Impact of Hybrid Work on Project Management System in an ERP Implementation Company

Magdalena Scherer
Częstochowa University of Technology
Faculty of Management
Częstochowa, Poland *magdalena.scherer@pcz.pl*

Jolanta Zalasińska
CEO - ERP Serwis sp. z o.o. sp. k.
Częstochowa, Poland *jolanta.zalasinska@erpserwis.net*

Marcin Zalasiński
Częstochowa University of Technology
Department of Artificial Intelligence
Częstochowa, Poland *marcin.zalasinski@pcz.pl*

Abstract

The hybrid work model, which integrates remote and on-site work practices, has become a standard in many IT implementation companies, particularly in the wake of the COVID-19 pandemic. This paper examines how such a model influences the functioning of the project management system within these organizations. Developed over the years within individual ERP implementation companies, the project management system had to be adapted to the new operational reality. The study is based on a case analysis of the ERP implementation company ERP Serwis Sp. z o.o. Sp. k., covering 70 projects carried out between 2013 and 2025, implemented using both traditional and hybrid models. The research methods included employee surveys and an analysis of data from internal systems. The findings offer practical insights that can support implementation firms in optimizing their project management systems within distributed work environments, particularly in the context of ERP system deployments.

Keywords: ERP implementation, project management system, hybrid work, IT teams

1. Introduction

An Enterprise Resource Planning (ERP) system is a comprehensive IT solution that plays a pivotal role in managing modern enterprises striving to achieve competitive advantage in dynamic business environments [1], [10].The primary objective of ERP is to automate and synchronize information flows across all organizational departments, which may include supply chain management, production, warehouse management, quality control, customer relationship management (CRM), finance and accounting, and human resources. By integrating business processes into a unified workflow, ERP systems provide consistent, high-quality data and support both operational and strategic decision-making, ultimately leading to improved process efficiency and organizational performance [1].

The aim of this article is to analyze the impact of the hybrid work model combining elements of remote and on-site work on the effectiveness of ERP system implementation projects. The study focuses on examining how the hybrid model affects the project management system within an implementation company, with particular attention paid to the functioning of the implementation and development teams. The system is conceptualized as a documented framework comprising standards, procedures, and best practices that guide project management processes

in IT companies.

The global COVID-19 pandemic accelerated the transformation of work models, leading many IT teams, including implementation and development teams, to adopt remote or hybrid work arrangements. The hybrid model, which combines on-site and remote work, introduces new challenges related to work organization, communication, knowledge sharing, and project task management.

In companies involved in the implementation of complex ERP systems, effective project management requires not only strong coordination between teams, but also appropriate tools to support planning, execution, and task control. All of these activities are reflected in the company's project management system, understood as a set of actions aimed at guiding all project participants toward the implementation goal. A well-developed project management system enables the establishment of standardized project management practices. As a result, it allows for the adoption of a repeatable project delivery method, which in turn leads to reduced implementation costs and shorter project timelines.

The study is based on a case analysis of the Polish ERP implementation company ERP Serwis Sp. z o.o. Sp. k., covering 70 projects (41 delivered on-site and 29 in a hybrid model) carried out between 2013 and 2025. The company specializes in the implementation of the ERP system. The analysis covered various stages of ERP implementations and evaluated how the new work model influences communication, work organization, and the overall execution of activities; key components of the project management system in an implementation company. In practice, such a system takes the form of a set of guidelines and procedures that support the standardization and optimization of work within the organization, as well as specialized software (such as MS Project, Jira, or other proprietary platforms) used to facilitate communication between team members.

2. Review of the previous studies

Flexible work models, including remote work, enable teams to collaborate asynchronously with greater efficiency [8]. According to a global consultancy report, 80% of organizations have implemented work policies that enable employees to engage in hybrid or remote work [4]. Research shows that remote and hybrid work significantly impacts employee experience and retention; hybrid work can reduce turnover by 35% and increase job satisfaction. Nearly 70% of employees worldwide prefer a hybrid model [5]. Remote and hybrid work has grown due to both employers adopting digital solutions that allow work from anywhere and employees seeking flexible employment arrangements; a trend that began even before the COVID-19 pandemic [11], [14]. Digital communication technologies, enabling greater flexibility and the development of new skills, proved invaluable during the intense remote work period forced by the pandemic [7], [12]. Numerous studies confirm that hybrid teams can maintain high efficiency and job satisfaction, provided the right tools and communication practices are implemented [16].

The integration of Enterprise Resource Planning (ERP) systems with remote work environments has gained significant attention, particularly following the global shift toward hybrid and distributed work models [6]. ERP systems, which centralize business processes such as finance, HR, supply chain, and customer relations, have traditionally been optimized for on-premise use. However, the rise of remote work has necessitated adaptations in ERP architectures to support cloud-based access, real-time collaboration, and enhanced security [2].

