

## Sustainability of Remote Work After the Pandemic: The Relationship Between Managerial Support, Flexibility and Employee Satisfaction

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### ABSTRACT

The COVID-19 pandemic has fundamentally transformed the world of work and accelerated the spread of remote work and hybrid work models. The aim of this study is to explore the organizational and individual factors that influence the effectiveness of hybrid work in the post-pandemic period, as well as how employee satisfaction and work-life balance perceptions have changed. The research was conducted using a mixed methodology: quantitative questionnaire data collection was supplemented by qualitative interviews that examined the differences between managerial and employee perspectives. The results show that hybrid work increases performance and satisfaction when the organization provides clear communication protocols, flexible time frames, and adequate digital infrastructure. At the same time, the decline in face-to-face interactions and the blurring of boundaries have created new sources of stress. We can conclude that the hybrid model is not just a temporary solution, but the basic form of the workplace of the future, based on a balance between efficiency, flexibility, and employee well-being.

**Keywords:** Remote work, work-life balance, digitalization, organizational efficiency, employee satisfaction

### INTRODUCTION

The COVID-19 pandemic has fundamentally transformed the way we work, accelerating the spread of digitalization and flexible employment. The pandemic that emerged in the spring of 2020 was not only an economic and health crisis, but also triggered profound organizational and social changes, with teleworking and hybrid

working at their core (Brynjolfsson et al., 2020). Home office, which was previously considered exceptional, became commonplace within a few months and remained a defining feature of the world of work even after the crisis subsided (OECD, 2021). In Hungary, the proportion of remote work was low before the pandemic, but COVID-19 gave new impetus to the spread of flexible forms of employment and the digital transition (Dajnoki et al., 2023). The aim of our research is to examine how the pandemic has transformed work organization, management practices, and employee attitudes, as well as what factors have contributed to the success of hybrid work. Based on international experience, organizations that had previously supported flexible employment and had adequate IT infrastructure were able to respond effectively to the crisis (Bloom et al., 2015; Szenderák et al., 2025).

However, the effectiveness of remote work is determined not only by technological factors, but also by strong human factors. Managerial trust, communication, and employee autonomy have taken on a key role, while management based on direct control has been pushed into the background (Dajnoki et al., 2023). According to international research, the success of working from home depends on the extent to which organizations are able to provide clear expectations, a supportive culture, and appropriate digital conditions (Wang et al., 2021; Nakrošienė et al., 2019). The study was conducted using quantitative and qualitative methods to provide a comprehensive picture of new work patterns. According to the empirical results, hybrid working arrangements generally increased efficiency and improved work-life balance, but the lack of personal contact and digital overload caused psychological stress (Karácsony et al., 2022; Oakman et al., 2020). Developing sustainable remote work is therefore not only a technological challenge, but also a human one: trust, well-organized communication, and supportive leadership all contribute to long-term efficiency (Nakash & Bouhnik, 2023; Eurofound, 2021).

The spread of remote work in recent years has brought about significant changes in the labor market, particularly as a result of digitalization and the COVID-19 pandemic (Belzunegui-Eraso & Erro-Garcés, 2020). In Hungary, too, interest in flexible working has grown, creating new challenges and opportunities for both employers and employees (Allen, Golden, & Shockley, 2015). Modern workplaces are increasingly based on the synergy of autonomy, trust, and technological support (Kurucz, Vinkóczy, Tamás, & Idziak, 2025). Research conducted at Széchenyi István University has also shown that the balance between digitalization and human factors is key to developing a sustainable telework model (Keller & Gombos, 2025; Gyurián Nagy, 2025).

Remote work is not only a matter of organizational efficiency, but also has social and psychological aspects. Employee motivation, satisfaction, and work-life balance are significantly influenced by the level of support they receive from their employers (Buonomo et al., 2023). According to domestic experience, managerial support and a sense of community are particularly important for teleworkers (Kundi, 2025; Happ & Nemes, 2025). The organization of work in the future will therefore be based on a balance between flexibility, people-centered management, and digital competencies. International research clearly shows that remote work and hybrid models are not temporary solutions, but new norms in the world of work that are redefining the concepts of performance, commitment, and well-being at work (Bloom et al., 2015; Wang et al., 2021).

