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The Impact on Employees Resulting from the Implementation
of a Hybrid Work Agreement in a Large Austrian Corporation

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Abstract (EN)

This master's thesis serves the purpose of analysing the effects of the full implementation of hybrid work on employees of a large Austrian corporation.

Hybrid work entails completing part of one's work on-site (i.e., in the office) and another part from another location, usually one's own residence.

This study draws on different theories. For example, the spillover theory, the conflict theory, moral hazard in the home office context and the concept of psychological ownership.

To analyse the impacts of fully implementing the opportunity to work hybrid, quantitative research was conducted in an Austrian corporation (ASFINAG), where participants were extensively surveyed about personal effects.

In total, 723 individuals participated in the survey, of which 658 responses were valid. The difference is explained by those individuals who were either excluded due to predetermined criteria (e.g., no currently valid home office agreement), did not complete the survey or provided obvious false information. The survey exclusively targeted individuals who had an active home office agreement at the time of the survey.

Respondents were surveyed on various topics regarding work-life balance, trust, sense of ownership and productivity. Firstly, the topic of work-life balance is addressed, with explicit focus on the influencing factors of flexibility and reduced commuting times, and participant preferences.

The next step involved examining productivity in hybrid work. Participants were queried about their personal productivity in home office in connection to distractions, detailing where they experience more distractions and whether this affects their personal productivity. Furthermore, participants were asked about their perceived productivity in their own team and in the overall company, regarding any perceived differences due to the opportunity to work hybrid.

Additionally, inquiries were made about technical limitations in home office, and if present, whether they affect the productivity of participants. They were also asked if they perceive an increased sense of trust coming from the employer in one aspect, and whether they themselves perceive an increased sense of ownership through the opportunity to work hybrid.

The results of this study indicate that, overall, the opportunity to work hybrid has a significant positive impact on employees. However, this study also identifies limitations

regarding home office, such as technical constraints in home office or the loss of social contact, which should not be overlooked.

This research attempts to stimulate further investigation regarding this topic in Austria and to bring new information in this field to help adjusting companies' strategies and improve the employee retention. Having this in mind, I suggest that if companies want to increase their employee retention rate, it is crucial to implement some sort of hybrid work agreement and continuously evaluate and adapt it to current circumstances.

Abstract (DE)

Diese Masterarbeit hat den Zweck die Auswirkungen der vollständigen Implementierung von hybrider Arbeit auf die Mitarbeitenden eines großen österreichischen Unternehmens zu untersuchen.

Hybride Arbeit bedeutet, dass ein Teil der Arbeit vor Ort (im Büro) und ein anderer Teil von einem anderen Ort, normalerweise dem eigenen Zuhause, erledigt wird.

Diese Studie stützt sich auf verschiedene Theorien. Zum Beispiel der Spillover-Theorie, der Konflikttheorie sowie Moral Hazard und dem Konzept des psychologischen Eigentums.

Um die Auswirkungen der vollständigen Implementierung der Möglichkeit zur hybriden Arbeit zu analysieren, wurde eine quantitative Umfrage in einem großen österreichischen Konzern (ASFINAG) durchgeführt, bei der die Teilnehmer ausführlich zu persönlichen Auswirkungen befragt wurden.

Insgesamt nahmen 723 Personen an der Umfrage teil, von denen 658 Rückmeldungen gültig waren. Der Unterschied der Teilnehmenden und gültig abgeschlossenen Umfragen erklärt sich aus den Personen, die entweder aufgrund vorab festgelegter Kriterien ausgeschlossen wurden (z. B. keine aktuell gültige individuelle Home-Office-Vereinbarung), die Umfrage nicht abgeschlossen haben oder offensichtlich falsche Antworten abgegeben haben. Die Umfrage richtete sich ausschließlich an Personen, die zum Zeitpunkt der Durchführung der Umfrage eine aktive individuelle Home-Office-Vereinbarung hatten.

Die Befragten wurden zu verschiedenen Themen bezüglich hybrider Arbeit im Zusammenhang mit Work-Life-Balance, Vertrauen, Zugehörigkeitsgefühl und Produktivität befragt. Zunächst wird das Thema Work-Life-Balance behandelt, wobei ein expliziter Fokus auf den Einflussfaktoren Flexibilität und reduzierte Pendelzeiten sowie den Präferenzen der Teilnehmenden liegt.

Der nächste Schritt bestand darin, die wahrgenommene Produktivität im Home-Office zu untersuchen. Die Teilnehmenden wurden nach ihrer persönlichen Produktivität im Home-Office im Zusammenhang mit Ablenkungen befragt und noch detaillierter, wo sie mehr Ablenkungen erleben und, ob sich dies auf ihre persönliche Produktivität auswirkt. Darüber hinaus wurden die Teilnehmenden nach der wahrgenommenen Produktivität in ihrem eigenen Team und im gesamten Unternehmen befragt. Also ob es aufgrund der Möglichkeit zur hybriden Arbeit wahrgenommene Unterschiede gibt.

Zusätzlich wurden Fragen zu technischen Einschränkungen im Home-Office gestellt, und falls vorhanden, ob diese die Produktivität der Teilnehmenden beeinflussen. Sie wurden auch darüber befragt, ob sie einen erhöhten Vertrauensaspekt seitens des Arbeitgebers in einer Hinsicht wahrnehmen und, ob sie selbst ein erhöhtes Zugehörigkeitsgefühl durch die Möglichkeit zur hybriden Arbeit verspüren.

Die Ergebnisse dieser Studie deuten darauf hin, dass die Möglichkeit zur hybriden Arbeit insgesamt eine signifikant positive Auswirkung auf die Mitarbeitenden hat. Diese Studie hat jedoch auch Einschränkungen bezüglich des Home-Offices identifiziert. Wie etwa technische Beschränkungen im Home-Office oder den Verlust sozialer Kontakte, was man nicht ignorieren sollte.

