

## BIBLIOGRAPHY

- Argyris, C. (1958). Some problems in conceptualizing organizational climate: A case study of a bank. *Administrative Science Quarterly*, 2(4), 501. <https://doi.org/10.2307/2390797>
- Avilés Almeida, P. A., & Campos Vera, R. J. (2020). The effects of organizational communication: Does it influence the productivity of an SME?. *Ed*, vol. 2, no. 7, pp. 48-66.
- Barnes, D. E. (2018). *Modern Project Teams: Effects of Workplace Isolation on Engagement*. Creativity and Loneliness.
- Boss, S. (2020). *The future of the workplace with a focus on user demand and value delivery*. doi:10.34726/HSS.2020.85803
- Campillo, L. O., Ospino, L. E. O., Cuadrado, R. D. C., Madrid, K. H. and Acosta, E. O. (2019). Incidence of organizational climate on labor productivity in health care provider institutions (IPS): A correlational study," *Revista Latinoamericana De Hipertension*, vol. 14, no. 2, pp. 187–197.
- Canales-Farah, A. M., López-Gómez, J. A., & Napán-Yactayo, A. C. (2021). Clima organizacional y el desempeño Laboral Durante El covid-19. *Revista Arbitrada Interdisciplinaria Koinonia*, 6(1), 124. <https://doi.org/10.35381/r.k.v6i1.1217>
- Cardona Echeverri, D. R., & Zambrano Cruz, R. (2014). Revisión de instrumentos de Evaluación de Clima organizacional. *Estudios Gerenciales*, 30(131), 184–189. <https://doi.org/10.1016/j.estger.2014.04.007>
- Carlucci, D., & Schiuma, G. (2014). Organizational climate as Performance Driver. *Journal of Health Management*, 16(4), 583–594. <https://doi.org/10.1177/0972063414548561>
- Falcione, R., Sussman, L., & Herden, R. (1987). Communication Climate in Organizations, in Handbook disciplinary Perspective, Frederic M. Jablin et al., eds., Newbury Park, Calif: Sage Publications, Inc.

Frey, J. J., Pompe, J., Sharar, D., Imboden, R., & Bloom, L. (2018). *Experiences of internal and hybrid employee assistance program managers: Factors associated with successful, at-risk, and eliminated programs.*  
<Https://Doi.Org/10.1080/15555240.2017.1416293>  
doi:10.1080/15555240.2017.1416293

Juárez Adauta, S. (2012). Clima organizacional y satisfacción laboral. *Revista Medica Del Instituto Mexicano Del Seguro Social*, vol. 50, no. 3, pp. 307-314.

Katzell, R. A., & Likert, R. (1963). New Patterns of Management. *Administrative Science Quarterly*, 8(2), 273. <https://doi.org/10.2307/2390905>

Levy, D. (2017). Online, Blended And Technology-Enhanced Learning: Tools To Facilitate Community College Student Success. In *The Digitally-Driven Workplace*. Publications and Research.

Marvel Cequeda, M., Rodriguez Monroy, C. & Nuñez Bottini, M. A. (2011). Productivity from a human perspective: Dimensions and factors. *Intangible Capital*, vol. 7, no. 2, pp. 549-584.

Mendoza, E. G. E. (2022). Clima organizacional. Universidad Nacional Autónoma de Nicaragua, Managua.

Morales Guardo, M. P., & Blanco Gómez, K. J. (2020). Motivation as a facilitating strategy for increasing productivity. *Gerencia Libre*, vol. 7, pp. 191–201.

Moreno Briceño, F. & Godoy, E. (2012). El talento humano: Un capital intangible que otorga valor en las organizaciones. *Daena: International Journal of Good Conscience*, vol. 7, no. 1, pp. 57-67.

