



ARCHITECTURES OF INTERACTION FOR STRENGTHENING BELONGING: Hybrid Workers in Digital Marketing Agencies

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KEYWORDS	ABSTRACT
Digital marketing agencies Internal marketing Interaction architectures Belonging Hybrid workforce	<i>This article analyses how interaction architectures influence the sense of belonging and engagement of hybrid employees in digital marketing agencies in Spain. Through in-depth interviews with managers and a review of the literature on internal marketing and belonging, it was identified that the most used tools mainly serve an informational function. These include platforms such as Discord and Slack, newsletters, celebrations, training and meetings, all aimed at strengthening the emotional connection that characterizes internal marketing. The results show that these practices contribute to strengthening cultural and emotional ties in hybrid environments. However, companies face key challenges in consolidating a sense of belonging, including technological barriers and the difficulty of integrating organizational culture into the digital environment. The study offers guidelines for designing effective strategies to strengthen internal cohesion in the digital age.</i>

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1. Introduction

The advent of globalization and technological advances has given rise to dynamic work environments that present challenges in the domains of communication, talent management, intercultural collaboration, integration, and employee engagement (Durakovic and Aznavoorian, 2024; Marinov, 2023). This phenomenon is exemplified by the resignation of highly skilled employees from 54 companies within the S&P 500 Index, precipitated by their return-to-office policies (Ding et al., 2024).

The adoption of hybrid working models, which are becoming the new norm in organizations, requires the implementation of models that are both equitable in terms of flexibility and improved work-life balance and productive, the result of applying an efficient digital infrastructure (Grzegorzczuk et al., 2021). The transition of organizations to a combination of face-to-face and remote work is influenced by a number of factors, including technological and non-technological materials, teleworkers themselves, and their work and family environment (Gohoungodji et al., 2023).

The objective of this article is to investigate the interaction architectures that influence the sense of belonging and engagement of hybrid workers in digital marketing agencies. To achieve this objective, a comprehensive review of studies on internal marketing, sense of belonging, and interaction architectures has been conducted. We applied these studies to digital marketing agencies, one of the sectors with the highest number of remote or hybrid workers. Puro Marketing (2024) reports that 82% of these companies allow remote working, with 68% choosing a hybrid model. As posited by Branch (2024), further research indicates that hybrid profiles demonstrate the highest engagement rates, with a percentage of 35%. This pattern is followed by 100% remote workers, with 33% of the total, and those who only go to the office, with 27% of the total.

The novelty and originality of this research lie in the systematization of current practices in hybrid work environments in digital marketing agencies and the identification of the most effective interaction architectures to engender a sense of belonging in such environments. A comprehensive review of the extant literature on the concepts of internal marketing, employer branding, sense of belonging, and interaction architectures was conducted in the Scopus and Scholar databases. The reviewed literature was followed by the design and implementation of an interview with 11 agencies in the digital marketing sector.

1.1. Hybrid Work

Hybrid working is a working model that combines digital and traditional tools, allowing employees to be in the office on certain days of the week—a minimum number of days, specific days, or a minimum percentage of time (Branch, 2024). This hybrid-flexible model incorporates key elements of people-centered work design, including location flexibility, intentional collaboration practices, and empathy-based management (Waller, 2022).

Marinov (2023) asserts that virtual teams must apply knowledge and consider insights from various cultures due to the unique characteristics of virtual work, including a geographically dispersed workforce and the critical interdependence of tasks. The author posits that this strategic perspective facilitates the management of organizational challenges, including continuous communication, leadership, cohesion, empowerment, virtuality, and trust-building.

Among the challenges of hybrid work are diversity, equality and inclusion, environmental, social and governance (ESG) issues, conflict management, team and organizational identity, talent attraction and retention, personality, team dynamics, and performance management (Drayton, 2024). In addition to these factors, the repercussions of excessive connectivity on long-term job satisfaction (Jacukowicz & Merecz-Kot, 2020), the challenges posed by workplace inequalities and organizational cohesion (Daleandro & Lovell, 2024), and the concerns surrounding the unauthorized dissemination of specific data in virtual environments (Nikolayets et al., 2023) have been identified. Beno (2022) elucidates the challenges inherent in the communication and monitoring of hybrid workers.