One of the key challenges in deploying ERP systems for remote work is ensuring seamless accessibility without compromising data security. Research by [13] highlights that cloud-based ERP solutions, such as SAP S/4HANA and Oracle Cloud ERP, have become essential in enabling remote workforce productivity by providing anytime, anywhere access. However, the study also notes that organizations must implement robust cybersecurity measures, including multi-factor authentication (MFA) and end-to-end encryption, to mitigate risks associated with

remote access.

Another critical factor is user adoption. Research by Strong et al. [15] found that employees often struggle with ERP systems due to complex interfaces and inadequate training, a challenge exacerbated in remote work settings where in-person support is limited. Similarly, the authors of [9] emphasized that poor usability and insufficient onboarding contribute to resistance in ERP adoption, particularly among remote workers. To mitigate these issues, experts recommend interactive e-learning modules and simplified dashboards [3].

Furthermore, ERP systems have played a pivotal role in maintaining business continuity during remote work transitions. Companies with pre-existing cloud ERP infrastructures experienced minimal disruptions during the COVID-19 pandemic compared to those reliant on legacy systems. This underscores the importance of digital transformation in preparing organizations for future remote work scenarios. While ERP systems have proven instrumental in supporting remote work, their effectiveness depends on cloud adaptability, security protocols, and user training. We believe that future research should explore AI-driven ERP enhancements to further optimize remote workforce management.

3. Research assumptions

In order to identify the impact of the hybrid work model on the Project Management System within the implementation company, two research methods were applied: employee surveys and an analysis of internal system data. The surveys aimed to capture the subjective experiences and perceptions of implementation and development team members regarding hybrid work, while the data analysis focused on evaluating the actual outcomes and performance indicators of project execution. The combination of these two approaches enabled an assessment of both the tangible results of project implementation and the subjective evaluation of work under the hybrid model.

The study was conducted at the Polish company ERP Serwis Sp. z o.o. Sp. k., which has been implementing the ERP system in the manufacturing and service sectors for over 10 years. The company employs 20 staff members involved in the implementation of the ERP system, including 2 project managers, 12 implementation specialists and 6 software developers. Over the past decade, the company has carried out 70 system implementations, the majority of which have been successfully completed.

The survey was conducted in April 2025 and included employees currently working at the implementation company. The study covered the period from 2013 to 2024, encompassing both projects executed under the traditional work model and those carried out under enforced and subsequently established hybrid work conditions. This timeframe also includes the COVID-19 pandemic period, which became a turning point in work organization and significantly influenced the transformation of the project management system.

In the surveyed organization, employees have the autonomy to determine their own remote-to-office work ratio based on the nature of their tasks. This flexibility has been formally approved and has now become a permanent element of the company's operational model.

The quantitative data used in the study was sourced from the internal project task registration system (iCRM24), where employees report work hours allocated to specific project phases. This information, recorded in the database, was cross-referenced with budgeted time estimates established during the proposal stage. This approach enabled a comparison between initial assumptions and actual work effort, as well as an analysis of how the work model impacted project execution.

3.1. Survey methodology

The study was conducted using the Computer-Assisted Web Interview (CAWI) technique, which involves sending respondents a web-based questionnaire along with instructions for its completion. The questionnaire consisted of a total of 14 questions, including single-choice and multiple-choice questions, as well as open-ended questions. Most of the closed-ended questions used a five-point Likert scale. All employees involved in system implementations participated in the study.

When designing the survey for implementation consultants and software developers, it was essential to gather specific and practical information about how the hybrid work model affects the daily functioning of teams; both from an organizational perspective and in terms of individual experiences.

The questionnaire was divided into four sections based on the following structure: **1. General Information.** Questions regarding professional role, experience, number of projects, and work model were designed to characterize the research sample and provide context for the later analysis of results - for example, whether individuals with more experience adapt better to the hybrid work model. **2. Communication and Collaboration.** This section aimed to examine how day-to-day collaboration within teams is organized. We sought to understand how frequently project meetings occur, what tools are used by employees, and whether there are any factors that hinder or support effective teamwork. **3. Task Execution Efficiency.** These questions focused on assessing whether tasks are completed on time and whether employees have access to the necessary information. This part allowed us to evaluate whether the work model influences the timeliness and quality of project delivery. **4. Subjective Work Evaluation.** The final section was dedicated to the employees' personal assessment of the work system. These questions helped us gather suggestions for improvements and identify the challenges the hybrid model poses for the team.

The results of the survey-based research are presented in Section 4.1.

3.2. Data analysis methodology

In the second stage of the study, an analysis was conducted on data collected from the CRM-based task management system implemented in the company under investigation. The data covered 70 ERP implementations carried out between 2013 and 2025, of which 41 were delivered using the traditional model and 29 using the hybrid model. The analyzed projects involved the full scope of ERP system implementation, both in the manufacturing and service sectors.

Two types of data were analyzed: budgeted time and actual time, both expressed in man-hours of work performed by consultants and developers. Budgeted time refers to the estimated effort presented to the client at the proposal stage. This estimate serves as the basis for the client's purchasing decision and implementation budget planning. The estimates are prepared by sales representatives and consultants, drawing on previous projects, personal experience, and knowledge of the implemented modules as well as the client's industry.