Paco, R., & Matas, J. (2015). Clima organizacional y desempeño laboral docente en Instituciones Educativas de Nivel Primario y Secundario. *Apuntes De Ciencia & Sociedad*, 05(02). <https://doi.org/10.18259/acs.2015048>

Palacios Molina, D. L. (2019). Clima organizacional y su influencia en el desempeño laboral del personal Administrativo de los Distritos de Salud Pública de la



UNIVERSITAS  
GADJAH MADA

Organizational Communication Climate in Hybrid Working Environment: A Case Study in Olrange  
Digital  
Marketing and Advertising Agency  
VIONA ALIFIA A, Acniah Damayanti, S.I.P., M.Sc.  
Universitas Gadjah Mada, 2023 | Diunduh dari <http://etd.repository.ugm.ac.id/>

Provincia de Manabí-Ecuador. *ECA Sinergia*, 10(1), 70.

[https://doi.org/10.33936/eca\\_sinergia.v10i1.1196](https://doi.org/10.33936/eca_sinergia.v10i1.1196)

Piedra-Mayorga, V. M., Granillo Macias, R., González-Romero, R. E., Rodriguez-Moreno, R., & Vázquez-Alamilla, M. A. (2022). La Comunicación organizacional: Un factor para elevar La Productividad en las organizaciones. *Ingenio y Conciencia Boletín Científico De La Escuela Superior Ciudad Sahagún*, 9(17), 23–29. <https://doi.org/10.29057/escs.v9i17.7886>

Rahaman, M. S., Kudo, S., Rawling, T., Ren, Y., & Salim, F. D. (2020). *Seating preference analysis for hybrid workplaces*. Academic Press.

Rajae Harandi, S., & Abdolvand, N. (2018). Investigating the Effect of Online and Offline Workplace Communication Networks on Employees' Job Performance: Considering the Role of Culture. *Journal of Global Information Technology Management*, 21(1), 26–44. doi:10.1080/1097198X.2018.1423839

Sanchez Silvera, N., Betancur García, M. E., & Falcón Rodriguez, M. C. (2012). Organizational climate indicator system to enhance job performance. *People and Technology Management Journal*, vol. 5, no. 15, pp. 39–45.

Silva Huamantumba, E. J., Silva Huamantumba, G., & Bautista Fasabi, J. (2018). Influencia del Clima organizacional en el desempeño laboral de los trabajadores de la municipalidad de morales, Región Sanmartín. *TZHOECOEN*, 10(1), 56–63. <https://doi.org/10.26495/rtzh1810.124842>

Smith, E. F., Gilmer, D. O., & Stockdale, M. S. (2019). The importance of culture and support for workplace flexibility: An ecological framework for understanding flexibility support structures. *Business Horizons*, 62(5), 557–566. doi:10.1016/j.bushor.2019.04.002

Thorpe, M., & Gordon, J. (2012). Online learning in the workplace: A hybrid model of participation in networked, professional learning. *Australasian Journal of Educational Technology*, 28(8), 1267–1282. doi:10.14742/ajet.763

Torres Pachecho, E. & Zegarra Ugarte, S. J. (2015). Clima organizacional y desempeño laboral en las instituciones educativas bolivarianas de la ciudad Puno-2014-Perú. *Comuniaccion*, vol. 6, no. 2, pp. 5- 14.

Urbano Broncano, S. (2018). Clima organizacional Y desempeño laboral de los trabajadores de la administración local de Agua Huaraz. *APORTE SANTIAGUINO*, 11(1), 167. <https://doi.org/10.32911/as.2018.v11.n1.465>

Van De Voorde, K., Van Veldhoven, M., & Paauwe, J. (2012). Relationships between work unit climate and labour productivity in the financial sector: A longitudinal test of the mediating role of work satisfaction. *European Journal of Work and Organizational Psychology*, 23(2), 295–309. <https://doi.org/10.1080/1359432x.2012.729312>

Wijngaarden, Y., Hitters, E., & Bhansing, P. V. (2020). Cultivating fertile learning grounds: Collegiality, tacit knowledge and innovation in creative co-working spaces. *Geoforum*, 109, 86–94. doi:10.1016/j.geoforum.2020.01.005

Yu, C. T. Y., & Hafner, C. A. (2020). Hybridity in a specialized genre: Training log book entries in professional construction engineering. In *Approaches to Specialized Genres* (pp. 283–298). Routledge. doi:10.4324/9780429053351-20

Adler, P., & Adler, P. (1994). Observational techniques. In N. K. Denzin & Y. S. Lincoln (Eds.), *Handbook of qualitative research*(pp. 377–392). Sage Publications, Inc.

