МЕНЕДЖМЕНТ

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JUSTIFYING THE CHOICE OF AN FHWS-BASED MANAGEMENT MODEL BY A COMPANY

ОБГРУНТУВАННЯ ВИБОРУ FHWS МОДЕЛІ УПРАВЛІННЯ КОМПАНІЄЮ

Burbelo Nataliia
Senior Lecturer at the Department of Marketing and Business Management,
National University "Kyiv-Mohyla Academy"

Бурбело Н.О.
Національний університет «Києво-Могилянська академія»

This article provides a rationale for selecting the appropriate type of FHWS (Flexible Hybrid Workspace) model for company management, enabling companies to identify the optimal solution for balancing in-office and remote work formats. The study identifies key evaluation attributes that allow company leadership to make evidence-based decisions regarding the ideal organization of workflow. The chosen evaluation tool is Fishbein's multi-attribute modeling method, which supports comprehensive assessment of management decisions through quantitative analysis of critical attributes. The primary limitation of this approach is the subjectivity in defining attribute weightings, which may lead to inaccuracies in the results. Nonetheless, Fishbein's multi-attribute model remains an effective tool for managerial decision-making within the context of a hybrid work arrangement.
Keywords: *model, attributes, efficiency, leadership, hybrid model, information support, management process.*

У статті представлено обґрунтування вибору FHWS моделі управління компанією, яка спрямована на забезпечення балансу між офісною та віддаленою роботою, а також гнучкими робочими просторами. Модель FHWS (Flexible Hybrid Work Space) є сучасним підходом до організації робочого процесу, що відповідає потребам адаптивності та гнучкості в умовах швидких змін ринку і високої конкуренції. Основна ідея цієї моделі полягає в поєднанні переваг офісної роботи, віддалених робочих місць та гнучких гібридних просторів у необхідному і якнайкращому співвідношенні, забезпечуючи при цьому ефективну комунікацію, оптимальні умови для продуктивності та задоволення працівників. У статті використана мультиатрибутивна модель Фішбейна для аналізу і вибору найбільш доцільного варіанту управління. Ця методика дозволяє оцінити варіанти управлінських рішень на основі ключових атрибутів. Кожен з атрибутів відіграє важливу роль у визначенні оптимальної моделі роботи, оскільки дозволяє керівництву компанії приймати більш обґрунтовані та доказові рішення, але оцінити всі атрибути неможливо і до аналізу підпадає 4–5 найважливіших за оцінками експертів. Мультиатрибутивна модель Фішбейна має ряд переваг, зокрема здатність комплексної оцінки різних аспектів управління та забезпечення кількісного аналізу значущих характеристик кожної моделі роботи. Це дозволяє знизити суб'єктивність вибору, забезпечуючи більш точні результати оцінки. Додатковою перевагою методики є можливість адаптувати модель до змін в організаційній культурі компанії та потреб її співробітників, що сприяє підвищенню задоволеності працівників і їхньої залученості у робочий процес. Проте, основним недоліком моделі є суб'єктивність у визначенні вагових коефіцієнтів атрибутів, що може спричинити певні неточності в оцінках, зокрема при зміні пріоритетів у організації. Незважаючи на цей недолік, мультиатрибутивна модель Фішбейна залишається ефективним інструментом для формування обґрунтованих управлінських рішень в умовах гібридної організації роботи, що поєднує елементи віддаленої, офісної зайнятості та гібридних просторів.
Ключові слова: *модель, атрибути, ефективність, керівництво, гібридна модель, інформаційне забезпечення, управлінський процес.*

Statement of the problem. In the contemporary world of heightened competition, extensive globalization, evolving customer needs, and rapid advancements in digital and technological innovation, business management requires organizations to adapt to a constantly changing environment

and effectively manage internal transformation. Choosing the right management model is crucial for ensuring efficient business operations, employee retention, and competitive advantage. The Flexible Hybrid Work Space (FHWS) model offers a solution that integrates multiple work formats, including flexible, remote, and in-office situations to meet diverse operational needs. However, not all executives recognize that they have already incorporated elements of such models into their business practices, as recent events and trends have impacted every organization. Notably, the 2020–2022 pandemic accelerated the digitization of management processes and the adoption of new management software. It is essential to assess the effectiveness of the FHWS model and to determine which variant is best suited to a specific organization and operational context, maximizing both productivity and employee engagement.