The budgeted time was then compared with the actual working time - that is, the number of hours the implementation team actually spent on specific project stages - based on tasks recorded in the CRM system, where each team member logs completed tasks and assigns the corresponding working time to them.

The following stages of the ERP implementation process were analyzed:

1. **Project management** – This includes planning, control, meeting organization, risk monitoring, and communication with both the client and the team. In the hybrid model, the role of the project manager becomes even more demanding. Analyzing this area helps determine whether the hybrid environment increases the workload or changes the management style.

2. **Pre-implementation analysis and implementation design** – This stage is critical for understanding the client's needs and planning the scope of the implementation. In a hybrid work setting, there is a greater risk of miscommunication or misinterpretation of requirements. Analyzing this stage helps assess whether the work model affects the accuracy of project assumptions.

3. **Installation** – A technical phase, often carried out on-site, but partially also remotely (especially in server or cloud-based environments). Including this element allows for the evaluation of whether the work model (on-site or hybrid) influences the speed of the technical system launch and compliance with the client's infrastructure specifications.

4. **ERP system configuration** – One of the most important tasks performed by consultants, aimed at adapting the system to the client's specific needs. It requires clear communication, good documentation, and collaboration with developers. In a hybrid environment, this stage can be completed fully remotely, but its effectiveness depends on work organization and information accessibility.

5. **Data migration** – The transfer of data (e.g., from previous ERP systems, Excel, or production machines) is highly sensitive to errors. Hybrid work can affect the quality of testing, data validation, and the time required for the process. Therefore, this stage was included as an indicator of team collaboration efficiency and communication with the client.

6. **Additional implementations** – Implementing extra features, reports, integrations, or automations beyond the original scope is a common aspect of ERP projects. Analyzing this stage helps determine whether the team's work model affects flexibility, response time, and the cost of custom changes.

7. **Training** – Preparing users to operate the system directly affects the success of the implementation. In a hybrid setting, some training sessions are conducted remotely, which may impact knowledge retention, participant engagement, and the need for repetition. The evaluation of this stage indicates how effectively client education is organized under different work modes.

8. **Supervised work** – After the system is launched, there is a key period of working closely with the end user. Consultants must be available and responsive to reported issues. Hybrid work may facilitate remote support but can also hinder rapid on-site intervention. Analyzing this stage shows whether the hybrid model impacts support quality during this critical time.

The results of the data analysis are presented in Section 4.2.

4. Results

This section presents and discusses the results of the survey-based research, along with an analysis of quantitative data related to the work performed at various stages of ERP system implementation, with reference to the hybrid work model.

4.1. Survey results

The first part of the survey, *General Information*, includes questions aimed at gathering details about the company's structure and its employees. Among the survey participants, implementation consultants constituted the majority, accounting for 70% of respondents (see Fig. 1a).

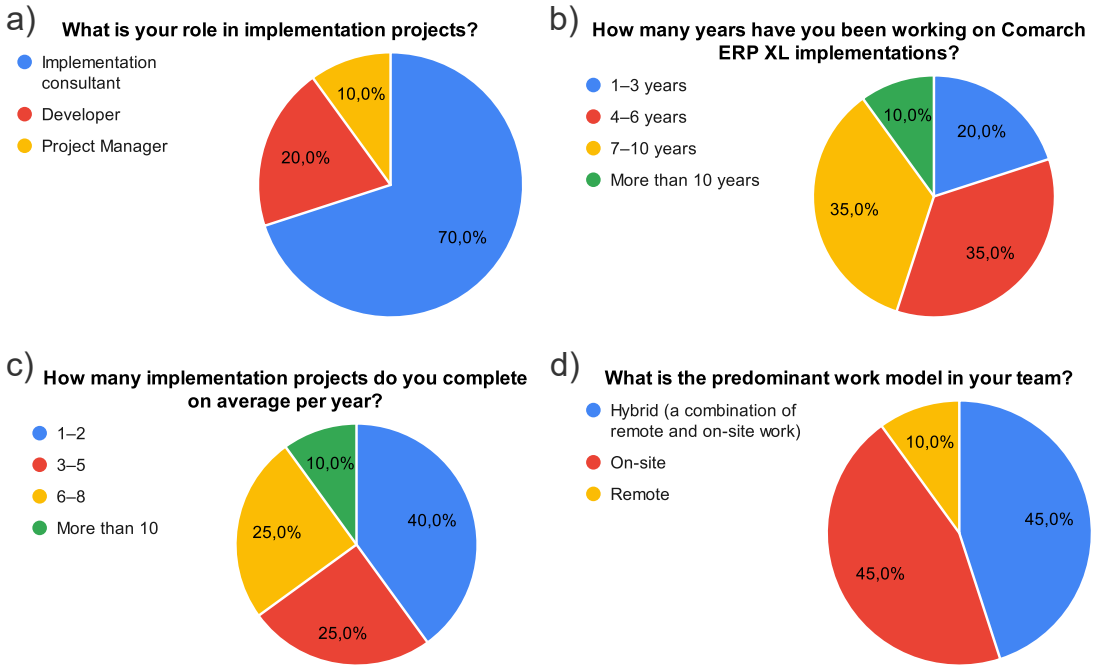

Fig. 1. Pie charts (a–d) presenting responses to questions from the *General Information* section, related to the company's structure