Agostoni, L. (2020). *Remote Working: Advices to Reduce Risks and Boost Productivity*. Academic Press.

Azuma K., Ikeda K., Kagi N., Yanagi U., Osawa H. Prevalence and risk factors associated with nonspecific building-related symptoms in office employees in Japan: Relationships between work environment, Indoor Air Quality, and occupational stress. *Indoor Air*. 2015;25:499–511. doi: 10.1111/ina.12158.



Balanagalakshmi, B., & Kumari, S. (2019). Employees' perception on diversity in management. *International Journal of Recent Technology and Engineering*, 8(1), 7-11.

Bauer, W., Schlund, S., & Vocke, C. (2018). Working life within a hybrid world – How digital transformation and agile structures affect human functions and increase quality of work and business performance. *Advances in Intelligent Systems and Computing*, 594, 3–10. doi:10.1007/978-3-319-60372-8\_1

Bowen, T., & Pennaforte, A. (2017). The impact of digital communication technologies & new remote-working cultures on the socialization and work-readiness of individuals in wil programs. In *International Perspectives on Education and Society* (Vol. 32, pp. 99–112). Emerald Group Publishing Ltd. doi:10.1108/S1479-367920170000032006

Chernyak-Hai, L., & Rabenu, E. (2018). The New Era Workplace Relationships: Is Social Exchange Theory Still Relevant? In *Industrial and Organizational Psychology* (Vol. 11, Issue 3, pp. 456–481). Cambridge University Press. doi:10.1017/iop.2018.5

Cook, J., Mor, Y., & Santos, P. (2020). Three cases of hybridity in learning spaces: Towards a design for a Zone of Possibility. *British Journal of Educational Technology*, 51(4), 1155–1167. doi:10.1111/bjet.12945

Dennis, H. (1975). The construction of a managerial communication climate inventory for use in complex organizations. In the annual *convention of the International Communication Association, Chicago*.

Falcione, R., Sussman, L., & Herden, R. (1987). Communication Climate in Organizations, in *Handbook disciplinary Perspective*, Frederic M. Jablin et al., eds., Newbury Park, Calif :Sage Publications, Inc.

Hardy, P., Soriano Marcolino, L., & Fontanari, J. F. (2021). The paradox of productivity during quarantine: An agent-based simulation. *The European Physical Journal B*, 94(1), 40. doi:10.1140/epjb10051-020-00016-4 PMID:33531876



Hasanah, H. (2017). Teknik-teknik observasi (sebuah alternatif metode pengumpulan data kualitatif ilmu-ilmu sosial). *At-Taqaddum*, 8(1), 21-46,

Horváthová, P., Kashi, K., Štverková, H., & Mikušová, M. (2020). Wellbeing as a core area of line managers' work in cross-border organizations [Satisfaction as the main area of work for line managers in cross-border organizations]. *Polish Journal of Management Studies*, 22(1), 186-199.

Husserl, E (1970) trans D Carr Logical investigations New York, Humanities Press

Iqbal, K. M. J., Khalid, F., & Barykin, S. Y. (2021). Hybrid workplace: The future of work. In *Handbook of Research on Future Opportunities for Technology Management Education* (pp. 28-48), IGI Global.

Kniffin, K. M., Narayanan, J., Anseel, F., Antonakis, J., Ashford, S. P., Bakker, A. B., Bamberger, P., Bapuji, H., Bhave, D. P., Choi, V. K., Creary, S. J., Demerouti, E., Flynn, F. J., Gelfand, M. J., Greer, L. L., Johns, G., Kesebir, S., Klein, P. G., Lee, S. Y., ... Vugt, M. (2021). COVID-19 and the workplace: Implications, issues, and insights for future research and action. *The American Psychologist*, 76(1), 63–77. doi:10.1037/amp0000716 PMID:32772537

Lahti, M., & Nenonen, S. (2021). Design science and co-designing of hybrid workplaces. *Buildings*, 11(3), 129. doi:10.3390/buildings11030129

Leclercq-Vandelannoitte, A. (2021). The new paternalism? The workplace as a place to work—And to live. *Organization*. Advance online publication. doi:10.1177/13505084211015374

Lingwall, A., & Moriarty, S. (2009). *Instructor's manual [for] Advertising*(8th ed.). Pearson/Prentice Hall.