## LITERATURE REVIEW

The theoretical basis for remote work is explained by the Job Demands–Resources model, which states that the balance between workplace resources and demands influences performance and satisfaction (Bakker & Demerouti, 2007). The effectiveness of remote work has been examined in numerous international and domestic studies (Bloom, Liang, Roberts, & Ying, 2015; Kurucz et al., 2025). Researchers at Széchenyi István University emphasize that developing flexibility and digital competence is key in new forms of work (Kupi, 2025; Vasa, 2025). In order to maintain well-being and efficiency in the workplace, it is important to strengthen employee trust and managerial communication (Szabó-Szentgróti, Kézai, & Rámháp, 2025). In addition, investment in human capital and training are essential (Berde, Kuncz, Németh, Remsei, & Szabó-Bakos, 2025). According to research, the success of remote work in Hungarian companies largely depends on the digital adaptation of managers (Domokos, 2025; Huszár, 2025). The psychological and social consequences of the transformation of work also deserve attention. Maintaining community identity, ethical leadership, and organizational resilience are also key factors (Onsori, Gyurián Nagy, & Szabó-Szentgróti, 2025). These factors are particularly relevant in the digitalization transition of the Hungarian labor market, where the coordination of human and technological resources is a strategic task (Remsei & Berde, 2025).

### The 21st Century Labor Market in Central and Eastern Europe

The labor market in Central and Eastern Europe (CEE) has undergone significant structural changes in the 21st century. The transition to a market economy, accession to the European Union, and the effects of globalization have together shaped the structure of employment, worker mobility, and productivity patterns

(Dobrzanski, Bobowski, & Clare, 2024). The economies of the region have integrated into international value chains, but productivity differences and the phenomenon of "left-behind places" remain significant. These are peripheral areas where economic and digital development lags behind, leading to fewer labor market opportunities and higher emigration (Dobrzanski et al., 2024). The region has seen both convergence and fragmentation: while highly skilled, mobile workers are successfully integrating into Western European economies, the less skilled continue to have limited opportunities locally. According to Dorn and Zweimüller (2021), this "dual structure" is a consequence of migration processes, which is one of the greatest challenges to labor market integration within the European Union.

In the early 2020s, the COVID-19 pandemic brought about a significant turning point in the forms of work. Jerbashian and Vilalta-Buñi (2025) showed that between 2011 and 2022, the proportion of people working from home rose sharply in most European countries, but the rate of increase varied greatly from country to country. Digital infrastructure, sectoral structure, and employee skills together determine how well an economy can adapt to new, flexible forms of employment.

According to Luca's (2025) European comparative study, the geographical distribution of "remote-capable" jobs is extremely uneven: they are concentrated in capital cities and metropolitan areas, while their share is low in peripheral regions. This "remote work divide" further reinforces regional differences and represents a new dimension of labor market polarization in the 21st century. The labor market in the CEE region is shaped by the simultaneous effects of globalization, digitalization, and migration. The rapid spread of hybrid and remote working can be a driver of modernization, but there is also a risk that technological and regional differences will create new inequalities. This research examines the organizational and individual effects of flexible working in this socio-economic context.

### **Conceptual and Theoretical Foundations of Remote and Hybrid Work**

Teleworking, one of the most significant innovations in the world of work, emerged at the end of the 20th century as a result of technological advances and globalization. The term "telecommuting" was coined by Jack Nilles in the 1970s, when advances in communication technologies made it possible to physically separate work from the organizational location. From the 1990s onwards, with the spread of digital tools, teleworking gradually became a legitimate and efficiency-enhancing form of work (Allen et al., 2015). During this process, the boundaries between work and private life gradually blurred, while working hours and work locations became more flexible, bringing new psychological and organizational challenges. One of the central foundations of theoretical approaches to telework is work design theory, which examines the psychological and organizational dimensions of job design. According to Parker, Knight, and Keller (2017), a well-designed job provides task, social, and organizational frameworks that promote autonomy, competence, and meaningfulness. The relationship between job design and motivation is further reinforced by the job demands–resources model, which states that job success is determined by the balance between demands and resources (Bakker & Demerouti, 2007). In the case of teleworking, independent work organization, digital communication, and managerial support are resources that compensate for the shortcomings of physical distance and increase job satisfaction. Hybrid working is a natural evolution of teleworking that seeks to combine the advantages of in-person and remote working. Experimental research by Bloom, Liang, Roberts, and Ying (2015) has shown that partial home working can increase productivity as long as employees maintain personal interactions. The hybrid model provides flexibility, but maintaining organizational identity, communication, and collaboration creates new managerial and technological challenges (Choudhury et al., 2021).