Developers made up 35% of the sample, while 15% held the role of project manager. Most participants had more than four years of experience in ERP project implementation, with as many as 45% having over seven years of professional experience, indicating a high level of competence within the surveyed group (see Fig. 1b). The vast majority of respondents carry out up to 5 implementation projects per year, which may indicate the high complexity and scale of the projects conducted (see Fig. 1c). In the surveyed organization, there was a relative balance between work models, 45% of respondents reported working in a hybrid model, and another 45% in a traditional (on-site) model. The remaining participants worked exclusively remotely (see Fig. 1d). The next group of questions, related to *Communication and Collaboration*, focused on assessing the effectiveness of communication, the quality of collaboration between team members, and the forms of communication most commonly used in implementation projects. 80% of respondents rated the effectiveness of communication within the project team positively (see Fig. 2a). This indicates a high level of team organization, even in a distributed work environment. At the same time, the small percentage of lower ratings suggests that there is room for improvement, particularly in the area of clear information exchange between roles within the project. The second question addressed the topic of team communication effectiveness. Respondents generally perceive that hybrid work has a moderate impact on collaboration between consultants and developers (see Fig. 2b). Only a small group (10%) rated this impact as very positive, while nearly half of the respondents reported an improvement in the quality of collaboration. At the same time, a relatively high share of neutral responses (35%) suggests that the outcome largely depends on specific organizational conditions, such as the communication tools used and the clarity of information exchange. The absence of extremely negative ratings indicates that the hybrid model is not seen as a significant threat to the effectiveness of teamwork. The final question in this group focused on the most commonly used forms of communication in project work. All participants (100%) indicated that they use Microsoft Teams as the primary tool for online meetings and day-to-day team communication (see Fig. 2c). The second most frequently used communication channel was email, regularly employed by 85% of respondents.

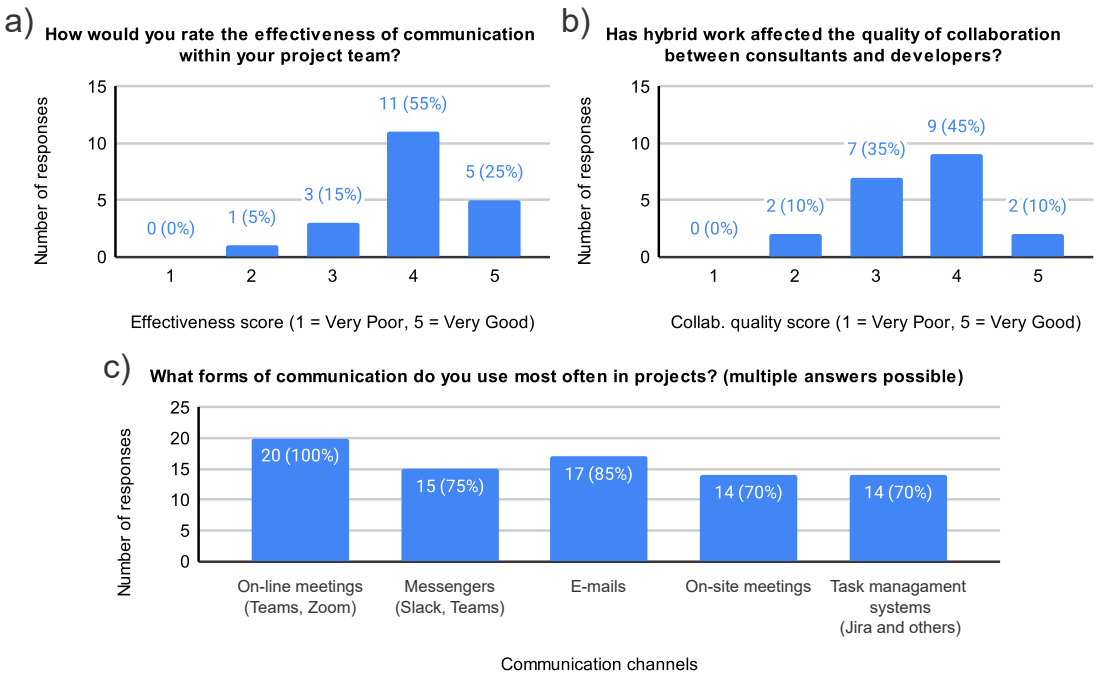

Fig. 2. Bar charts (a–c) showing responses to questions from the *Communication and Collaboration* section, illustrating how collaboration is organized within the company.