Litwin, G., & Stringer, R. (1968). *Motivation and organizational climate*. Division of Research, Graduate School of Business Administration, Harvard University, Boston.



Newman, S. A., & Ford, R. C. (2021). Five Steps to Leading Your Team in the Virtual COVID-19 Workplace. *Organizational Dynamics*, 50(1), 100802. doi:10.1016/j.orgdyn.2020.100802

*Olrangle: Company Profile.* (2020). Retrieved from Linkedin:  
<https://www.linkedin.com/company/olrange/?originalSubdomain=id>

Pace, R. W., and Faules, D. F., 2013, Komunikasi Organisasi, Edisi ke-8 Diterjemahkan oleh: Mulyana, D., M. A., Ph.D, dkk, Remaja Rosdakarya, Bandung.

Pace, R., & Faules, D. (2001). *Organizational Communication*. Prentice Hall.

Poole, M. (1985). Communication and organizational climates: review, critique, and a new perspective. *Organizational Communication: Traditional Themes and New Directions*, 13, 79-108.

Rahardjo, M. (2017). Studi kasus dalam penelitian kualitatif: konsep dan prosedurnya.

Samma M., Zhao Y., Rasool S.F., Han X., Ali S. Exploring the Relationship between Innovative Work Behavior, Job Anxiety, Workplace Ostracism, and Workplace Incivility: Empirical Evidence from Small and Medium Sized Enterprises (SMEs) Healthcare. 2020;8:508. DOI: 10.3390/healthcare8040508.

Siviani, Irene. 2020. *Komunikasi Organisasi*. Surabaya: Scopindo Media Pustaka.

Sukmadinata, N. (2007). Metode Penelitian Pendidikan. Bandung: Rosdakarya

Teebken, M., & Hess, T. (2021, January). Privacy in a Digitized Workplace: Towards an Understanding of Employee Privacy Concerns. *Proceedings of the 54th Hawaii International Conference on System Sciences*. 10.24251/HICSS.2021.800

Trede, F., Markauskaite, L., McEwen, C., & Macfarlane, S. (2019a). *Education for Practice in a Hybrid Space*. Springer Singapore., doi:10.1007/978-981-13-7410-4

Trede, F., Markauskaite, L., McEwen, C., & Macfarlane, S. (2019b). Workplace Learning as a Hybrid Space. In *Education for Practice in a Hybrid Space* (pp. 19–31). Springer. doi:10.1007/978-981-13-7410-4\_2



Uno, S. (2021). Webinar Finding Success as Creative Millenial Entrepreneurs in The Digital Economy Era. Fakultas Ekonomi dan Bisnis Universitas UNS. <https://feb.uns.ac.id/feb/menparekraf-dorong-generasi-milenial-menjadiwirausaha-wan/#%0A%0A>

Wilson, R. (2013). Skills anticipation-The future of work and education. *International Journal of Educational Research*, 61, 101–110. doi:10.1016/j.ijer.2013.03.013

Yang, E., Bisson, C., & Sanborn, B. E. (2019). Coworking space as a third-fourth place: changing models of a hybrid space in corporate real estate. In *Journal of Corporate Real Estate* (Vol. 21, Issue 4, pp. 324–345). Emerald Group Holdings Ltd. doi:10.1108/JCRE-12-2018-0051

Yin, R. K. (1989). *Case Study Research Design and Methods*. Washington: COSMOS Corporation

Yin, R. K. (2009). *Case study research: Design and methods*(Vol. 5). Sage

Yu, C. T. Y., & Hafner, C. A. (2020). Hybridity in a specialized genre: Training log book entries in professional construction engineering. In *Approaches to Specialized Genres* (pp. 283–298). Routledge. doi:10.4324/9780429053351-20