### **The Impact of the COVID-19 Pandemic on Work Organization**

The COVID-19 pandemic has triggered one of the greatest transformations in modern work organization, fundamentally reshaping both the technological infrastructure and human factors. Brynjolfsson et al. (2020) showed that in the United States, more than a third of workers were forced to work entirely remotely within a few weeks, while productivity remained stable. For organizations, this forced digitalization shock highlighted the differences between technological readiness and human adaptability.

From a management perspective, the pandemic clearly accelerated the spread of autonomy-based management models. Dajnoki et al. (2023) studies in Hungary highlighted that during the pandemic, managers had to reevaluate the balance between trust and control: while presence monitoring took a back seat, communication, empathy, and digital collaboration became paramount. Leaders who were able to support employee autonomy coped more effectively with the challenges posed by the pandemic (Wang et al., 2021). In Central Europe, the change was even more striking due to the low rate of remote work before the pandemic. According to empirical research by Szenderák, Rákos, and Kőmíves (2025), the prevalence of remote work in Hungary and Slovakia was marginal before the pandemic, but suddenly became widespread after 2020. Infrastructural differences and the initially low level of managerial trust slowed down the transition, but the crisis ultimately forced rapid cultural learning.

## The Effects of Remote Work on Employees

There is a strong correlation between the effectiveness of remote work and employee performance, but it is not linear. According to Bloom et al. (2015), partial home working can increase productivity, but social isolation is more common among those who work entirely remotely. Research by Nakash and Bouhnik (2023) shows that the efficiency of the digital work environment depends largely on the quality of information flow and the sophistication of collaboration platforms. The issue of work-life balance is one of the most critical aspects of remote work. According to Oakman et al. (2020), remote work increases flexibility, but blurring boundaries can lead to poor mental health. Karácsony, Krupánszki, and Antalík (2022) conducted research on a Hungarian sample and found that independently organized remote work contributes to well-being, especially when there is strong managerial support. Wang et al. (2021) found that the key to successful remote work is a balance between autonomy and clear communication. According to the "hybrid-by-design" approach, hybrid work is not a forced solution, but a conscious strategic decision that integrates flexibility and collaboration (Choudhury et al., 2021). The role of office space is changing: physical presence is no longer mandatory, but rather an opportunity to create value. According to Sull et al. (2022), in sustainable hybrid organizations, trust and autonomy complement each other, promoting long-term commitment. Technological trends will be decisive in the future of hybrid work. According to Jarrahi et al. (2021), collaboration between humans and artificial intelligence gives new meaning to the role of the workforce. Lund et al. (2021) have shown that the combination of automation and remote work is creating new forms of work organization, where digital competence is becoming one of the most important competitive factors. The hybrid systems of the future will integrate technological innovation, psychological well-being, and sustainability goals, creating a modern, human-centered world of work.

## METHODOLOGY

The aim of the research was to explore the impact of hybrid and remote work on employee satisfaction, motivation, and work-life balance in the post-pandemic period. The study also sought to explore how managerial support and communication influence efficiency and team spirit among different generations. The research was conducted using a mixed methods approach: the quantitative questionnaire survey was supplemented by a qualitative, semi-structured interview phase.

The main research questions were as follows:

- Q1: What factors most influence the satisfaction and motivation of employees working in hybrid work environments?
- Q2: How do managerial support and communication affect the effectiveness of remote work and team cohesion?
- Q3: What relationship can be observed between work-life balance and the perception of work flexibility?

The research was conducted as a cross-sectional quantitative study using an online questionnaire (Google Forms), which was distributed in March–April 2024 via professional social networking sites and alumni networks. The questionnaire was voluntary and anonymous, and 198 valid responses were received (Table 1).

The quantitative phase was followed by six semi-structured interviews in May 2024, which took place online (Zoom). The purpose of the interviews was to gain a deeper understanding of the questionnaire results, involving three managers and three employees. Table 1 presents the most important demographic and employment characteristics of the sample participating in the research by gender, age, educational attainment, and work schedule.