Diese Studie versucht weitere Untersuchungen zu diesem Thema in Österreich anzuregen und neue Informationen in diesem Bereich zu liefern, um die Strategien der Unternehmen anzupassen und die Mitarbeiterbindung nachhaltig zu verbessern. Als Resultat dieser Forschung wird vorgeschlagen, dass Unternehmen, die ihre Mitarbeiterbindung erhöhen möchten, sich überlegen sollten, wenn nicht schon in irgendeiner Form bestehend, ein hybrides Arbeitsmodell in ihrem Unternehmen zu implementieren.

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1 Introduction

The global pandemic caused by COVID-19 has reshaped the way we work, changing traditional offices and promoting the adoption of remote work. As organizations adapted to the crisis, home office became the new workplace for employees.

The sudden occurrence of the pandemic in 2020 forced companies to rethink their operational models. Remote work, once considered a perk for a select few, became a necessity. Organizations swiftly transitioned to hybrid or fully remote setups, blurring the lines between home and office. As we emerge from the pandemic, it is essential to reflect on the lessons learned and consider the long-term impact on work dynamics.

Employees now expect greater flexibility in their work arrangements. The ability to choose where and when they work has become a priority. Employers must recognize this shift and adapt policies accordingly. Whether it is adjusting core working hours or allowing occasional remote work, organizations need to meet these expectations to retain talent.

When home turns into office, the distinction between work and personal time can blur. Employees find themselves answering mails late into the evening or working weekends. Employers play a crucial role in setting boundaries. Leaders should lead by example, emphasizing the importance of disconnecting after work hours. Encouraging delayed mail delivery and respecting colleagues' time fosters a healthier work-life balance (European Labour Authority & Directorate-General for Employment, Social Affairs and Inclusion, 2022).

Based on these facts, the question arises as to the extent to which the full implementation of hybrid work has influenced employees' work-life balance, perceived productivity in the company, feeling of trust from the employer towards the employees as well as the feeling of ownership, in a large Austrian corporation. The company in which this study was conducted is ASFINAG which is owned by the state of Austria. This company has proven to be a suitable research partner, as an evaluation of their active home office operating agreement is scheduled to take place in the second half of 2024. The results from this study will be used as a basis for this evaluation.

Despite the fact that the opportunity to work hybrid, as already mentioned, leads to improved personal conditions such as work-life balance, the negative aspect of a possible blurring between personal space and workplace must not be overlooked. Based on that, the following research question, on which this research is based on asks.

Research Question: *How does the full implementation of Hybrid work influence employees in a large Austrian company post COVID-19?*

To answer the research question, as already mentioned, the impact of the full implementation of a home office agreement in a large Austrian corporation on its employees, is analysed. Specifically, the influences on work-life balance, trust and perceived productivity are of utmost importance for a company when creating new and efficient work models. This study aims to contribute to gaining new insights in the Austrian context and to provide a solid foundation for further research and business practices.

2 Literature review

2.1 Home Office/WFH (Working from home)

Working from home generally means that the work, which would otherwise be carried out in the employers office premises, is done from home. This is also known as home office. Additionally, there is the hybrid form that consists of partially working from home and partially working in the office. This hybrid work model will be addressed in this study.

The concept of home office has gained significant prominence in recent years due to the evolving nature of work, advancements in technology and the global events, particularly the COVID-19 pandemic, that have reshaped the way we work.

Home office in general is a form of flexible work in terms of location and often time. The term telework was used in the past. Home office means that employees fulfil their work tasks in their private environment referred as home. This is different from mobile work, which means that employees fulfil their work tasks without a fixed workplace (Wirtschaftspsychologische Gesellschaft, 2023).

The COVID-19 pandemic triggered a massive shift to remote work, pushing companies to reevaluate their traditional office setups. Remote work became the new normal, and its impact on employees' work-life balance and job satisfaction was significant (Bloom et al., 2022).

Research indicates that the implementation of home office can result in higher productivity compared to the traditional way of work. According to Bloom et al. (2015) call center employees who volunteered to work from home showed a 13% increase of productivity of which 9% came from working longer each shift and 4% from more calls per minute.

A study by Emanuel and Harrington (2023) shows, that with the implementation of Home Office all tested firms in the study would have gained from providing the possibility to work remotely and on site, but a firm as an individual was condemned to attract less

productive workers. This result shows that with the implementation of home office policy, companies also run the risk of attracting shirking workers.

The home office trend is likely to persist post-pandemic, as employers and employees increasingly adopt hybrid work models. Smite et al. (2023) found that with the implementation of new work policies in the post-pandemic era, companies, in general, are providing their employees with greater flexibility regarding both working hours and location. However, they highlight a significant variation in the extent to which companies grant such flexibility to their employees. Lastly, they observed that the opportunity to work from home has become a widespread benefit among employees rather than being exclusive to a few.

Remote work has transformed from a specialized idea into a central element of the new modern work environment. The rapid shift was accelerated by the COVID-19 pandemic, convincing businesses to reassess the conventional office setup. Looking ahead, it becomes crucial to assess both the hurdles and advantages associated with remote work and tailor policies and work methodologies to align with this evolving system.

2.2 Hybrid work

The concept of hybrid work, which combines remote and on-site work, has emerged as a central feature in modern work structures.

Hybrid work as a once innovative work arrangement concept that combines remote work with in-office presence, has evolved over the years. Primarily in response to changing working dynamics, advancements in communication technology and the unique demands of the digital age, it has become the new normal (Allen et al., 2015).