To respond to the evolving requirements of these employees, it is necessary to devise work environments that are adapted to the specific dynamics of hybrid work. The proposals encompass a wide range of areas, including architectural and strategic considerations (Fayard et al., 2021; Williamson et al., 2024), leadership in communication and resilience (Barnes et al., 2024), and collaboration and trust in team dynamics (Buła et al., 2024). Conversely, alternative approaches have been developed that emphasize employees' propensity to select this work model voluntarily in the

future, with these approaches focusing on organizational, experiential, or audio-visual learning (Kim and Fay, 2024; Rupčić, 2024; Salazar-Palomino et al., 2024).

Gratton (2021) proposes a direction based on four premises: jobs and tasks, employee preferences, projects and workflows, and inclusion and equity. The present study explores the implications of Generation Z's unique expectations regarding fairness and personal privacy in the digital age. The analysis uncovers the necessity for employers to adapt their brand identity by integrating Corporate Social Responsibility (CSR) values and practices into their digital strategies and business models (Budhiraja and Yadav, 2020; Özel and Altunışık, 2024; Wahl et al., 2024; Yacine and Karjaluoto, 2022).

The findings of this study indicate that hybrid work is not a universally applicable solution, and its efficacy is contingent on the creation of suitable physical environments (Gibbs et al., 2021) and the consideration of individual preferences, in addition to the evaluation of its long-term ramifications (Appel-Meulenbroek et al., 2022). The prevailing theme in the extant literature is that a sense of belonging is of paramount importance to performance in hybrid environments (Durakovic and Aznavoorian, 2024; Pronk, 2024).

1.2. Belonging, Sense of Place, and Work Identity

The primary rationale for fostering belonging among remote workers lies in the impact of perceived job flexibility on job satisfaction, performance, and employee well-being (Afota et al., 2024; Choudhury et al., 2024).

A more intrinsic motivation for cultivating a sense of belonging is the socio-psychological well-being derived from the subjective experience of being part of a group, which addresses the human need for connection and acceptance (Raman, 2014). The concept of 'sense of place' refers to an individual's subjective perception and emotional attachment to a specific geographical location within hybrid work contexts; the evolution of work identity in relation to employee well-being is influenced by their orientation towards home or workplace, whether embedded or virtual (Sun et al., 2025).

Promoting a sense of belonging, cohesion, and work-life balance necessitates the implementation of organizational and educational strategies. For instance, higher education, learning frameworks, and mentoring interactions have proven effective in establishing meaningful relational connections that enhance a sense of belonging (Byrd, 2022; Dulfer et al., 2024). Similarly, fostering a robust professional identity improves individual performance and job satisfaction (Durakovic & Aznavoorian, 2024) and is associated with traits such as extraversion and openness, mediated by telephone and video communication, and friendliness, influenced by telephone communication (Smith et al., 2018).

In the realm of digital marketing, Özel and Altunışık (2024) explore best practices that promote sustainability and corporate social responsibility (CSR), while Wahl et al. (2024) examine successful cases of integrating emerging technologies into sustainable business models. Yang and Lin (2023) offer recommendations for enhancing the user experience on e-commerce platforms, focusing on the influence of user interface design on customer loyalty.

Cultivating a sense of belonging and cohesion among employees in resilient environments, to prevent isolation and enhance work performance, is tied to spatial, temporal, and emotional factors (Dalessandro & Lovell, 2024; Durakovic & Aznavoorian, 2024). In response to global developments that transform work dynamics, it is essential to adopt policies that address emerging inequalities based on the mode of work adopted (Dalessandro & Lovell, 2024).

Examples of post-pandemic adaptation strategies include Scheide Miller and Giblin's (2024) research on sustaining donor engagement in nonprofit organizations and Trinkenreich et al.'s (2024) work on team management, focusing on resilience and business continuity. A third example, aimed at improving the well-being of remote workers affected by work-life balance challenges, involves training in self-discipline, stress management, rest, respect, and social connections (Chen et al., 2024; Pronk, 2024).

1.3. Interaction architectures

Remote workers develop a sense of belonging in virtual environments through digital interactions and organizational practices that promote inclusion (Hafermalz and Riemer, 2021).

Experiential design strengthens emotional connection and the construction of organizational identity (Saikia and Chakrabarti, 2019). Specifically, digital communication and marketing transform organizational structures and the management of brand and reputation in the digital environment.

Silva-Giraldo et al. (2023) examine how SMEs can leverage ICT and collaborative networks to enhance their organizational communication and competitiveness.