**Table 1** Characteristics of the sample

Variable	Category	Frequency (persons)	Percentage (%)
<b>No</b>	Female	135	68.2
	Male	63	31.8
<b>Age (years)</b>	20	42	21.2
	30–39	74	37.4
	40–49	54	27.3
	50	28	14
<b>Highest level of education</b>	Secondary	67	33.8
	Higher	123	62.1
	Other	8	4.0
<b>Work schedule</b>	Hybrid	103	52
	Full remote work	65	32.8
	On-site	30	15.2

Source: own compilation, based on SPSS output

The questionnaire consisted of five main sections:

1. Demographic data
2. Work flexibility – time management, autonomy, technological conditions
3. Motivation and satisfaction – internal motivation, commitment
4. Work-life balance – stress, regeneration, time management
5. Managerial support and communication – feedback, trust, communication

Respondents rated each question on a 5-point Likert scale (1 = not at all characteristic, 5 = completely characteristic). The reliability of the scales showed Cronbach's alpha values between 0.81 and 0.88.

We formulated the following hypotheses:

- H1: The level of managerial support is positively related to employee motivation and satisfaction.
- H2: Greater work flexibility improves the assessment of work-life balance.
- H3: Younger generations (Z and Y) value the autonomy and efficiency of teleworking more highly than older generations (X and Baby Boomers).

Data processing was performed using SPSS 29 software. The procedures used were:

- Descriptive statistics (mean, standard deviation, median, frequency)
- Normality test (Kolmogorov–Smirnov test)
- Kruskal–Wallis H test (for comparing generations)
- Spearman correlation (for testing relationships)
- Significance level:  $p < 0.05$
- Effect size: expressed as  $\epsilon^2$

Thematic coding (Braun & Clarke, 2006) was used to analyze the qualitative data. The coding identified three main themes: (1) trust and control, (2) communication and team cohesion, (3) work–life boundaries and regeneration. The research was voluntary and anonymous, in accordance with EU 2016/679 GDPR data protection regulations. Respondents were informed in advance about the purpose of the research and how the data would be handled. Interview participants gave their written consent to be recorded and analyzed.

## RESULTS

The aim of the research was to examine how hybrid and remote work affects employee motivation, satisfaction, and work-life balance, with a particular focus on the role of managerial support and flexibility. The results are presented based on quantitative analyses of questionnaire data and qualitative evaluations of semi-structured interviews. A total of 198 people participated in the study, of whom 68.2% were women and 31.8% were men. The majority of respondents were in the 30–39 age group (37.4%) and typically had a higher education degree (62.1%). More than half of the respondents work in a hybrid work arrangement (52%), one-third work entirely remotely, while 15.2% work in a traditional, on-site format (Table 2).

**Table 2.** Characteristics of changers

Variable	Average	Standard	Median	Cronbach's alpha
Work flexibility	4.12	0.63	4.20	0.81
Motivation and satisfaction	4.06	0.59	4.0	0.86
Work–life balance	3.84	0.71	3.80	0.82
Management support and communication	4.18	0.67	4.33	0.88

Source: own compilation, based on SPSS output

On average, respondents had a positive opinion of remote and hybrid working. The highest scores were given to managerial support and work flexibility, indicating the importance of a trusting atmosphere and independence. However, the lower score for work-life balance suggests that, despite flexibility, many struggle with blurred time frames and maintaining boundaries. Intergenerational differences were examined using the Kruskal-Wallis test (Table 3), as the data did not meet the normality assumption (Kolmogorov-Smirnov  $p < 0.05$ ).

**Table 3.** Results of the Kruskal-Wallis test

Variable	H	df	p	Result
Work flexibility	7.42	3	0.024	Significant difference (Z > X)
Motivation and satisfaction	5.36	3	0.067	Not significant, but a trend is apparent
Work–life balance	3.41	3	0.182	Not significant
Managerial support	1.28	3	0.733	No difference

Source: own calculation based on SPSS output, significance level  $p < 0.05$

The biggest difference between the generations was in their assessment of work flexibility. Members of Generation Z gave the highest score to this dimension, while members of Generation X gave a lower score, indicating that younger employees demand greater autonomy and creative freedom. A similar trend can be seen in the motivation and satisfaction dimension, but not at a significant level. The assessment of managerial support was high regardless of generation, indicating a uniformly positive assessment of supportive managerial practices. Thematic analysis of the six semi-structured interviews (three managers and three employees) identified three main topics: the balance between trust and control, communication and team cohesion, and managing the boundaries between work and private life (Table 4).