Both tools play a key role in ensuring smooth information exchange in a hybrid work environment. Next, the survey addressed an important topic related to *Task Execution Efficiency* in a hybrid work model. The questions in this section focused on assessing whether tasks are completed on time and whether employees have access to the necessary information. Exactly half of the respondents indicated that remote or hybrid work has no clear impact on task timeliness, selecting a neutral rating (see Fig. 3a). At the same time, another 45% observed a positive or strongly positive influence. These results suggest that, in the respondents' view, the hybrid work model does not lead to significant project delays. Moreover, it may even have a positive effect on timeliness, provided that team work is well organized and appropriate task planning and management tools are used. This may be due to the fact that as many as 90% of respondents rated access to the information necessary for task completion as good or very good (see Fig. 3b). This clearly indicates that the flow of information within the company – and, by extension, the project management system – is at a high level of organizational maturity. These results confirm that the hybrid work model does not pose a barrier to accessing documentation, agreements, or project requirements, which is essential for ensuring the quality and timeliness of ERP implementations. In the context of hybrid work, meeting frequency remains an important aspect of team coordination. Within the surveyed group, as many as 65% of respondents (primarily implementation consultants) reported participating in general project meetings at least once a week (see Fig. 3c). Developers, on the other hand, attend such meetings less frequently, as they typically focus on specific tasks and maintain direct contact with a dedicated consultant assigned to each development-related activity. The final question in this group addressed the impact of the hybrid work model on individual employee performance. A total of 70% of respondents viewed their productivity in the hybrid model positively (see Fig. 3d). However, it is worth noting that 30% provided neutral or negative responses, suggesting that some employees face challenges related to work organization or communication in a hybrid environment. It should be emphasized that these evaluations are highly subjective, reflecting individual perceptions as well as differences in expectations and professional experience. Overall, the results indicate that the adopted work

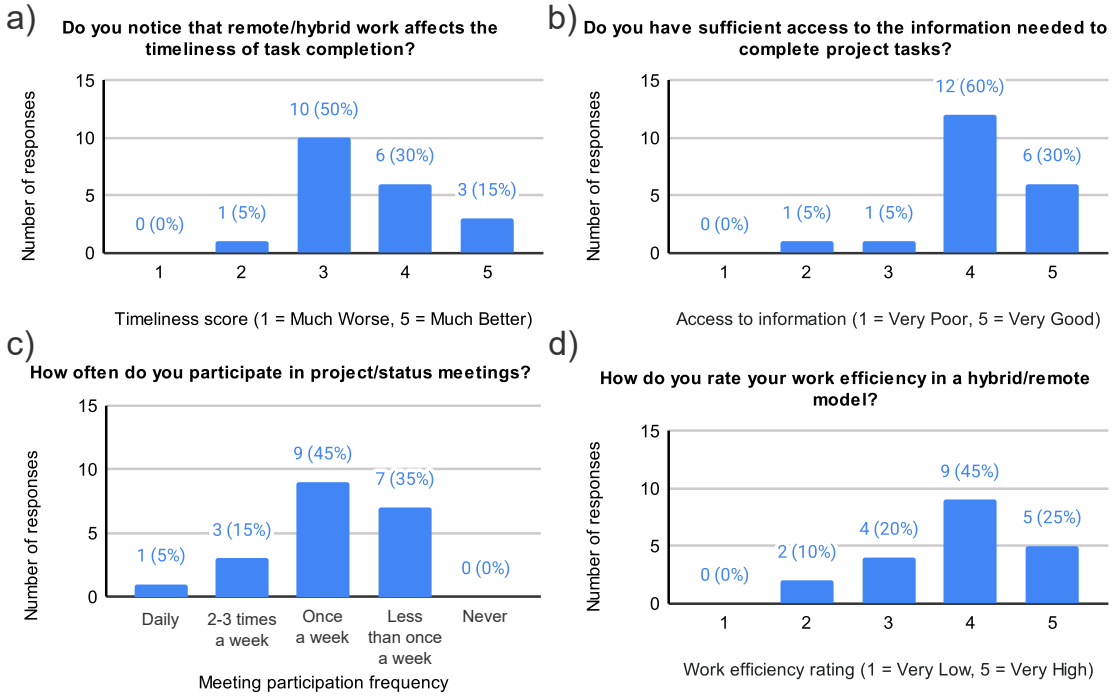

Fig. 3. Bar charts (a–d) showing responses from the *Task Execution Efficiency* section, illustrating how employees assess task completion

model is generally effective, though attention should be paid to the needs of this minority in order to further optimize processes and improve work comfort. The final group of questions, related to *Subjective Work Evaluation*, focused on employees' personal assessments of the work model. The first question in this group asked respondents to identify the key advantages of hybrid work. The most frequently mentioned benefit was the ability to work with greater focus (see Fig. 4a). This is particularly important during project phases that require deep concentration, such as the implementation analysis stage or additional customizations performed by developers. In such phases, where individual approaches to client-specific problems and precise analysis are crucial, a quiet work environment plays a key role. The second most important advantage, as indicated by respondents, was flexible working hours, which support better work-life balance. This flexibility allows employees to better align their schedules with personal needs, contributing to increased efficiency and greater job satisfaction. The second question focused on the challenges associated with hybrid work. A clear majority of respondents (80%) indicated that the biggest challenge of working in a hybrid model is the lack of direct contact with the team and communication-related issues (see Fig. 4b). This stems from the fact that nothing can fully replace face-to-face interaction, where non-verbal cues play a crucial role in understanding the speaker's intentions and emotions. Unfortunately, these elements are largely absent in a hybrid work environment. Nevertheless, as many as 70% of respondents believe that hybrid work should remain the standard in implementation projects, which suggests that the benefits of hybrid work outweigh the drawbacks of reduced direct, interpersonal interaction among team members (see Fig. 4c).