According to a survey conducted by Envoy (2021), 47% of the employees surveyed would actively seek a new job if their current employers did not provide a hybrid work option. However, it has to be mentioned that the same survey revealed that only 8% of the respondents expressed a desire to work remote entirely. In the context of this survey, it is evident that employees value some form of hybrid work, but the preference is not towards exclusively working remote.

The adoption of hybrid work models offers various advantages. Recent research indicates that it can improve employees' work-life balance, decrease attrition rates and lead to a substantial increase in job satisfaction (Bloom et al., 2022).

Additionally, when looking into hybrid work with the partnering company ASFINAG, it also became clear, that these models can help organizations save money on real estate. By needing less office space, companies can lower their costs. For example, ASFINAG

moved to a new office building in January 2022 and was able to use two office floors less, because of the new hybrid work setup. This led to significant savings. In fact, at the central office location in Vienna there is office space available for 75% of the employees at a time.

However, along with its benefits, hybrid work and home office in general also introduce challenges. As Haas (2022) outlines the widespread adoption of hybrid work in various industries gives rise to concerns related to communication, coordination, connection, creativity and culture.

These challenges include issues such as communication problems linked to technology in connection with video conferencing systems at work and in the home office that are not up to the needs of hybrid work.

As well as difficulties in coordination that could lead at the one hand to feelings of exclusion due to the potential of remote workers being left out of small door to door exchanges and decisions within an office environment.

The loss of social connection is also a potential threat due to working hybrid also in connection with the afore mentioned small door to door interactions that partially would be left out. And personal connections are essential for a person's psychological well-being.

There is a risk for both collective and individual creativity, since creativity not only springs from fixed remote brainstorming meetings, but fluid conversations and unexpected things when employees kick ideas around which generates creativity and ideas probably more often. In a hybrid work environment these springs of ideas and creativity would be cut back.

Further there is a necessity to uphold and integrate company culture, particularly for new hires since it is crucial to socialize new hires and integrate them into teams (Haas, 2022).

Effectively addressing these challenges is essential to maintain employee motivation, commitment, and reduce turnover.

2.2.1 Consequences of introducing hybrid work

2.2.1.1 Work-life balance

Work-life balance is more than ever one of the most important things in nowadays demanding work environments. It is a concept that is according to a study by Randstad (2021) the second most important factor for an employee choosing an employer, after an attractive salary and benefits.

A study conducted by Kossek, Lautsch and Eaton (2006), in which 245 professionals from two Fortune 500 companies were surveyed and interviewed, found that with the implementation of policies and practices supporting work-life balance, employers tend to experience lower turnover rates and enhanced employee retention.

Overall work-life balance is a multifaceted concept with far-reaching implications for both individuals and organizations. Work-life balance in this multidimensional context is defined as the achievement of fulfilling experiences in the different aspects of life that require various resources like energy, time and commitment (Khateeb, 2021).

The spillover theory originally proposed by Wilensky (1960) is one of the key theories described in the field of work-life balance. It describes the conditions under which the spillover between work and family is positive or negative. A positive spillover is described as positive aspects of either the private life or the work environment positively affecting the other side of either work or life. The negative spillover is described as negative aspects of either the private life or the work environment affecting the other side of either work or life negatively.

Another theory in the dimensions of work-life balance is the conflict theory, that was proposed by Greenhaus & Beutell (1985) and suggests that the domains of work and life are contrasting in nature and compete for an individual's attention, effort and time. This competition often leads to a struggle to maintain a balance between work and other life domains (Khateeb, 2021).

Recognizing the multidimensional nature of work-life balance, understanding its impact on wellbeing and organizational outcomes, and implementing effective strategies are crucial steps for promoting a healthier work-life balance.

With the coming of hybrid work and the commonness of home office arrangements, the concept of work-life balance has taken on new dimensions. Employees now face the challenge of navigating the boundaries between their professional and personal lives within the confines of their own homes. White and Wigert (2022) have highlighted both the potential benefits and challenges of hybrid work. On one hand, the flexibility offered by remote work, individuals are able to better manage their time, potentially enhancing their work-life balance. On the other hand, the blurring of these boundaries can lead to increased work-related stress and difficulties in disengaging from work tasks. Effective policies and practices that promote work-life balance in this hybrid environment are crucial for the well-being of employees.

A study conducted by Krekel, Ward and de Neve (2019) suggests a positive correlation between employee well-being and productivity. They found that there is a positive

correlation between employee well-being and productivity/profitability. The study also found a large positive correlation between employee well-being and aggregate firm-level measures of performance across all types of industries. This relationship is particularly strong in terms of customer satisfaction and staff turnover both of which drive overall profitability.

Furthermore, Aksoy et al. (2023b) discovered that the average daily commuting time savings when working from home is 72 minutes in their study sample, which draws data from 27 countries. The savings in commuting time are largely used for both personal and work-related purposes, according to the study. 40% of the saved time is allocated directly to work, while the rest is spent on personal obligations and leisure. By gaining these time savings, employees are able to allocate this newfound time in a way that may positively impact their work-life balance.

2.2.1.2 Feeling of ownership

The theory of the feeling of (psychological) ownership has been addressed many times in literature before. Pierce, Kostova and Dirks (2001) describe it as the feelings of possessiveness, attachment and emotional bond an employee feels towards their workplace/employer. This feeling of ownership that an employee feels towards the employer acts as a strong driving force.

The emergence of psychological ownership is influenced by several elements. It can be nurtured by establishing a work atmosphere where employees feel like they belong. This implies that the organization offers a setting where employees feel at ease, appreciated and free to express themselves. In a hybrid work environment, generally employees are often given more autonomy over their tasks. This autonomy bears a sense of ownership and engagement in the work, leading to increased productivity. Leaders should be generous with responsibility and authority when leading in a hybrid work environment (Liddell, 2023).