Likewise, the digitalization of work is linked to innovation in HR management, altering workplace dynamics (Mishra, 2024). Without digital transformation, the evolution of SMEs is not feasible, given the necessary agility and collaboration in organizational management (Silva-Giraldo et al., 2023). Suh et al. (2020) reinforce the notion that brand engagement in digital services largely depends on how companies manage interactions with their customers, harnessing technology to bolster consumer loyalty.

Among interaction architectures, digital tools are found to identify rest spaces, improving the quality of life for delivery workers through the analysis of urban flows (Jin et al., 2024), or collaborative and committed artistic projects that reframe public spaces during times of crisis (Kanellopoulou, 2019). Similarly, video blogs promote sustainable development and intercultural dialogue through digital storytelling (Maj, 2024). Collaborative text-based formats, photo-sharing platforms, social networks, virtual worlds, and video are also applicable (Nohutlu et al., 2023).

Other examples of digital platforms include artificial intelligence for audience segmentation and campaign personalization (Cui et al., 2019), anthropomorphic chatbots to mitigate social exclusion (Jia et al., 2024), active participation in online communities (Nohutlu et al., 2022 and 2023), and the virtualization of processes (Hassanpour, 2023). Lin et al. (2020) analyze priority technological applications and practices for implementing an enterprise platform, such as enhancing data processing capabilities, creating integrated rapid-response services, and developing digital operational capabilities.

1.4. Internal Marketing and Employer Branding

Numerous studies explore the intersection between internal marketing, or employer branding, and workplace well-being, with particular emphasis on their impact on performance, talent retention, job satisfaction, and organizational commitment.

Cardona Arbelaez and Romero González (2017) present internal marketing as a fundamental strategy for enhancing employee integration and productivity, influencing human talent management. Araque Jaimes et al. (2017) demonstrate a correlation between internal marketing and organizational commitment in technology development centers. Arasanmi and Krishna (2019) identify employer branding as a mediator of organizational commitment and perceived organizational support as a mediator of employee retention. This perspective aligns with Mishra's (2024) findings on the impact of internal marketing and digital communication on employee retention and motivation in virtual environments.

From a psychological perspective on well-being (Eng et al., 2024), supported by Budhiraja and Yadav (2020) in linking employer branding with corporate social responsibility (CSR), CSR practices can strengthen the emotional bond between employees and employers and contribute to a sustainable talent management model. Similarly, Félix Mateus (2022) underscores the importance of internal communication in fostering a positive organizational climate, noting that the quality of internal communication directly impacts workplace well-being.

Some studies have confirmed the positive impact of internal marketing on job satisfaction and performance, although it does not necessarily affect task performance or workplace behavior, particularly in an emerging market during the COVID-19 pandemic (Nemteanu and Dabija, 2021). For Davis (2024), implementing various internal branding strategies promotes equity within organizations, corporate identity, and employee commitment.

To achieve this threefold impact of internal marketing, studies identify three underlying strategies that companies should adopt: an ethical vision of employer branding (Crespo et al., 2022), employer branding as a tool within the broader process of talent management—addressing concerns about creating an employer brand at the organizational level (Reis et al., 2021), and internal employee commitment to organizational values or ecosystem citizenship behavior (Eriksson et al., 2022).

2. Methodology

The methodology adopted follows the framework proposed by Hernández Sampieri et al. (2006), which outlines a systematic approach to qualitative data collection.

This process encompasses defining clear objectives, designing appropriate instruments, selecting relevant participants, preparing the interviewer, conducting the interview, and performing a detailed analysis of the results. The application of this methodological approach ensures the validity and reliability of the collected data, providing a robust foundation for the analysis and interpretation of findings.

The formal object of this research is digital marketing agencies operating in work environments with hybrid worker profiles. The perspective focuses on identifying the internal communication practices implemented, their impact on cultural cohesion, and the challenges associated with the hybrid model.

The research employs a mixed-methods approach, integrating qualitative and quantitative methods to explore how internal communication practices influence the sense of belonging in a hybrid environment. Additionally, an inductive analysis is incorporated to identify emerging patterns.

The study sample consists of 11 managers from digital marketing agencies, selected through convenience sampling. The selection criteria were threefold: agencies specialized in digital marketing, located in Spain, and representative of the sector due to their diversity in size and structure; having a minimum of 40% hybrid workers to ensure the presence of hybrid model dynamics; and utilizing digital platforms or collaborative tools essential for internal communication and coordination of hybrid teams. Both small and large agencies were included, with representation from various hierarchical profiles, including directors, middle management, and operational staff.