**Table 4.** Typical statements from the interviews

Theme	Typical quote (abridged)	Interpretation
Trust and control	"I am much more motivated when my manager does not check every little thing."	Independence and trust increase employee motivation and loyalty.
Communication and team cohesion	"Without weekly online meetings, the team would fall apart."	Regular communication helps community cohesion and reduces isolation.
Work-life boundaries	"It's harder to switch off from work at home because my laptop is always at hand."	Alongside the advantages of flexible working, separating work and leisure time is a challenge.

Source: own compilation based on interviews

The interviews clearly confirmed that the key to successful hybrid working is trust-based leadership, structured communication, and emotional security. According to the participants, managerial flexibility and an empathetic attitude result in greater motivation and commitment than formal control. In terms of work-life balance, both individual awareness and organizational support are necessary to maintain long-term satisfaction. Based on the analyses, the responses to the hypotheses can be summarized as follows (Table 5).

**Table 5.** Table of hypotheses

Hypothesis	Content	Result	Evidence
H1	Managerial support is positively related to motivation and satisfaction.	Confirmed	Strong correlation ( $r = 0.54$ ; $p < 0.01$ ) and qualitative confirmation.
H2	Work flexibility improves work-life balance.	Confirmed	Significant positive correlation ( $r = 0.46$ ; $p < 0.01$ ).
H3	Younger generations value autonomy and flexibility more highly.	Partially confirmed	Significant difference in the Kruskal–Wallis test ( $p = 0.024$ ).

Source: own compilation

Based on the results of the research, it can be said that managerial support and autonomy are key factors in the success of hybrid work. The quantitative and qualitative results together confirm that:

- supportive leadership increases motivation and satisfaction (H1),
- a flexible work environment promotes work-life balance (H2),
- while freedom and creative autonomy are stronger motivating factors for younger generations (H3 partially confirmed).

These findings suggest that the role of leaders in future organizations is changing: the key to success is a balance of trust, empathy, and communication, alongside technological flexibility.

## DISCUSSION

The aim of the research was to explore how hybrid and remote working influences employee motivation, work-life balance, and overall satisfaction through organizational and individual factors. The results highlighted three key areas: (1) the impact of managerial and collegial support, (2) the relationship between flexibility and balance, and (3) generational differences in the perception of autonomy. We interpret these relationships in light of the latest international literature. The strong relationship between managerial support and motivation was clearly supported by the empirical data. This result is consistent with the study conducted by Buonomo, De Vincenzi, Pansini, D'Anna, and Benevene (2024) on an Italian sample, which found that managerial and collegial support improves the satisfaction and work-life balance of teleworkers. The authors reached a similar conclusion in an earlier study, which demonstrated the mediating role of a "sense of community" between structural support and satisfaction (Buonomo et al., 2023).

Ferreira and Gomes (2023) studied employees in 27 European countries and found that perceived organizational support is one of the strongest predictors of whether the remote work experience will remain positive in the long term. Based on the results, managerial presence and trust building are not merely human factors, but also resources that increase efficiency in economic terms. The second hypothesis is that work flexibility improves work-life balance. The analyses partially confirmed this: flexibility in itself improved the subjective sense of balance, but based on the interviews, the burden of constant availability reduced the quality of rest. This duality is confirmed by several international studies. Orešković, Kožul, and Majstorović (2023) found that flexible working only improves satisfaction when it is accompanied by clear communication and working time frameworks. According to Ferreira and Gomes (2023), supported flexibility is a "protective factor," while unstructured freedom can be a "stressor." Shirmohammadi, Au, and Beigi (2022) came to a similar conclusion: HR must provide clear guidelines for flexible working, otherwise the balance becomes an illusion.