Further, psychological ownership can have a variety of impacts on both the individual and the organization. On the upside, it can lead to enhanced job satisfaction, elevated levels of commitment and superior performance as already mentioned. Employees who experience a sense of ownership are more likely to exceed their job expectations, contributing to the overall prosperity of the organization (Pierce, Kostova & Dirks, 2001).

However, the feeling of ownership can also have potential negative impacts. For instance, an employee might become excessively protective of their work or role, when change is for example imposed, psychological ownership leads to resistance to change (Pierce, Kostova & Dirks, 2001).

In the modern era of remote and hybrid work, cultivating a sense of ownership among employees has become a critical aspect of successful business management (Scharf & Weerda, 2022; Timothy, 2022).

However, the foundations created by the new circumstances of hybrid work, where employees feel increased ownership towards the company due to increased self-responsibility, can be undermined by excessive monitoring through the company or management. Self-responsibility means granting employees increased autonomy over their work, thereby leading to the aforementioned increase in the sense of ownership. But still, the fact that physical absence from the office and direct colleagues could also lead to a countermovement in the feeling of ownership. The sense of belonging might be weakened due to less personal interactions. It will be interesting to observe how the respondents perceive this or what carries more weight for them.

Berg, who has been CHRO & global head of Strategy Operations at Spotify and Chamorro-Premuzic, professor of business psychology (2021) state that when employees feel that they belong to a team or organization, they not only tend to perform better but also experience higher levels of engagement and well-being.

However, hybrid work in this context has also the potential to intensify in group versus out group dynamics, which can flip those advantages into liabilities. For existing workplaces that are already challenged to diversify and retain employees, adopting poorly thought-through hybrid work models could instead speed up departures, decrease inclusion, and harm performance (Dowling, Goldstein & Park, 2022).

To tackle these challenges, leaders must develop and gain the necessary skills to be able to lead successfully in a hybrid work environment. This includes among other things setting clear, measurable goals, providing employees with responsibility and authority, trusting team members and being open to change. This helps foster a sense of ownership and engagement in the work, as well as it increases employee's productivity (Liddell, 2023).

2.2.1.3 Employers trust

Trust is the confidence an individual has that another person (agent) or group will act in a specific way, even if they cannot monitor those actions. This trust influences their own actions. When we say we trust someone or find them trustworthy, we mean we believe there is a high chance they will act in a way that is beneficial or at least not harmful to us, making us willing to cooperate with them (Gambetta, 2000). Trust is a fundamental aspect of any workplace, influencing everything from productivity to employee satisfaction. It is a conviction that is built slowly, over a long period of time. When

employees feel trusted, they tend to offer trust in return, which leads to extra effort coming from the employees and them going beyond their roles (Berg, Yu & Zlatev, 2021; Brower, Lester & Korsgaard, 2017).

Building trust between two people is not an uncomplicated process. It requires acknowledging the emotions of others, which can build deeper connections. But not all acknowledgments work equally. When emotional acknowledgment is seen as motivated by selfish reasons, it is not as effective because people assume that the act is done for personal benefit, rather than to help others (Berg, Yu & Zlatev, 2021).

Trust in connection with hybrid work plays a crucial role. It is not only important that managers and employers trust their employees, but employees also have to feel trusted. A study by OECD (2023) shows that 67% of full-time teleworkers and 55% of hybrid workers say that the possibility of teleworking fosters mutual workplace trust. Compared to 34% of employees who rarely or never telework.

However, the transition to hybrid work has not been without challenges. According to a report by PwC (2021b), less than a third of leaders are confident they are building high levels of trust between workers and supervisors.

Further than that an increase of trust regarding remote work coming from employers to employees, can be perceived as risky because of a potential loss of control and reduced coordination. Moral Hazard plays a crucial role in this context on the side of employees, who arguably could in theory reduce their productivity by working less when not on-site. And this possibility holds back employers from offering teleworking opportunities and trust to employees (Grzegorzczuk et al., 2021).

According to Kirstein-Bandmierowski, Lamothe and Thiberge-Durufle (2021) to foster a culture of trust in a hybrid work environment, leaders need to focus on three pillars: empowerment, empathy, and authenticity. Empowerment means entrusting employees with the authority to manage their tasks and make decisions within certain boundaries (which is also essential for fostering a sense of ownership). Empathy is about acknowledging and understanding others' emotions and recognizing that individuals may perceive and respond to situations differently. Authenticity entails building trust by ensuring that interactions reflect your genuine self.

Generally speaking, we can distinguish between three different perspectives of trust. First, there is the mutual trust between employers and employees. Then, there is the trust coming from the employer towards the employees, and lastly, the trust perceived by the employees coming from the employer. All three aspects are important in a work environment, but for the purpose of this research, the focus is specifically on the

employees perceived trust coming from the employer. The reason for this focus is that employers can certainly take measures to increase trust, but whether this trust is actually perceived by the employees is the interesting variable to observe.

Overall trust is a critical factor in the success of hybrid work. It requires a delicate balance of empowerment, empathy, and authenticity.

2.2.1.4 Employee satisfaction

Employee satisfaction is a critical factor influencing overall organizational performance. In the context of hybrid work, employees experience a new set of challenges and opportunities that can affect their satisfaction levels. Research has shown that hybrid work can have both positive and negative effects on employee satisfaction.

A study from Bloom et al. (2022) shows that the quit/attrition rate was reduced significantly by 33% in the treatment group that was eligible for hybrid work compared to the control group that was not allowed to work hybrid. However, the positive trend was only present in non-managerial positions. The non-managerial treatment group that was allowed to work hybrid had an attrition rate of 5.3% compared to the control group of 8.6% (which is a 38% reduction). For managers there was an attrition rate for the treatment group of 3.1% compared to 2% for the control group (this is an increase of 55%). The treatment group of managers were allowed to work hybrid themselves. This aligns with a sentiment that gets often reported in the media that managing employees online/remotely is hard. In this study this shows in general that managers are not being too enthusiastic about remote work compared to regular employees.