The survey results show that the hybrid work model has a significant impact on the functioning of key elements of the project management system. Positive employee assessments of communication, access to information, and personal efficiency indicate that, with appropriate tool and process support, hybrid work not only does not hinder task execution but can actually enhance it. At the same time, the identified challenges (particularly in the areas of inter-team communication and the precise transfer of requirements) highlight the need to adapt the project

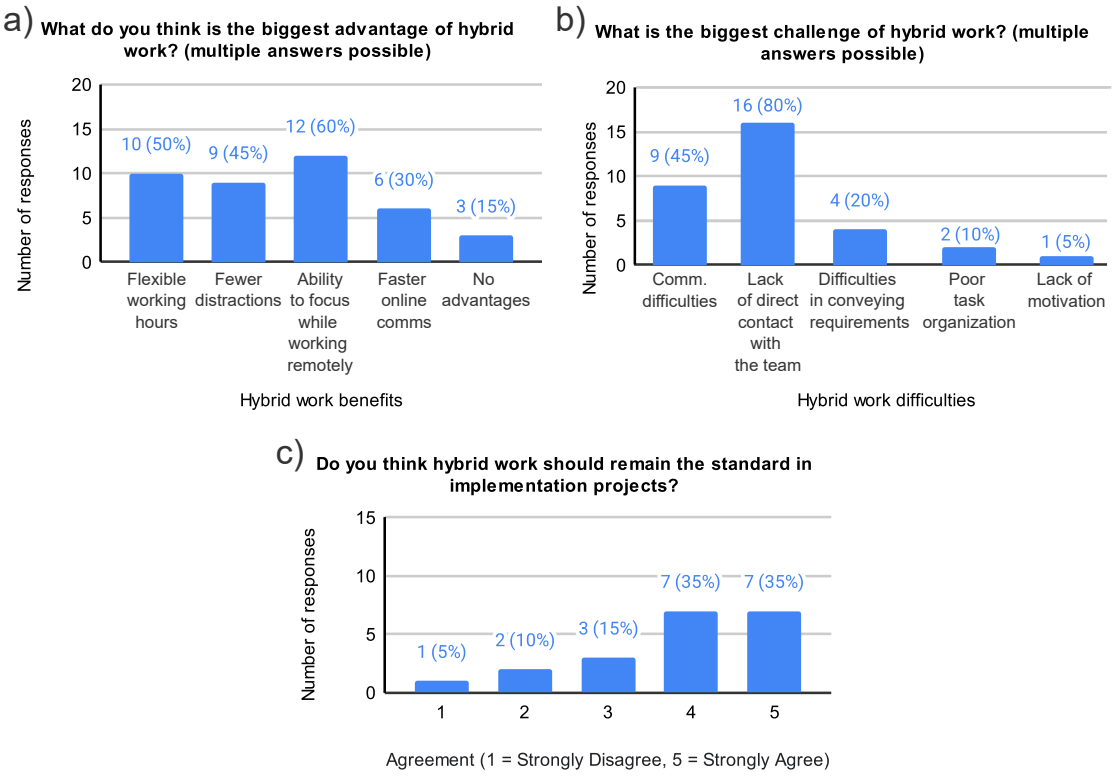

Fig. 4. Bar charts (a–c) showing responses from the *Subjective Work Evaluation* section, illustrating perceptions of hybrid work.

management system to the new realities. This entails refining procedures related to requirements gathering, task delegation, and team collaboration. The findings indicate that a well-designed and regularly updated project management system, taking into account the specifics of hybrid work, is crucial for maintaining the efficiency and quality of implementation projects in ERP companies.

4.2. Data analysis results

As part of the project data analysis, the stages of the Comarch ERP XL implementation process were examined by comparing the budgeted time with the actual time spent by the team. The aim was to determine whether the chosen work model (hybrid vs. on-site) had a measurable impact on the execution of specific implementation stages. Actual working time was recorded by each employee in the CRM system while carrying out each element of the implementation. The comparison of average times across all projects for each implementation stage is presented in Fig. 5.

Technically oriented stages such as ERP system configuration, installation, and data migration did not show significant discrepancies between the planned time and the actual number of man-hours spent. This may be due to the fact that these tasks are highly repetitive and well-documented. Additionally, the consultants responsible for executing them are highly experienced professionals. The most important factor contributing to this outcome is that these stages are less dependent on ongoing communication between teams. It can be confidently stated that they are carried out effectively regardless of whether the team is working together in the office or remotely.