Analysis of recent research and publications. Recent studies indicate that hybrid management models, which combine in-office and remote work arrangements, are increasingly popular due to their ability to balance organizational needs with employee flexibility. Research in this area highlights several employee benefits, such as improved productivity, reduced stress, and higher job satisfaction. Analysing hybrid work structures allows us to draw from established organizational models. Previous classifications of these models categorize them based on key characteristics like management style, project management approach, level of management centralization and HR technology frameworks. According to the identified characteristics, we encounter descriptions of various management models: Command-and-Control and Delegation (author: Goleman D.) [1]. The Waterfall and Agile models have been detailed by Royce W. and Beck K. [2; 3]. Mintzberg H**.** outlined the principles for constructing Centralisation and Decentralisation models [4]. Additionally, Ulrich D. has described both Traditional HR models and Digital HR models [5]. Despite these insights, the FHWS model remains underexplored in academic literature, especially regarding its impact on corporate culture, collaboration levels, data security, and technical infrastructure. Further examination is required to understand how this model influences organizational effectiveness and employee engagement, considering the contemporary shifts toward digital transformation and hybrid work structures. This study seeks to address these gaps, providing a framework for evaluating the suitability of FHWS models based on an organization's specific requirements and strategic goals.

Highlighting previously unresolved parts of the overall problem. Despite extensive research in the field of hybrid work models, the question of selecting optimal parameters for the FHWS (Flexible Hybrid Work System) model remains unresolved. Key issues that require further investigation include determining the appropriate balance between office-based and remote work, identifying the level of necessary technological support, enhancing social interaction, and ensuring organizational integrity under decentralized conditions. Additionally, there is a need to examine the practical aspects of implementing this model, particularly in terms of justifying the primary criteria for selecting model options, assessing implementation costs, ensuring effective application, managing risks and adapting corporate culture to the new environment.

Setting the task. The aim of this article is to justify the selection of the FHWS (Flexible Hybrid Work System) model for company management based on defined attributes, considering its potential advantages and challenges. To achieve this, it is necessary to examine the core components of the FHWS model, assess their impact on company performance, and develop recommendations for the optimal application of this model to enhance productivity and employee satisfaction.

Summary of the main results of the study. The author's research in the field of company management models has led to the conclusion that the variability of these models, particularly in terms of work process organization, is insufficiently substantiated. Surveys and observations conducted have highlighted the relevance of developing a foundational FHWS model (see Fig. 1). The model's name reflects its primary characteristics: flexibility and the hybrid integration of various forms of work organization for personnel within a unified workspace.

In line with fundamental management principles, the model has a single management centre that defines the company's strategic direction, oversees financial management, establishes the organizational hierarchy and corporate culture, and conducts research, analysis, and performance monitoring. A technical and digital support unit sustains internal communication within the company and facilitates global integration through various

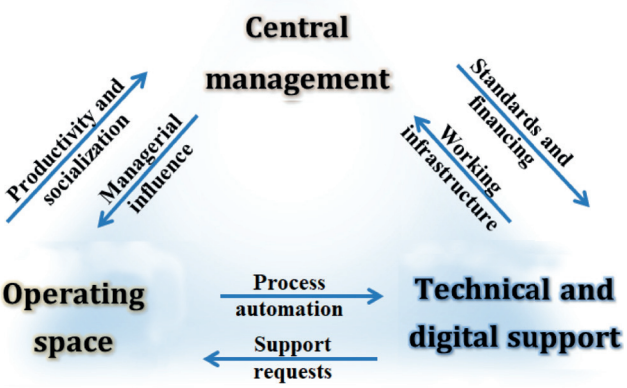


Figure 1. Basic FHWS Company Management Model.

Source: developed by the author

devices, software, and databases. These elements can remain stable, while the workspace itself is highly dynamic, providing the model's hybrid component.

Combining different proportions of traditional office spaces, remote workstations, and specialized flexible work areas enables the creation of various versions of the basic model, which can be adapted to a company's specific needs, reflecting its unique operations and the distinct requirements of management and staff. Possible model variations are presented in Table 1, though in real-world business settings, the flexibility may be considerably extensive.