In a study conducted by Aprilina and Martdianty (2023), where they surveyed 433 participants, consisting of 230 managers and 203 regular employees, it was found out that employee's and also managers intention is to continue with hybrid-work, because they feel higher satisfaction and perceived productivity while working from home.

Baert et al. (2021) have shown that respondents to their study regarding experiences, expectations and hopes in connection with telework, mainly attribute positive characteristics to telework such as a lower risk of burnout and increased efficiency. On the flip side some fear that the possibility to work remotely might weaken ties with their colleagues and employers.

The transition to hybrid work presents both opportunities and challenges for employee satisfaction. To effectively manage these complexities, organizations should consider the specific needs and preferences of their workforce. This includes collaboration challenges while capitalizing on the benefits of improved work-life balance and reduced stress.

2.3 National and International approach to Hybrid work/WFH

2.3.1 A global point of view

Something that must not be overlooked is that preferences regarding hybrid work and home office can differ significantly or have different characteristics globally compared to an Austrian or European perspective, which can be observed in the later described studies by Bresman and Mortensen (2023) and Aksoy et al. (2023a).

Bresman and Mortensen (2023) conducted a survey of 651 managers from 50 countries to explore how perceptions of hybrid work differ across regions. The findings reveal that work preferences depend on the global location, with varying desires to return to physical offices across regions. The Americas express a more positive view of remote work and remote productivity compared to other regions, and there are differing concerns about the human cost of hybrid work. The desire to return-to-office was largest in APAC countries, followed by EMEA and Americas least. Employees in EMEA (Europe, Middle East and Africa) and APAC (Asia-Pacific) are more concerned about missing social connections, resulting in lower employee engagement compared to the Americas. Respondents from APAC are also more worried about being excluded from important meetings and decisions.

The research suggests that the differences in preferences and concerns may explain why return-to-office rates differ across regions, with the Americas lagging behind Europe and APAC. The authors argue that leaders need to consider geographical and cultural contexts when designing hybrid work policies.

In conclusion, the study highlights the importance of tailoring hybrid work policies to fit the diverse contexts of different regions, emphasizing the need for ongoing evaluation and adaptation to changing circumstances.

In relation to the actual weekly use of home office, a study conducted by Aksoy et al. (2023a) found that, on average across 34 observed countries and 42,400 participants, 0.9 days per week are being worked from home. The USA has an average of 1.4 working from home days per week. Other English-speaking nations such as Canada, the UK and Australia have similarly high averages of 1.7, 1.5, and 1.3 working from home days per week, respectively.

In stark contrast, nations like South Korea and Japan have the lowest observed averages of 0.4 and 0.5 days per week worked from home. European nations like Greece, France, and Italy also have lower averages of 0.5, 0.6, and 0.7 days, respectively.

What can be clearly observed in this study is that English-speaking nations, on average have the highest number of days worked from home, indicating greater acceptance and

tolerance. Asian nations have the lowest averages, while Latin American and European nations fall in the middle. An additional interesting finding of this study is that, on average all respondents desire one more additional day of home office per week.

Furthermore, there can be global differences regarding the number of individuals who actually opt for remote work when given the opportunity to do so. This can be attributed, among other factors, to cultural variations on a global scale. This is well illustrated in the study by Bloom et al. (2022), particularly evident in the initial voluntary participant count. The researchers conducted a study at a Chinese corporation where 1612 employees were technically eligible to participate in the hybrid work study. However, after multiple invitations were sent out, only 518 employees volunteered. The management was surprised by the low participation rate. It is worth noting that at that time, no major firm in China had implemented a home office agreement or hybrid work in general. They suspected that many employees were hesitant due to concerns that volunteering might be perceived as a negative signal regarding ambition and productivity. Consequently, all the remaining 1094 non-volunteer employees were informed that they were also included in the program.

A study conducted in Denmark by Ipsen et al. (2022) surveyed 1,016 managers in various positions about their experiences adapting to the new environment of remote management. The majority of the surveyed managers reported that this new management environment is more demanding compared to in-person management. Additionally, they indicated that they work more hours from home.

Moreover, 67% stated that they prefer to manage their teams on-site in the office. They also noted that administrative support was far from adequate and assistance in this new work environment primarily came from their own employees or fellow managers. This study highlights that hybrid work environments present significant challenges for managers internationally, increasing their tasks and workload rather than easing them.

A study conducted in Germany by Cordes (2022) surveyed 1,030 employees about their experiences and opinions on working from home. It found that over three-quarters of the respondents enjoy working remotely, and more than half had prior experience with it before the pandemic. Although COVID-19 significantly disrupted work life, it also created new opportunities.

Notably, 61.1% of participants feel more productive at home than in the office, which has positively shaped or reinforced their views on remote work. Regarding work-life balance, over 60% report no issues, successfully disconnecting after work and not feeling more exhausted or stressed than they did in the office. However, the reduced social interaction,

typical in office environments, is a downside, with 53.9% missing this aspect and 26.5% feeling lonely.

On the upside, nearly three-quarters of respondents enjoy greater autonomy, more than half have more free time, feel more balanced and save money thanks to working from home. In general, this study shows that employees in Germany have a strong desire for continued flexibility, with nine out of ten employees wanting to keep working from home entirely or partially after the pandemic. They also seek more support from employers, such as better equipment and coverage of internet costs. Additionally, over half of the respondents believe that a legal right to work from home is essential to maintaining this new flexibility.