In the case of the additional implementations stage, such as creating tailored functionalities, reports, or integrations with the client's production machinery, the greatest challenge related

to hybrid work was observed. Specifically, we recorded a significant issue in hybrid projects, where the actual time spent exceeded the budgeted time by a factor of three. This outcome is primarily due to communication problems between implementation consultants and developers. The lack of direct contact, vague or incomplete requirements, and unclear task descriptions in the system often forced developers to repeatedly seek clarification from consultants who had originally gathered the client's needs. As a result, developers would sometimes implement solutions that did not fully align with the client's expectations, leading to revisions, setbacks in the process, and, naturally, extended project time.

On the other hand, the hybrid model proved surprisingly effective in stages such as pre-implementation analysis and design, training, and supervised work. These activities can largely be carried out remotely, especially when the team uses reliable communication and documentation tools. In a home office environment, consultants tend to have more uninterrupted time to carefully analyze documentation without the distractions commonly found in the company's headquarters. As a result, the process of writing analysis documents and conducting focused conversations with clients led to unexpectedly positive outcomes. Furthermore, the time saved by not commuting to the client could be used for rest and recovery, which also had a measurable impact on the smooth execution of this implementation phase. Online training sessions allowed the team to reach a larger group of users and provide effective instruction. Time savings were also observed here - not only by avoiding travel but also by limiting non-essential conversations or small talk. However, this can also have downsides, such as limiting opportunities to build informal relationships with the client's employees. As for the supervised work phase, which mainly involves ongoing support, it can be successfully provided in a flexible manner without the need for physical presence. A helpful tool in this context is Anonimized proprietary CRM ticketing system, which is made available to clients after the system goes live. It enables clients to submit reports on issues they encounter, and based on the problem category, the ticket is automatically routed to the appropriate consultant.

Data analysis confirms that hybrid workflows influence different stages of ERP implementation to varying degrees. While technical stages remained largely unaffected, collaborative phases exposed communication challenges typical of distributed teams. These findings emphasize the need for a dynamic and continuously updated project management system, capable of addressing the specific requirements of each project phase under hybrid conditions. Strengthening procedures for requirement gathering, inter-team communication, and progress monitoring is essential to minimize risks and maintain project efficiency. The results clearly show that systematic incorporation of lessons learned is critical to successfully managing ERP implementations in a hybrid work environment.

4.3. Results summary

The conducted analysis demonstrated that the impact of the hybrid work model on the project management system within an ERP implementation company is both significant and multidimensional. Operating in a hybrid environment highlighted the necessity of treating the project management system as a dynamic framework; one that must be systematically updated in response to changing project execution conditions. Hybrid work proved that the project management system cannot remain static; rather, it requires continuous refinement based on experiences and insights gathered through retrospectives conducted after each project phase or implementation.

Particularly critical in the context of hybrid work was the communication between teams during the development of additional customizations. In the studied organization, it became evident that the communication practices previously sufficient in an on-site model were no longer adequate in a distributed environment. Hybrid work exposed new challenges, especially the need to enhance the flow of information between implementation consultants and developers,

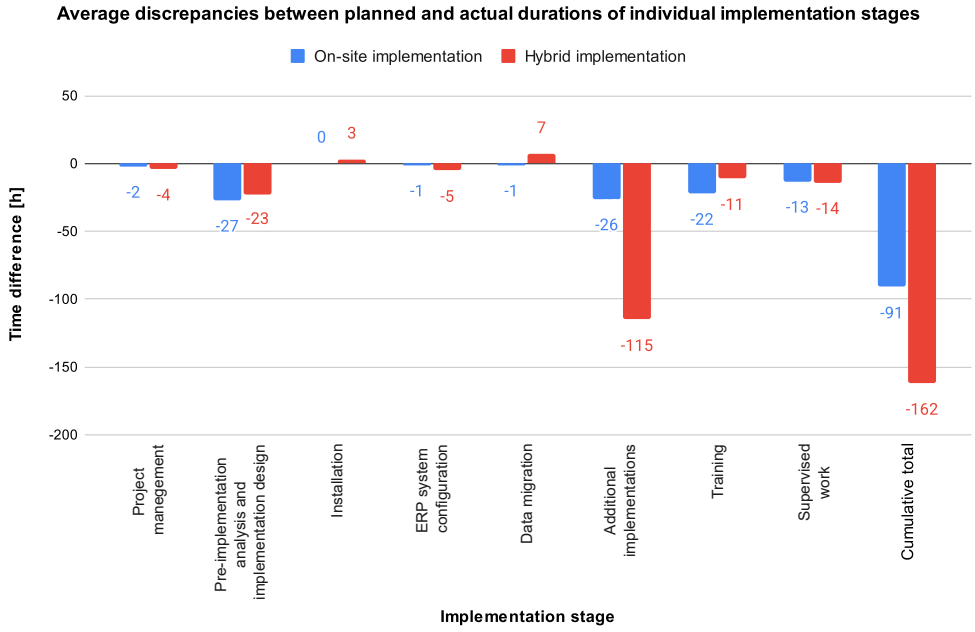

Fig. 5. Bar chart illustrating the average discrepancies between planned and actual durations of individual implementation stages, based on 41 on-site and 29 hybrid ERP implementation projects.

directly influencing the necessity to update project standards and procedures.

