

Executive Summary

New Work Schedules in the Private and Public Sectors: The Experiences of Hybrid Work.

In recent years, hybrid work has become one of the most important trends in the global labor market, especially due to the impact of the COVID-19 pandemic. Approximately 70% of remote workers are in hybrid work arrangements, affecting more than 100 million workers worldwide. According to European experiences, the most common setup is three days in the office and two days working from home per week, particularly for those in highly creative and expertise-driven roles (e.g., scientific, financial, legal, and IT fields). Research highlights that the benefits of hybrid work include increased flexibility, productivity growth, and improved work-life balance.

The State of Remote and Hybrid Work in Hungary: the popularity of hybrid work lags behind the European average. In 2022, only 10.6% of employees worked remotely, compared to the EU-27 average of 22.4%. One reason for this is the workplace culture in Hungarian organizations and the lack of infrastructure to support hybrid work. There is also an ongoing debate about hybrid work: while some business leaders and researchers point out productivity and innovation declines, others emphasize the positive impacts of flexible working.

The Practice of Hybrid Work in the Examined Organizations. We examined hybrid work in three organizations, one from the private sector (*IT Edge*) and two from the public sector (*Audit and MCom*). This is an important contextual factor, as the practice of hybrid work significantly differs between private and public sector organizations. *IT Edge*, as an IT company, had already adopted the hybrid work model before the COVID-19 pandemic, while public sector institutions introduced it during the pandemic. Private sector employees work from home more often, typically 3-4 days a week, whereas public sector institutions usually allow 1-2 days of remote work per week. According to the research, public sector employees are less satisfied with their current hybrid work opportunities. More than 58% of *Audit* employees would like more remote work, while 60% of *MCom* employees are satisfied with the current arrangement.

The Impact of Hybrid Work on Employees: one of the main advantages of hybrid work is flexibility, which the employees of the examined organizations unanimously viewed positively. In addition to flexibility, job security, a supportive work environment, and employee autonomy and participation play key roles in employee satisfaction. At *IT Edge*, employees enjoy greater autonomy, especially in decisions regarding work organization and daily working conditions. The research suggests that hybrid work has a positive effect on employee well-being, although the impact of autonomy can vary across different groups, such as by age and education level.

Support for Hybrid Work: A key to the successful implementation of hybrid work is providing adequate technical and financial support. At *IT Edge*, nearly 97% of employees received financial support to establish conditions for hybrid work, while public sector institutions like *MCom* and *Audit* lagged behind in this regard. In terms of technical support, more than half of

¹ Institute of the Information Society, Ludovika University of Public Service, Budapest

² Institute of Sociology, HUN-REN, Centre for Social Sciences, Budapest

MCom employees positively assessed the infrastructural improvements, while only 28% of *Audit* employees were satisfied with the technical assistance provided. Significant differences were also noted in training. At *IT Edge*, 19% of employees participated in hybrid work-related training, whereas the proportion was much lower in public sector institutions. This is especially important since reducing digital inequalities and increasing productivity are closely linked to technological training.

Challenges and Recommendations for Optimizing Hybrid Work: one of the biggest challenges in implementing hybrid work is achieving the right balance between home and office work. The research highlighted that employees have different needs regarding the frequency of hybrid work, especially with notable differences between the public and private sectors. For the hybrid work model to be sustainable in the long term, organizations must provide greater flexibility in allowing employees to choose where and when to work. Additionally, managers must provide appropriate technological and financial support to employees, particularly in terms of developing the technological infrastructure and expanding training opportunities. Hybrid work can only be successful if employees are not only technically prepared but also given sufficient autonomy and decision-making power.

Conclusion

Hybrid work continues to play a key role in the modern workplace and is increasingly prevalent in highly skilled occupations. The research findings indicate that hybrid work has a positive impact on employee well-being and satisfaction, especially when adequate support is available. However, organizations must consider the effects of hybrid work on innovation and long-term productivity. Striking the right balance between home and office work is essential for the sustainability of the hybrid model.