Three types of analysis variables were applied to this sample, aligned with the phases of the methodology proposed by Hernández Sampieri et al. (2006), as presented in Table 1.

Table 1. Analysis variables

Block	Variables
I Demographic variables	1. Name of agency
	2. Main location
	3. Year agency founded
	4. Total number of employees
	5. Working models implemented
	6. Percentage or number of hybrid workers
	7. Length of time the hybrid working model has been implemented
	8. Hybrid working has been maintained since COVID
	9. Hierarchy level hybrid profiles
	10. What service do hybrid profiles provide?
II Internal communication variables	11. Defining the internal communication strategy
	12. Internal communication channels
	13. Internal communication actions
	14. Challenges for internal communication and sense of belonging of hybrid workers
III Other variables	15. Other considerations

Source: Own elaboration based on Bombín Marrodán and Llovet (2024).

3. Fieldwork and Data Analysis

The fieldwork was conducted between October 2024 and January 2025. Managers of digital marketing agencies were contacted through the professional networking platform LinkedIn. Personalized messages were sent, outlining the study's objectives, inquiring whether their agencies met the sample

criteria, and requesting their participation, while expressing appreciation for their contribution to addressing common challenges associated with the hybrid model, such as the integration of remote employees, the use of internal communication, and technological barriers.

Upon obtaining their consent, an interview form was sent, and the confidentiality of the collected information was assured. A semi-structured interview format was employed, incorporating both open-ended and closed questions. For data analysis, a qualitative thematic and coding analysis was conducted alongside a quantitative descriptive statistical analysis (frequencies and percentages) to interpret the closed-response data.

For the analysis of the data collected in this study, a mixed-methods approach combining qualitative and quantitative techniques was applied. Initially, a qualitative thematic and coding analysis was performed, enabling the identification of recurring patterns in the open-ended responses. Through this process, ideas were grouped into thematic categories, facilitating the interpretation of participants' narratives and the identification of trends in internal communication and the sense of belonging within digital marketing agencies.

Additionally, a quantitative analysis based on descriptive statistics was conducted to interpret the closed-response data obtained from structured questions. As shown in Table 2, frequencies and percentages were calculated, providing a clear representation of the distribution of responses regarding aspects such as the proportion of hybrid workers, the adoption of internal communication tools, and the evaluation of implemented strategies.

Table 2. Agency profile

	Year founded	No. of employees	% Hybrid profiles	Years of implementation Hybrid work
Agency 1	2013	241	48%	More than 3 years
Agency 2	2021	30	60%	More than 3 years
Agency 3	2014	8	100%	More than 3 years
Agency 4	2014	20	70%	1-3 years
Agency 5	2003	120	60%	More than 3 years
Agency 6	2022	7	100%	1-3 years
Agency 7	2016	20	50%	More than 3 years
Agency 8	2017	10	50%	More than 3 years
Agency 9	2002	82	100%	More than 3 years
Agency 10	2011	49	100%	More than 3 years
Agency 11	2013	50	50%	More than 3 years

Source: Own elaboration, 2025.

4. Results

4.1. Distribution of Hybrid Work and Challenges

The proportion of hybrid workers varies across agencies, ranging from 48% to 100%. Notably, the majority (80%) of agencies have implemented the hybrid model for over three years.

A primary challenge identified is that fully remote employees often feel disconnected from the company's day-to-day operations. One potential explanation for this issue is generational diversity, which necessitates tailored communication strategies to accommodate varying ages and levels of professional experience. The presence of employees aged 20 to over 55 underscores the need for clear and accessible communication. Consequently, cultural integration has emerged as a significant challenge in incorporating remote workers into in-person dynamics and fostering cohesion among dispersed teams. Prolonged teleworking has been noted to hinder the development of a shared identity, exacerbating emotional disconnection among employees.

Similarly, agencies report a loss of spontaneous connections due to the absence of face-to-face interactions, which limits relationship-building and complicates the resolution of informal issues,

resulting in more compartmentalized work. In response to this challenge, participants highlight the need for coordinated and effective communication. However, this is hindered by some agencies' practice of holding excessive, often unnecessary meetings, coupled with difficulties in maintaining attention and productivity during these sessions. Remote meetings have not fully addressed this issue, and while tools such as Slack and Google Meet are effective, some employees exhibit technological reluctance, further complicating team integration.