A continuous study by Wigert, Harter and Agrawal (2023) on the development of home office practices in the USA from before COVID-19 to the present shows insightful results. In 2019, before the Covid-19 pandemic, only 8% of all jobs that could be done remotely were worked exclusively remotely. This figure rose to 29% by May 2023. In the meantime, it was over 70% three years earlier during the first Covid-19 lockdown. Additionally, 40% of all jobs that could be performed remotely shifted from no remote work to either hybrid or fully remote work. As of May 2023, 52% of all possible jobs were performed in a hybrid work model. About 20% of eligible workers never work remotely.

According to this study and its estimates, it is expected that the rate of fully remote work will remain stable in the short term, with a slight increase in hybrid work expected. Furthermore, the study found that employees in the USA, on average desire 2-3 days of home office per week.

Unlike the company analysed in the study by Bloom et al. (2022), at ASFINAG, after the full implementation of hybrid work post-COVID, 90% of allowed individuals have an active agreement for hybrid work.

2.3.2 An Austrian point of view

2.3.2.1 Legislative foundation

In 2021 the Austrian parliament has enacted a home office legislative package (BGBl. I Nr. 61/2021). This happened in response to the increased prevalence of remote work due to the COVID-19 pandemic. Generally, the decision to work from home remains voluntary for both employers and employees. A written agreement is required to establish a home office arrangement, and either party can terminate this agreement with one month's notice for significant reasons.

Home office is being defined as work performed by an employee in their primary or secondary residence, or the home of a close relative or life partner. Work performed in

public spaces such as cafes, libraries, or hotel rooms do not qualify as home office work for tax purposes.

The rules allow employees to deduct expenses for ergonomic office furniture (such as tables, chairs and desk lamps) as income-related expenses. These new regulations aim to provide more flexibility, reliability in planning and tax benefits for those working from home (PwC, 2021a).

2.3.2.2 Home Office/Hybrid Work research

A study conducted by Bachmayer and Klotz (2021) in the name of OGM on behalf of the Federal Ministry of Labour and Economy, has shown that 39% of all employees which make up about 1.5 million Austrians have worked at least partially in home-office in 2020. They surveyed a total of 1,600 companies and 1,400 employees. Of those employees and employers who used home office in 2020, a majority in each case believes that home office benefits both sides equally.

In terms of work-related aspects, both employees and employers experienced positive effects, especially in terms of work results and acquiring new knowledge and skills while working from home. However, there were notable negative effects in communication, collaboration, work atmosphere and social aspects. Overall satisfaction with remote work was not primarily derived from work-related factors but rather from the positive impact on the quality of life for the employees. Satisfaction levels were equally high among men and women, with younger individuals expressing even more satisfaction than their older counterparts.

In the future, both employees and employers express mostly a desire for a home office arrangement of one to two days per week. A majority of employees state that the opportunity to work from home would be very or somewhat important for them at a future workplace. The preference for one to two days of home office per week is particularly strong among employees with children. The authors assumed that even after the end of the COVID-19 pandemic, more workers and businesses will incorporate home office practices compared to before. However, this is expected not as a general shift to remote work but rather in a flexible coexistence between traditional workplaces and one to two days of home office per week for suitable tasks and industries.

2.4 Hypothesis development

2.4.1 H1 Commuting Time

The COVID-19 pandemic triggered a massive shift to remote work, pushing companies to reevaluate their traditional office setups. Remote work became the new normal, and as it has been already evaluated in the literature review, its impact on employees' work-

life balance and job satisfaction was significant (Bloom et al., 2022). Work-life balance is more than ever one of the most important things in nowadays demanding work environments. This concept as we pointed out earlier is according to Randstad (2021) the second most important factor for an employee choosing an employer, after an attractive salary and benefits.

In further relevance the average daily time savings when working from home is 72 minutes. Of these 72 minutes employees allocate 40% of the saved time to their job, 11% in caregiving and if employees have children, they allocate more of their time savings into caregiving (Aksoy et al., 2023b)

Based on these findings, I have developed the first hypothesis, which is.

H1a: Employees in home office feel an improvement of their work-life balance due to less commuting times.

H1b: Employees with higher savings in commuting time feel a larger improvement of their work-life balance due to hybrid work compared to employees with lower time savings.

2.4.2 H2 Effect of increased flexibility on work-life balance

The fundamental concept for the second hypothesis is the same as in H1. However, the perspective here is different. While the focus in the first hypothesis was mainly on increased work-life balance due to reduced commuting times this hypothesis however, focuses on the increase of personal work-life balance due to increased flexibility. Flexibility is indeed one of the main drivers for the positive reception of hybrid work as the literature has shown. Based on that I formulate the second hypothesis as followed

H2: Employees feel an improvement of their work-life balance due to higher flexibility resulting from hybrid work.

But literature has also shown the downsides regarding work-life balance in connection with hybrid work. White and Wigert (2022) have pointed out that hybrid work has the potential to blur the boundaries of private life and work, which can lead to increased work-related stress and difficulties in disengaging from work tasks. So, the results from H2 will be in particular interesting to maybe find differences between distinct demographic groups.

2.4.3 H3 Preferences between flexibility and savings in commuting time

The existing literature indicates that the implementation of hybrid work results in both a reduction in commuting time and a significant increase in personal flexibility. However, the question that arises is which of them is on average preferred over the other without

considering a biased standpoint due to high commuting times or family situations. As already stated, Aksoy et al. (2023b) found that 40% of the daily time savings in commuting time is allocated directly to the job. However as White and Wigert (2022) pointed out, flexibility offered by remote work leads to individuals being able to better manage their time, potentially enhancing their work-life balance. Based on these factors I have developed the third Hypothesis.

H3: Employees prioritize increased flexibility over shorter commuting times resulting from the hybrid work model.

