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THE ROLE OF NEW WORK MODELS IN DRIVING ORGANIZATIONAL TRANSFORMATION IN THE SERVICE SECTOR

Abstract

Recent economic, technological, and social changes have increased the need for organizations to adopt new approaches to the organization and management of work. Particularly following the COVID-19 pandemic, the widespread adoption of remote, hybrid, and flexible work models has generated significant changes in organizational structures, management practices, communication processes, and employee behavior. This paper aims to examine the role of new work models in driving organizational transformation in the service sector from a theoretical perspective. The study identifies the main characteristics of new work models and analyzes their relationship with organizational culture, leadership, communication, employee autonomy, and digital transformation. The analysis demonstrates that new work models do not merely change the physical location of work but also require organizations to reconsider their management and behavioral mechanisms. This issue is particularly relevant to the service sector, where human capital and interaction with customers remain central to service delivery. The effective implementation of new work models requires not only appropriate technological infrastructure but also flexible organizational structures, trust-based leadership, effective communication, and employee readiness for change. The paper concludes that new work models can become an important driver of organizational transformation when integrated into broader organizational and managerial strategies.

Keywords: *new work models, organizational transformation, service sector, hybrid work, remote work, organizational behavior.*

INTRODUCTION

In recent years, the digitalization of the economy, technological development, changing expectations in the labor market, and global crises have significantly transformed the environment in which organizations operate. These changes have affected not only production and service processes but also the organization of work, employment relations, management mechanisms, and organizational behavior. In particular, the COVID-19 pandemic forced organizations to reconsider traditional work processes and rapidly adopt remote working technologies in order to maintain business continuity.

Although remote work initially served primarily as a mechanism for maintaining organizational operations during the crisis, its widespread implementation subsequently contributed to the development of broader and more sustainable approaches to work organization. As a result, hybrid work, flexible working arrangements, digital collaboration, and other forms of new work have increasingly become important components of organizational management.

The emergence of new work models has influenced organizational structures and management mechanisms. In traditional organizations, employee physical presence, direct supervision, face-to-face

communication, and standardized working schedules have commonly represented important elements of management. In contrast, new work models place greater emphasis on results-oriented management, employee autonomy, digital communication, trust, and flexibility.

These developments are particularly significant in the service sector. Service delivery frequently depends on human capital, knowledge and skills, customer interaction, and communication. Therefore, there is a close relationship between the organization of work and the quality of services provided. From this perspective, the implementation of new work models is not simply a question of where and when employees work. It is also a question of how organizations are managed and how employees are connected to organizational objectives.

The main objective of this paper is to examine the role of new work models in driving organizational transformation in the service sector from a theoretical perspective. To achieve this objective, the paper addresses several related issues, including the main characteristics of new work models, their influence on organizational structures and culture, changes in leadership and communication mechanisms, and the opportunities and challenges associated with their implementation in the service sector.

ANALYSIS

1. The Nature and Main Characteristics of New Work Models

The concept of “new work models” encompasses various organizational approaches that represent alternatives to traditional office-based work and standardized working schedules. These approaches include remote work, hybrid work, flexible working arrangements, digitally enabled work, project-based collaboration, and results-oriented work organization.

Remote work refers to a form of employment in which employees perform their tasks outside the traditional workplace, primarily through the use of digital technologies. Hybrid work combines physical presence at the workplace with remote work. Under a hybrid model, employees may work from the office on certain days and remotely on others. Flexible work arrangements, meanwhile, provide employees with greater autonomy regarding working hours, schedules, and, in some cases, the location from which work is performed.

The number of studies examining remote and hybrid work at the organizational level has increased substantially in the post-pandemic period. Recent research indicates that the process of remote work extends beyond organizational adoption and involves several stages, ranging from organizational implementation to employee outcomes. This process cannot be explained solely by the availability of technology; organizational context, management mechanisms, and employee readiness are also important factors (Ferdous et al., 2026).

One of the fundamental characteristics of new work models is flexibility. Flexibility enables both organizations and employees to adapt to changing conditions. At the same time, however, flexibility requires organizations to reconsider traditional control mechanisms. When direct physical supervision becomes less feasible, the management of objectives, outcomes, and work processes becomes increasingly important.

Another important characteristic is digitalization. Digital communication platforms, cloud technologies, videoconferencing systems, and project management tools enable employees located in different geographical areas to collaborate effectively. Consequently, technology has become one of the central infrastructural components supporting new work models.

2. New Work Models and Organizational Transformation

Organizational transformation refers to significant changes in an organization's structures, processes, culture, technologies, and management approaches. New work models can function both as an outcome of organizational transformation and as a factor accelerating this transformation.

Traditional organizational structures tend to rely on hierarchical management and centralized decision-making. However, the implementation of new work models requires organizations to develop more flexible structural arrangements. When employees work from different locations, managers have

fewer opportunities to directly observe work processes. Consequently, organizations may need to delegate certain decisions to lower management levels and increase employee autonomy.

From this perspective, new work models may encourage a transition from a control-oriented approach toward a trust- and outcome-oriented approach. Physical presence in the office can no longer be considered a direct indicator of employee productivity. Instead, the establishment of clear objectives, measurement of outcomes, and employee accountability become more important.