4.2. Internal Communication Strategies and Actions to Measure Their Effectiveness

On the one hand, agencies have highlighted a range of collaborative platforms and digital tools on which they rely to coordinate their hybrid teams. Slack is the most widely used tool in agencies with advanced hybrid models, providing agile and effective communication. Smaller agencies commonly employ Google Workspace, where tools like Gmail, Google Meet, and Chat facilitate formal communications. Additionally, agencies frequently use ClickUp, Trello, and Notion for task and project management. Lastly, internal newsletters complement formal communication, ensuring the dissemination of relevant information to the entire team.

Beyond platforms, agencies have identified effective actions to strengthen the sense of belonging and emotional connection among teams, such as hybrid events—including anniversaries, status meetings, and team-building activities. Combining professional and recreational elements through activities like brainstorming sessions, workshops, training with social dynamics, and off-site events is highly valued by employees, yielding high satisfaction levels. Although participatory meetings sometimes face challenges due to diverse opinions, they are recognized as fostering engagement and team involvement in key decisions.

Other notable examples include anniversary celebrations, events marking birthdays or achievement of goals, team meetings, and retrospectives to analyze errors and lessons learned from projects. The use of virtual reality for remote teams stands out, blending innovation with emotional closeness, as do training events where employees themselves are speakers, reinforcing their prominence. Additionally, team sports activities are noted for promoting cohesion, reducing stress, and building bonds beyond the workplace.

Regarding the measurement of these actions' impact, agencies employ workplace climate surveys, Employee Net Promoter Score (eNPS)—a tool that gauges employees' loyalty to their organization—and discussion groups or interviews to gather qualitative feedback. Agencies with positive outcomes also cite low employee turnover as a key metric.

4.3. Opportunities for Communication in Hybrid Workplace

In response to the challenges identified in communication within the hybrid teleworking model, the results highlight three main areas of opportunity.

Some agencies have developed specific initiatives to promote effective digital disconnection and reduce fatigue resulting from the excessive use of digital tools. Addressing this challenge could enhance the balance between professional and personal life. Certain participants noted efforts to provide non-salary benefits, such as flexible and intensive working hours, enabling employees to balance their responsibilities without compromising productivity.

Other agencies have taken steps to address the issue of excessive meetings by redesigning their dynamics to minimize prolonged and unnecessary meetings, thereby improving efficiency. One improvement in efficiency is the adoption of objective-based work, with clear and tangible goals to maintain productivity and reduce the dilution of responsibilities in shared projects.

Regarding the challenge of achieving cultural integration and a shared identity in hybrid environments, agencies reported that the onboarding of new employees—particularly junior profiles—requires greater initial in-person presence to effectively integrate them into teams.

5. Conclusions and Discussion

To address the research objective, the main findings regarding the formal object of the study—digital marketing agencies with hybrid worker profiles—are first synthesised. We then relate these findings to the reviewed literature on interaction architectures, sense of belonging, and engagement among hybrid workers.

5.1. Conclusions

The main conclusions are developed following the order of the interview question blocks implemented.

Regarding demographic variables (1 to 10 in Table 1), the results indicate that the hybrid model has become well-established in digital marketing agencies. Organizational strategies, such as regular meetings, hybrid events, and non-salary benefits, have been implemented alongside individual strategies, including flexible scheduling and the use of collaborative tools. Participants associate the sense of belonging with transparent communication, talent recognition, and employee involvement in decision-making processes.

Concerning the four internal communication variables (variables 11 to 14 in Table 1), digital marketing agencies address strategies, channels, actions, and challenges of hybrid work.

To implement effective internal communication strategies, it is essential to design approaches that are tailored to the hybrid model and strengthen employees' sense of belonging, motivation, and emotional connection by integrating professional and social elements. Agencies also highlight the importance of combining digital tools with in-person interaction spaces to foster hybrid environments.

Regarding internal communication actions, agencies employ interactive training, corporate events, and off-site activities, as well as strategic in-person meetings and virtual encounters. The importance of transparency in organizational communication is underscored, alongside the positive impact of activities that reinforce corporate identity, such as team-building initiatives, celebrations, and participatory meetings. The need to integrate collaborative digital platforms, such as Slack, Google Meet, and Notion, to optimize both asynchronous and real-time communication is also evident.