Overall, the study's findings indicate that an effective project management system should be built iteratively, continuously incorporating lessons learned from each completed project. Such an approach enables organizations to operate effectively in a dynamically changing environment and minimizes risks associated with the delivery of complex ERP implementation projects. This iterative refinement process, supported by both employee feedback and data analysis, proves essential for maintaining project quality, efficiency, and adaptability under hybrid work conditions.

5. Conclusions

This study shows that a modern project management system, especially in the context of hybrid work, must be a dynamic and evolving structure. Organizations that succeed in adapting their internal processes to changing conditions (by regularly updating procedures and incorporating lessons learned) are better positioned to maintain efficiency and competitiveness. Capturing individual experiences and improvements in the form of internal standards preserves critical knowledge, enhances future project performance, and strengthens organizational adaptability and culture. Based on the results of surveys conducted among consultants, developers, and project managers, as well as the analysis of project data comparing budgeted and actual time, it can be concluded that while the hybrid model enables flexible and effective execution of many ERP implementation stages, certain phases, such as custom development, require more refined communication standards and coordination. This underlines the need for ongoing updates to the Project Management System to minimize discrepancies between planned and actual delivery times.

In future work, we plan to investigate how specific factors, such as communication quality, team composition, and task complexity, influence the divergence between planned and actual work time. To support this, we will apply artificial intelligence methods for pattern detection and predictive modeling, aiming to further improve the accuracy of project planning and execution.

References

[1] Acar, M.F., Tarim, M., Zaim, H., Zaim, S., Delen, D.: Knowledge management and erp: Complementary or contradictory? International Journal of Information Management 37(6), pp. 703–712 (2017)

[2] Al-Mashari, M., Al-Mudimigh, A., Zairi, M.: Enterprise resource planning: A taxonomy of critical factors. European Journal of Operational Research 146(2), pp. 352–364 (April 2003)

[3] Bradford, M.: Modern ERP: Select, Implement, and Use Today's Advanced Business Systems. Marianne Bradford, 4 edn. (2020), 4th Edition

[4] Deloitte: Global remote work survey. remote, controlled – this changes everything (2022)

[5] Deloitte: Global human capital trends (2024)

[6] Dwivedi, Y.K., Hughes, D.L., Coombs, C., Constantiou, I., Duan, Y., Edwards, J.S., Gupta, B., Lal, B., Misra, S., Prashant, P., Raman, R., Rana, N.P., Sharma, S.K., Upadhyay, N.: Impact of covid-19 pandemic on information management research and practice: Transforming education, work and life. International Journal of Information Management 55, pp. 102211 (December 2020)

[7] Gagné, A., Collard-Fortin, U., Cody, N., Coulombe, S.: Organiser l'accompagnement autour de la relève en enseignement [chronique]. Formation et profession 30(3), pp. 1–6 (2022)

[8] Glaveski, S.: Remote work should be (mostly) asynchronous. Harvard Business Review. https://hbr.org/2021/12/remote-work-should-be-mostly-asynchronous (2021), accessed: 2022-03-20

[9] Haddara, M., Zach, O.: Erp systems in smes: An extended literature review. International Journal of Information Science 2(6), pp. 106–116 (2012)

[10] Jayawickrama, U., Liu, S., Hudson Smith, M.: Empirical evidence of an integrative knowledge competence framework for erp systems implementation in uk industries. Computers in Industry 82, pp. 205–223 (2016)

[11] Kelly, C.M., et al.: Seeking an "i-deal" balance: Schedule-flexibility i-deals as mediating mechanisms between supervisor emotional support and employee work and home performance. Journal of Vocational Behavior 118, pp. 103369 (2020)

[12] Lange, M., Kayser, I.: The role of self-efficacy, work-related autonomy and work-family conflict on employee's stress level during home-based remote work in germany. International Journal of Environmental Research and Public Health 19, pp. 4955 (2022)

[13] Shaik, M.: Sap - erp software's pivotal role in shaping industry 4.0: Transforming the future of enterprise operations. Computer Science and Engineering 13(1), pp. 8–14 (2023)

[14] Spilker, M.A., Breaugh, J.A.: Potential ways to predict and manage telecommuters' feelings of professional isolation. Journal of Vocational Behavior 131, pp. 103646 (2021)

[15] Strong, D.M., Volkoff, O., Johnson, S.A., Pelletier, L.R., Tulu, B., Bar-On, I., Trudel, J., Garber, L.: A theory of organization-ehr affordance actualization. Journal of the Association for Information Systems 15(2) (2014)

[16] Urrila, L., Siiriäinen, A., Mäkelä, L., Kangas, H.: Sense of belonging in hybrid work settings. Journal of Vocational Behavior 157, pp. 104096 (2025)