The literature suggests that hybrid work models influence organizational dynamics in several ways. These include organizational change, employee readiness for new forms of work, and the restructuring of work processes (Hasyim & Bakri, 2024).

Another important area affected by new work models is organizational culture. Reduced physical interaction may decrease informal communication, social relationships, and employees' sense of belonging. Therefore, organizations operating through hybrid and remote models need to develop alternative mechanisms for maintaining organizational culture and social connections.

Consequently, organizational transformation in the context of new work models should not be understood solely as a technological process. It also involves behavioral and cultural transformation.

3. Changes in Leadership and Communication Mechanisms

The implementation of new work models requires changes in leadership approaches. Under traditional management arrangements, managers can directly observe and supervise employees' activities. In remote and hybrid work environments, such opportunities are considerably more limited. Therefore, leadership increasingly relies on communication, trust, performance management, and employee support.

This issue is particularly important in the service sector. Because service employees frequently interact directly with customers and perform communication-intensive and emotionally demanding tasks, managerial support and leadership can influence service quality. During the COVID-19 pandemic, the relationship between virtual work, leadership, and employee performance in service organizations became an important research area (Bartsch et al., 2021).

Communication represents one of the key factors determining the effectiveness of new work models. In remote and hybrid work environments, communication is not merely a mechanism for transmitting information; it also contributes to maintaining organizational culture and collective relationships.

Research conducted in the service sector indicates that different levels of organizational communication are associated with employee satisfaction. Communication between the organization and employees, between managers and employees, and among colleagues can contribute to employee satisfaction through different mechanisms (Curado et al., 2022).

However, digital communication cannot be considered a complete substitute for face-to-face interaction. Research in professional service contexts indicates that digital communication creates opportunities for flexible collaboration while also generating new challenges related to social interaction and team dynamics. Therefore, organizations should not simply increase the number of digital communication tools but should also establish clear principles regarding how and for what purposes these tools should be used.

4. The Impact of New Work Models on Organizational Behavior

One of the main reasons why new work models have become an important element of organizational transformation is their influence on employee behavior. In traditional work environments, employee behavior is partly shaped by the physical workplace, direct managerial supervision, and daily interaction with colleagues. Under remote and hybrid work arrangements, employees assume greater responsibility for planning and managing their own activities.

This transformation can strengthen employee autonomy and individual responsibility. At the same time, however, it may create challenges such as social isolation, communication difficulties, and

psychological distance from the organization. For example, research has indicated that virtual interaction during the transition to hybrid work may be associated with professional isolation (Lenzner et al., 2023).

Therefore, organizations should consider not only employees' technical readiness but also their behavioral readiness for new work arrangements. Employees are increasingly expected to work independently, manage their time effectively, use digital communication tools, and take responsibility for outcomes.

At the organizational level, the establishment of a trust-based environment is equally important. Excessive digital monitoring and continuous surveillance of employee activities may undermine the flexibility that new work models are intended to provide. Effective management should therefore seek to balance employee autonomy with organizational accountability.

5. The Role of New Work Models in the Service Sector

A defining characteristic of the service sector is the importance of human capital and interaction with customers. In banking, insurance, consulting, information technology, education, professional services, and related areas, a significant proportion of knowledge- and information-based work can be performed through digital environments. Consequently, the service sector provides considerable opportunities for implementing new work models.

Nevertheless, not all service activities can be performed remotely to the same extent. Some services require physical presence, while activities such as consulting, financial analysis, programming, and certain administrative functions can be performed remotely. Therefore, rather than applying a single work model across the entire service sector, organizations need to select hybrid and flexible arrangements according to the characteristics of individual jobs.

The main areas through which new work models influence the service sector can be summarized as follows:

Table 1

Main Areas of Impact of New Work Models in the Service Sector

Area of impact	Main change	Organizational outcome
Work organization	Remote and hybrid work	Increased flexibility
Management	Shift from supervision to outcome orientation	Greater autonomy and accountability
Communication	Use of digital platforms	New communication channels
Leadership	Trust- and support-oriented management	Changing leadership role
Organizational culture	Reduced physical interaction	Need for new social connection mechanisms
Technology	Digital collaboration tools	Acceleration of digital transformation
Human resources	Flexible work and new skills	Demand for new competencies

Source: By the author.

As illustrated in Table 1, the impact of new work models extends beyond changes in working conditions. They also affect management, human resources, communication, and organizational culture.

Therefore, the effective implementation of a new work model requires not only technological readiness but also managerial and organizational readiness.

6. Key Challenges in Implementing New Work Models

Despite their potential advantages, new work models create several challenges for organizations. One of the main challenges concerns unequal access to digital resources. Access to technology, digital skills, and an appropriate home working environment may differ among employees.

Another challenge concerns communication and coordination. Spontaneous information exchange and informal relationships that naturally develop in physical workplaces may become less frequent under



remote work arrangements. This may create additional challenges for teamwork and organizational commitment.

Figure 1. Relationship Between New Work Models and Organizational Transformation

Source: By the author.