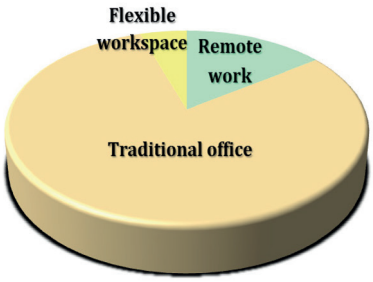
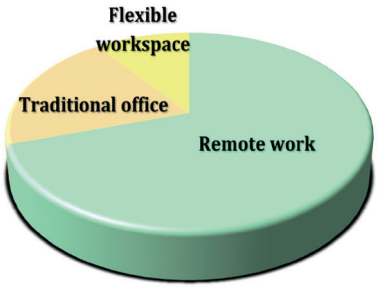
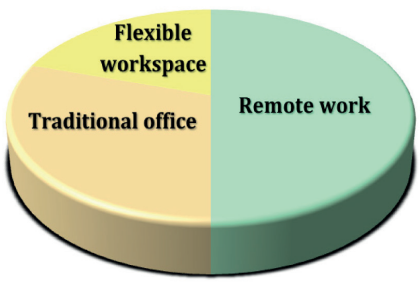
A key issue is justifying the selection of a model for a specific company. Primarily, the choice of model is determined by the company's internal regulations and the external environment. Often companies develop their own combination of organizational forms intuitively, through attempts to adapt to existing conditions. This approach requires a lengthy adaptation period and is prone to many errors, which may result in losses for the company. For a more accurate choice, we suggest utilizing the Fishbein multi-attribute modelling methodology, which was developed in the 1960s and remains foundational for understanding how people form and express their attitudes toward products, services, or brands [6, 7]. This model helps to understand the complex interaction between beliefs, evaluations, and behaviours that drive decision-making processes. It can also be applied to expert assessment in our case.

The advantages of this method include its simplicity and ease of implementation, providing quantitative information about expert evaluations and facilitating a comparative analysis of selected factors (attributes). However, there are limitations to the method's application: it analyses only direct relationships between model components, has a limited scope in complex decision-making scenarios, and involves subjectivity in defining the weight coefficients of attributes.

To conduct the analytical work, it is necessary to form a group of experts who can deeply evaluate the potential FHWS models selected for analysis. The number of experts should either match or be a multiple of the number of models. At the first stage, the list of potential attributes should be as detailed as possible to ensure a comprehensive assessment and account for all possible influencing factors.

Table 1

Key characteristics of basic FHWS model variants

	The FHWS traditional office model implies that traditional workspaces constitute over 75 % of the total number of workstations within a company. This model prevails in most companies with production processes, despite the impact of pandemics, the characteristics of the information environment, and various economic and social crises.
	The FHWS remote work model prioritizes employees working outside the office, driven by internal factors such as shifts in work culture and the company's environmental policy, as well as decisions to reduce costs and expand operations.
	The FHWS while balanced model may appear harmonious, in real business conditions it is nearly unattainable due to its low stability and the significant influence of various internal and external factors.

Source: developed by the author

Table 2

Main methodological tool of the multi-attribute modelling methodology

models	Attributes					Average Rating	Adjusted Average
	1	2	3	4	5		
FHS remote model							
FHS office model							
FHS space model							
FHS balance model							
Importance							
Differentiation							
Characteristic							

Source: formed by the author based on [8]

The list of key components for the model may include: employee productivity, flexibility of work schedules, level of technological support, communication reliability within the team, available social contacts, information system security reliability, working conditions at workstations, overall office or remote support costs, labour productivity, company profitability, employees' psycho-emotional well-being, inter-departmental effectiveness, ability to implement new ideas and solutions, overall job satisfaction, environmental impact (waste, energy consumption) and others. Since not all attributes can be assessed, experts should select only 4–6 key attributes that can objectively evaluate all the models chosen for analysis.

The second stage of the work will involve conducting a survey of the expert group. The questionnaire should meet the following requirements: a minimum of three questions for each attribute to assess each model, closed-ended questions with quantitative ratings on a 10-point scale, and parallel assessment of the importance of attributes using coefficients or percentages. The greatest risk of inaccuracy lies in determining the factor of importance.

The aggregated results of the expert survey will serve as the basis for the third stage of the work – calculations (see Table 2).

The ratings for each attribute are calculated as arithmetic averages based on the survey results, differentiation as the standard deviation, and characteristic as the product of the importance score and the differentiation score, adjusted by coefficients. Thus, we obtain the adjusted weighted average score for each model, which allows us to determine the leading model.

Conclusions. The selection of an optimal hybrid management model for a company should be based on a comprehensive evaluation of various factors and rely on the coordinated decisions of experts, managers, and employees. The chosen model must aim to enhance productivity, optimise the use of technical and digital resources, and achieve high levels of operational efficiency. Additionally, it is crucial that the model fosters a comfortable working environment, maintains effective team collaboration, and considers the industry's specifics and the company's needs, ensuring its market competitiveness. The successful implementation of the right hybrid model will improve employee satisfaction, which in turn positively influences corporate culture and talent retention. It is important to note that environmental parameters may evolve over time, necessitating potential adjustments to the management model. In such cases, the selection process should be revisited and reassessed accordingly.

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