The research identifies challenges associated with remote working and online collaboration. The greatest difficulty in integrating 100% remote employees into team dynamics is the loss of connections between different teams and the compartmentalisation of knowledge

5.2. Discussion

This section relates the responses from agency representatives to prior studies in the reviewed literature, organized according to the interview question blocks.

The profile and high prevalence of hybrid work in the interviewed digital marketing agencies align with perspectives on organizations and professionals seeking to enhance satisfaction and loyalty in continuously evolving environments (Yang and Lin, 2023), particularly in light of events such as the pandemic impacting workplace dynamics (Scheide Miller and Giblin, 2024; Trinkenreich et al., 2024). The interplay between technology, communication, and society fosters the creation of shared spaces, user experiences in the digital era, and the use of digital narratives that promote engagement and intercultural dialogue.

Furthermore, participants' responses regarding the profile and frequency of hybrid work in their agencies resonate with Eng et al. (2024), who suggest that hybrid workers perceive this model as overcoming the shortcomings of both in-person and remote work environments. This model can be sustainable through a combination of organizational-level strategies and individual-level approaches.

Findings related to internal communication strategies corroborate that effective implementation of internal marketing can enhance operational efficiency and the sense of belonging (Cardona Arbelaez and Romero González, 2017). Agencies also emphasize the importance of structuring clear and accessible messages for diverse generational and professional profiles to prevent misinterpretations and strengthen team cohesion.

Additionally, prior studies on user experience and service digitalization demonstrate that technology and digital communication influence how individuals interact with public spaces (Hassanpour, 2023; Jin et al., 2024; Kanellopoulou, 2019; Maj, 2024). The motivations for adopting these technologies vary, ranging from improving working conditions and overcoming crises to implementing organizational sustainability in the digital era. This finding aligns with the need to foster professional identity (Byrd, 2022; Dulfer et al., 2024).

The results concerning effective strategies used by agencies are consistent with authors who argue that strategic internal marketing not only shapes employees' perceptions of the organization but also strengthens their commitment (Arasanmi and Krishna, 2019) and reduces turnover (Araque-Jaimes et al., 2017; Arasanmi and Krishna, 2019; Cardona Arbelaez and Romero González, 2017).

This finding supports the advocacy for employer branding management that extends beyond external marketing strategies, aligning with effective internal communication. This approach assists managers and policymakers in enhancing teleworking efficacy (Gohoungodji et al., 2023). and This

research reinforces workplace well-being and organizational identity, as noted by Budhiraja and Yadav (2020), Félix Mateus (2022), and Mishra (2024). organizational identity (Budhiraja and Yadav, 2020; Félix Mateus, 2022; Mishra, 2024).

Regarding interaction architectures, interviewees align with studies exploring the impact of technology on communication management, user experience, and branding. Suh et al. (2020) examine the relationship between brand engagement and behaviors in digital services, highlighting that digital interactions enhance employee loyalty.

Findings on the challenges of remote work connect with literature on the impact of internal marketing on productivity and the reduction of dysfunctional behaviors in organizational settings (Hafermalz and Riemer, 2021; Mishra, 2024; Staniec and Kalińska-Kula, 2021). These corroborate prior studies on the significant impact of intra-organizational research and internal branding activities on shaping the employee value proposition and fostering employee engagement (Staniec et al., 2021).

Regarding opportunities to promote organizational equity and strengthen a shared corporate culture in the hybrid model, studies have demonstrated the effectiveness of internal branding practices—encompassing communication strategies, organizational culture, and inclusive leadership (Davis, 2024). Drayton (2024) also highlights the importance of adaptive leadership, which is based on trust, autonomy, and transparent communication. In this regard, Waller (2004) suggests that a flexible work model, which adapts to employees and teams with responsible autonomy, triples the likelihood of low fatigue levels, employee retention, and high performance—evidenced by improved outcomes or more easily achieved results.

A future line of research in the workplace could explore the use of internal marketing interaction architectures that foster belonging in other sectors, such as podcasts in political marketing, as studied by Tranová and Veneti (2024). These authors highlight that the characteristics of this format—authenticity, conversational dynamism, and carefully personalized communication—make it ideal for building relationships and emotional engagement in hybrid work settings. Consequently, transforming organizations with a people-centric hybrid approach can significantly enhance employee performance (Waller, 2004).

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