Organizational culture is another important area of concern. When employees do not physically interact for extended periods, the transmission of organizational values and the development of collective identity may become more difficult. Organizations therefore need to maintain face-to-face meetings, team activities, regular communication, and knowledge-sharing mechanisms where appropriate.

Another important challenge is managerial adaptation. Under new work models, managers are not merely supervisors who assign tasks and monitor employees. They increasingly act as leaders who facilitate change, maintain team cohesion, provide support, and communicate organizational objectives.

7. A Conceptual Approach to Organizational Transformation

Based on the theoretical analysis, the relationship between new work models and organizational transformation can be conceptually represented as follows:

According to this conceptual approach, new work models influence organizational transformation through both direct and indirect mechanisms. Direct effects are associated with changes in work processes and organizational structures, whereas indirect effects occur through changes in leadership, communication, organizational culture, and employee behavior.

Therefore, assessing the impact of new work models solely through productivity indicators is insufficient. A broader assessment of organizational transformation should also consider employee satisfaction, organizational commitment, communication quality, innovation capacity, readiness for change, and digital maturity.

CONCLUSION

The economic and social environment in which contemporary organizations operate increasingly requires the adoption of new approaches to the organization and management of work. Remote, hybrid, and flexible work models represent one of the most significant directions of this transformation. Although the COVID-19 pandemic played an important role in accelerating their adoption, the development of new work models cannot be attributed solely to the pandemic. Digitalization, technological development, changing labor market conditions, and employees' expectations regarding flexibility are also important drivers of this transformation.

The theoretical analysis demonstrates that new work models represent more than a technological component of organizational transformation. They influence organizational structures, leadership, communication, organizational culture, and employee behavior. In particular, the shift from management based on physical presence and direct supervision toward management based on outcomes, trust, and autonomy represents an important dimension of organizational transformation. This issue is particularly relevant to the service sector. The knowledge- and information-intensive nature of many service activities creates significant opportunities for the implementation of new work models. At the same time, in service activities where direct customer interaction is essential, fully remote work may not always be feasible. Consequently, the implementation of hybrid and flexible models according to the characteristics of specific jobs becomes increasingly important.

The effectiveness of new work models does not depend solely on technological infrastructure. Organizations need to develop employees' digital competencies, establish trust-based leadership mechanisms, redesign communication processes, and pay particular attention to maintaining organizational culture.

Thus, new work models can be considered an important factor driving organizational transformation in the service sector. However, their effective implementation requires alignment with the organization's business characteristics, the nature of work, technological capabilities, human capital, and organizational culture. Future research should empirically test the conceptual relationships presented in this study, compare different service-sector industries, and quantitatively assess the impact of new work models on organizational performance.

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Xidmət sektorunda təşkilati transformasiyanın həyata keçirilməsində yeni iş modellərinin rolu**Xülasə**

Son dövrlərdə baş verən iqtisadi, texnoloji və sosial dəyişikliklər təşkilatların işin təşkili və idarə edilməsinə yeni yanaşmalar tətbiq etməsi zərurətini artırmışdır. Xüsusilə COVID-19 pandemiyasından sonra məsafədən, hibrid və çevik iş modellərinin geniş yayılması təşkilati strukturlarda, idarəetmə təcrübələrində, kommunikasiya proseslərində və işçi davranışlarında əhəmiyyətli dəyişikliklərə səbəb olmuşdur. Bu məqalənin məqsədi yeni iş modellərinin xidmət sektorunda təşkilati transformasiyanın hərəkətverici qüvvəsi kimi rolunu nəzəri aspektdən araşdırmaqdır. Tədqiqat çərçivəsində yeni iş modellərinin əsas xüsusiyyətləri müəyyən edilir və onların təşkilati mədəniyyət, liderlik, kommunikasiya, işçi muxtariyyəti və rəqəmsal transformasiya ilə qarşılıqlı əlaqəsi təhlil olunur. Təhlil göstərir ki, yeni iş modelləri yalnız işin fiziki məkanını dəyişdirmir, eyni zamanda təşkilatlardan idarəetmə və davranış mexanizmlərinə yenidən baxmağı tələb edir. Bu məsələ insan kapitalının və müştərilərlə qarşılıqlı əlaqənin xidmətlərin göstərilməsində əsas rol oynadığı xidmət sektoru üçün xüsusilə əhəmiyyətlidir. Yeni iş modellərinin səmərəli tətbiqi yalnız uyğun texnoloji infrastrukturun mövcudluğunu deyil, həm də çevik təşkilati strukturların, etimada əsaslanan liderliyin, effektiv kommunikasiyanın və işçilərin dəyişikliklərə hazırlığının təmin edilməsini tələb edir. Məqalədə belə nəticəyə gəlinir ki, yeni iş modelləri daha geniş təşkilati və idarəetmə strategiyalarına integrasiya edildikdə təşkilati transformasiyanın mühüm hərəkətverici qüvvəsinə çevrilə bilər.

Açar sözlər: yeni iş modelləri, təşkilati transformasiya, xidmət sektoru, hibrid iş, məsafədən iş, təşkilati davranış.