2.4.4 H4 Employers' trust

Trust is a fundamental aspect of any workplace, influencing everything from productivity to employee satisfaction (Berg, Yu & Zlatev, 2021; Bower, Lester & Korsgaard, 2017).

Trust in connection with hybrid work plays a crucial role as it was observed in the study by OECD (2023) earlier explained, that shows that 67% of full-time teleworkers say that the possibility of teleworking fosters mutual workplace trust.

Overall trust is a critical factor in the success of hybrid work. It requires a delicate balance of empowerment, empathy, and authenticity (Kirstein-Bandmierowski, Lamothe & Thiberge-Durufle, 2021)

However, the transition to hybrid work has not been without challenges. According to a report by PwC (2021b), less than a third of leaders are confident they are building high levels of mutual trust.

So, in the context of the given literature, I assume that employees actually feel more trusted by being allowed to work in a hybrid manner, without being under permanent control. And based on that I formulate the fourth hypothesis as follows.

H4: Employees feel an increased level of trust coming from the employer due to the possibility of hybrid work.

2.4.5 H5 Perceived productivity

In the context of this study, a direct measurement of productivity is precluded. Measuring actual productivity would contradict with the purpose of the introduction of the home office company agreement. Therefore, only perceived productivity is assessed here.

And as research by Bloom et al. (2015) has shown and as earlier described, the implementation of home office can result in higher productivity compared to the traditional way of work, due to a quieter and more convenient workplace in home office compared to in-office.

Further, research conducted by Whiting (2024) that draws from Hubstaff data has shown that remote work enhances working efficiency by allowing employees to engage in more focused work with fewer interruptions, making it ideal for tasks that require deep concentration. This research shows that remote workers average on 22.75 hours of focused work per week compared to 18.6 hours for their in-office counterparts. This indicates that remote workers are generally less distracted and more productive in home office.

Additionally, remote workers experience fewer daily interruptions, leading to significant time savings and reduced stress over time.

Liddell (2023) has also shown in his study that, in connection with the feeling of ownership resulting from the possibility of hybrid work, the increased level of autonomy over employees' tasks leads to higher productivity.

In the connection with increased trust coming from the employer side, when employees feel trusted, they tend to offer trust in return resulting in higher productivity (Berg, Yu & Zlatev, 2021; Bower, Lester & Korsgaard, 2017). And according to a study conducted by Zak (2017) where oxytocin levels were measured in response to various lab and workplace situations, employees at high trust companies report on average 106% more energy at work, 74% less stress, 50% higher productivity and 13% fewer sick days.

Also, Aprilina and Martdianty (2023) have shown, that employee's general intent to continue to work in a hybrid form is due to a feeling of increased satisfaction and perceived productivity.

However, in addition to the positive aspects, hybrid work can also have negative repercussions as Grzegorzczuk et al. (2021) have pointed out. Moral hazard plays a significant role here as well.

Based on the given literature I formulate the fifth hypothesis as follows.

H5: Employees feel a rise in personal productivity due to less distractions at their workplace.

2.4.6 H6 Perceived productivity

The foundation for the sixth hypothesis remains consistent with H5. However, in this case, I do not intend to measure how employees perceive themselves in terms of productivity but rather the general sense of productivity within the company.

To address this sixth hypothesis, employees are asked about changes in productivity within their own team and changes in productivity across the entire company. The responses obtained from these questions might be more reliable, as the respondents are

likely to report the productivity of others in the company more accurately than their own productivity. My assumption, based on the literature provided in H5 and the literature review, is as follows.

H6: There is a general feeling of increased productivity due to Hybrid work.

2.4.7 H7 Ownership

In the modern era of remote and hybrid work, cultivating a sense of ownership among employees has become a critical aspect of successful business management (Scharf & Weerda, 2022; Timothy, 2022)

In a hybrid work environment, employees are often given more autonomy over their tasks. This autonomy bears a sense of ownership and engagement in the work, leading to increased productivity. Leaders should be generous with responsibility and authority when leading in a hybrid work environment (Liddell, 2023).

Based on that and the fact that employees get more responsibility to actually perform their work tasks in home office, I assume that employees in general feel an increased sense of ownership. And thus, I formulate the seventh hypothesis.

H7: Employees have a higher feeling of ownership due to the implementation of hybrid work.

3 Methodology

3.1 Research Design

Since the described hypotheses refer to quite specific variables that can easily be measured, a decision was made to conduct a quantitative analysis. The quantitative research was conducted within one Austrian company, namely ASFINAG which is a state-owned highway and motorway company.

To gather the necessary data for addressing the research questions and testing the hypotheses, an online questionnaire was created, which was hosted on the servers of the University of Vienna. Eligible participants were individuals who had an active home office agreement at the time of the survey and were employed at ASFINAG. The survey was conducted nationwide across Austria and did not exclude any age groups or demographic categories, ensuring that the results are as representative for the employees of the company and meaningful as possible.

The research employs one-way analyses of variances (ANOVA), multiple regressions and a descriptive approach to examine the effects of hybrid work on the company's employees.

3.1.1 The cooperating company

ASFINAG, short for Autobahnen- und Schnellstraßen-Finanzierungs-Aktiengesellschaft, is an Austrian infrastructure company responsible for the planning, construction, operation, and toll collection on Austria's motorways and expressways. The company was founded in September 11, 1982.

In terms of their tasks ASFINAG is responsible for planning, financing, building, maintaining, operating, and tolling almost 2,249 kilometers of motorways and expressways. They are considered a best-practice example in Europe as they fund all expenses, from new roads to functioning winter services to clean service areas, with their own resources as well as long term debt (ASFINAG, 2023a).

The company presented a solid balance sheet for 2022 despite economic challenges. The year was marked by issues such as climate change, the Ukraine conflict, inflation, and energy costs rise.

