

From Implementation Drivers to Business Impacts: Evaluating Hybrid Work Outcomes

Dr. Soňa Ďurišová, Hana Gažová Adamková

Bratislava University of Economics and Business, Slovakia

Abstract

Our study presents drivers for the introduction of hybrid work arrangements in companies, as well as the impacts on the organizations and employees. The research focuses on assessing the motivators for hybrid work arrangements and the impact on outcome indicators such as employee engagement and turnover. The research was carried out in 2025 on a group of 120 companies with more than 100 employees operating in Slovakia. The results use descriptive statistics, ANOVA, a correlation matrix, and linear regression for recalculations. The results reflect the fact that remote work arrangements were massively introduced during the COVID-19 pandemic, and, after its retreat, organizations did not return to a full office environment. The reasons are mainly in support of employees, their work-life balance, the need for individualization, and the attractiveness of the employer on the labor market. Operational cost decreases, or green initiatives, are not priority reasons for the introduction of remote work arrangements. The impacts of hybrid regimes are more pronounced than the drivers for their implementation and more prominent in companies with strong remote-work arrangements than in companies with smaller implementation. The impact on employee engagement has been confirmed, although the model is weak and explains only 6.22% of the variability. Likewise, the impact on turnover can be read positively, but it explains only 5.22% of the variability. The results show that hybrid work arrangements are perceived as a standard benefit, with a positive, albeit weak, impact on employee engagement and turnover.

Keywords: Hybrid work arrangements, Work-life balance, Individualization, Turnover, Engagement