According to the latest research based on the JD-R model, flexibility is a "dual" resource that can be a source of gain or loss depending on the culture. Coulston, Smith, and Daniel (2025) showed in a model applied to hybrid teams that supportive leadership and communication maintain the "gain cycle" effect, while their absence increases the risk of burnout. In light of this, the H2 hypothesis of the present study can be conditionally confirmed: flexibility only brings true balance if the organization also provides clear expectations, feedback, and psychological security. The third hypothesis (H3) was partially confirmed: younger generations do indeed value autonomy and flexibility more highly, but older generations have a stronger need for stability and community. Mahmoud, Reisel, Fuxman, and Hack-Polay (2024) showed that younger employees are more sensitive to an uncertain work environment, but that communication from management can alleviate stress. According to Osorio (2025) argue that Generation Z's expectations of hybrid work are based on learning, development, and social connection, not just "freedom." Eng's (2024) study points out that hybrid work is viewed positively when it supports collaboration and healthy working hours.

Qualitative results support this: younger respondents found independence inspiring, while older respondents found it unpredictable. According to Urrila and Aaltonen (2025), this difference is universal and can be bridged by developing a "sense of belonging." The study shows that the success of hybrid and remote work is determined not by technological infrastructure, but by the quality of leadership practices and organizational culture. Empathetic, supportive leadership and structured communication increase trust, while excessive control or unavailability undermine it (Buonomo et al., 2024; Ferreira & Gomes, 2023). The benefits of remote work include flexibility, time savings, and increased job satisfaction, but the lack of personal contact and increased stress can also cause problems (Biron & van Veldhoven, 2022). Several empirical studies by Széchenyi István University (e.g., Kundi, Kupi, Happ, and Vasa) suggest that the long-term sustainability of remote work can only be ensured with an appropriate organizational culture (Horváth, Kupi, & Kundi, 2025; Happ & Nemes, 2025). The challenge for the workplaces of the future lies in the integration of technological innovation and human factors (Kurucz et al., 2025). Ethical and supportive leadership (Szabó-Szentgróti, 2025) and preserving employee autonomy will be key in the new era of work (Gyurián Nagy, 2025). Remote work is not only a crisis management tool, but also a strategic opportunity to promote organizational learning, innovation, and sustainability (Vasa, 2025; Berde & Remsei, 2025). This research contributes to the growing body of knowledge that approaches the sustainability of hybrid work from the perspective of human factors, particularly leadership and culture.

## CONCLUSION

Overall, the research confirmed that the effectiveness of hybrid and remote work is best determined by managerial support, flexible but structured work organization, and psychological safety. The study contributes to the domestic literature by empirically confirming that technological infrastructure only becomes a real competitive advantage if the organizational culture is open, supportive, and trust-based. The results of the research can also be directly applied in the fields of human resource management and leadership development.

- For companies, incorporating managerial empathy and feedback-based communication into everyday practice can improve retention and job satisfaction.
- At the HR policy level, clear guidelines on flexible working (availability time slots, feedback protocols) can help prevent overload.
- Organizational development programs should emphasize the development of digital leadership competencies, as these directly increase the effectiveness of hybrid teams.

The main limitation of the research is that it used self-reported questionnaire data, so the results may contain subjective biases. In addition, the sample size and geographical concentration (Hungarian organizations) may limit generalizability. No longitudinal study was conducted, so the stability of changes over time cannot be measured.

Future research should include international comparisons, with a particular focus on the differences between Eastern and Western European organizational cultures. Further qualitative interviews could help to understand how the dynamics of trust and loyalty develop in a hybrid environment. In addition, it would be useful to use experimental or panel data to examine the extent to which leadership training and hybrid work structures improve work-life balance and performance. The attitude of new generations toward work also shapes the future of hybrid models. For members of Generation Z, flexibility, mental health, and meaningful work are key factors that also determine the attractiveness of an employer brand (Putnam et al., 2024). In addition, organizations must increasingly take into account that young employees expect personalized work arrangements, the effective use of digital tools, and opportunities for continuous learning. Hybrid work is therefore not only a structural change but also a cultural transformation in which technological flexibility becomes part of organizational identity (Charalampous et al., 2023). Sustainable hybrid working has not only economic but also environmental benefits. Studies show that working from home can reduce carbon emissions from daily commuting while optimizing office space utilization and energy consumption (Hook et al., 2022). At the same time, maintaining digital infrastructure generates new energy demands, so future organizations will also need to pay attention to green technology investments and the energy efficiency of data centers (Belzunegui-Eraso & Erro-Garcés, 2020). The future of hybrid work thus depends on striking a balance between economic flexibility and environmental responsibility. The most important message of the research is that technological adaptation is not enough for future organizations: they must also develop their culture, trust, and humanity in order to operate sustainably in the hybrid era.

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