager B)</p> <p>“We use Telegram, WhatsApp. The CEO calls me when he needs to. As our communication is done a lot through phones, I think it ends up being more personal than it would be if we communicated through email. We even have a group chat, where even during weekends we talk about silly things that happened in a TV show, for example.” (Project Manager A)</p> <p>“The CEO always encouraged us to show our own individuality, creativity, to show and talk about what we liked and did not like, also to differentiate yourself from your coworkers but in a very positive manner – not in the sense of trying to be competitive and better than your coworkers, but really to show your different opinion to add value to our work.” (Art Director)</p> <p>“We talk to people and give them feedback on how they're doing throughout their stay, their trip. Basically, we're trying to give direction and we're always suggesting information or reading or ways of organizing.” (CEO)</p>
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		<p>“You have to talk with people, so that the mistake doesn’t happen again and to understand what went wrong, and explain why it went wrong” (COO)</p> <p>“It is constantly encouraged to carry out training and for the employees that watch the videos of Contagious, we often talk about work methodologies, so that things fail as little as possible, because they always fail at some other point” (COO)</p> <p>“We sometimes hold meetings with me, the art director and the COO to discuss these things, the environment, what we feel, what we don't feel, what it does, what we still need and what we have to evolve.” (CEO)</p> <p>“I think that Mojobrands hires people that already have the ability and are used to mutual help, of motivating others, so I think that hiring people that have that mindset also helps a lot.” (Art Director)</p>
Hybrid Work	<ul style="list-style-type: none"> <li>• Employee performance</li> <li>• Employee Satisfaction</li> <li>• Emotional and financial remuneration</li> <li>• Effects on interpersonal relationships</li> </ul>	<p>“When I came to Mojobrands we started at home, because of COVID (...) It was terrible! (...) I only met the employees months after. Before it was only through online meetings. It was very complicated.” (COO)</p> <p>“I work a thousand times better at home. At home I have less distractions, at the office I end up talking to someone a bit longer. I really like being at the office because we can share our perspectives and think about solutions together, but I feel like I’m more focused at home, because we still talk and interact whilst in remote working, but it’s in a different manner.” (Art Director)</p>

		<p>“I believe hybrid work helped these people a lot in terms of not having to move long distances to the office every day. Hybrid work allows you to work at a cafe near home or even in another country if you wish, which is good to get inspired and it excites the worker in terms of being able to work in another space other than the normal office.” (Art Director)</p> <p>“I think that hybrid work brings emotional remuneration but, deep down, its financial remuneration: by not leaving home, there are a series of costs that you avoid and save. I think this can be and should be given to people. There are areas where it’s much more complicated in hybrid work. This is one of the cases, because you work a lot as a team and even if it doesn’t seem like that, you lose a lot of things by being at home for a week.” (COO)</p> <p>“As I only have one remote workday, I end up not even feeling the effect on relationships of being away from my colleagues.” (Project Manager B)</p> <p>“I don’t think it’s really had a positive impact. I think people might be a little happier. I’m not a big fan of the hybrid.” (CEO)</p>
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