ASFINAG generated a surplus of 851 million euros. The equity ratio was increased to more than 44 percent. In addition, the company paid 290 million euros in taxes, and the proposed dividend is 235 million euros for the Republic. ASFINAG also reduced its liabilities by 293 million euros last year.

The company invested more than 1.1 billion euros in domestic infrastructure out of its own economic strength.

With an increase of 9.2% in the consideration of all vehicles, car traffic is mainly responsible for the plus compared to 2021. This is also reflected in the revenues in 2022. With almost 2.4 billion euros, the revenues are almost six percent above the result of 2021. With a revenue increase of more than 30 percent on the toll sections, the car comeback is particularly evident on the well-known holiday routes such as Brenner, Tauern, or Pyhrn. The revenues in the car sector increased by around 18 percent, while the revenues in the truck sector increased by 1.3 percent (ASFINAG, 2023b).

When comparing traffic performance with the pre-crisis level of 2019, truck traffic has increased by 3.8%, while car traffic has decreased by 4.4%, resulting in an overall decrease of 3.5% compared to 2019. In 2022, the company generated a surplus of 851 million euros. (ASFINAG, 2023d). Which is compared to the pre-crisis surplus in 2019 of 864 million euros a decrease of 1.5% (Die Presse, 2024).

ASFINAG's responsibilities extend beyond just maintaining the road network. They strive for attractive employment conditions, sustainable supply chains, fair business relations, and comprehensive environmental protection (ASFINAG, 2023c). They also ensure the

individual mobility of people and play a significant role in the economy and business location (ASFINAG, 2023d).

ASFINAG's vision for 2030 is to be a reliable, innovative, and sustainable mobility partner that connects regions and people in the heart of Europe. Their mission is to ensure mobility for future generations with forward-looking, sustainable, and innovative solutions. They aim to be a part of Austria's major shift in mobility by investing in the quality of their network and developing it both ecologically and economically with Austria's overall mobility system in mind (ASFINAG, 2023a).

3.1.2 Company agreement for hybrid work

The company had a home office agreement in place before 2020 (COVID-19). The company agreement first came into effect in 2018. As of December 31st 2018, a total of 186 individuals had an active home office agreement. By December 31st 2019 (two months before the first lockdown), the number of individuals with an active home office agreement had increased to 224.

During the Covid-19 pandemic, all employees for whom it was feasible were transitioned to permanent home office. This permanent home office setup lasted until March 2022. Consequently, there is no reliable data available for the period between 2020 and 2022. It was only with the resumption of regular operations and the introduction of the current home office operational agreement that a corporation-wide, valid regulation was implemented for all employees.

By 30th November 2023, 1,223 employees have an active home office agreement. The Corona crisis and the associated mandate to work from home whenever possible prompted an immediate re-evaluation of the existing home office company agreement. The effect of reevaluating the home office agreement after Covid-19 obviously had significant effects on at first who is allowed to work in a hybrid manner and secondly whether the employees get approval for it.

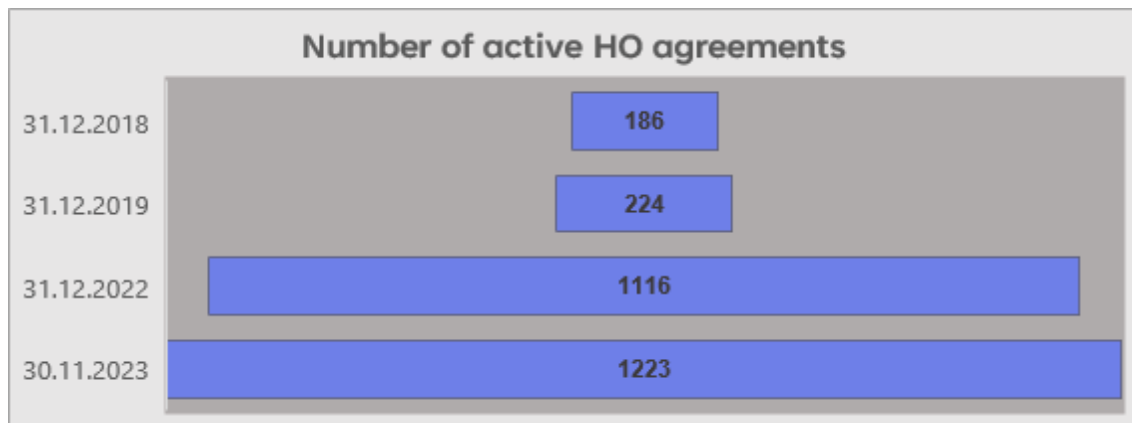


Figure 1: active home office agreements

The current objectives of the home office agreement are outlined as follows: enhancing work quality, improving the balance between work and individual life phases, increasing employee satisfaction, reducing environmental impact, travel times, and costs, boosting personnel flexibility, fostering stronger employee loyalty, enhancing employer attractiveness, and better integrating employees with disabilities (Appendix A, Vorwort des Vorstands; Präambel; Paragraph 3).

As highlighted by Kellner et al. (2020), there exists a paradox in remote work: freedom requires rules. The home office company agreement was established with this in mind, emphasizing that the foundation for hybrid work at ASFINAG is rooted not in control but in trust. The statements above emphasize ASFINAG's intent to cultivate a culture of trust and enhance employee personal responsibility to provide optimal working conditions.

The individual agreement is voluntary and necessitates approval from the direct supervisor (Appendix A, Paragraph 6). All eligible employees can be granted the option to work from home by their direct supervisors under the home office company agreement starting from the third month. Between the third and sixth month after starting the occupation, a maximum of 25% home office is allowed (Appendix A, Paragraph 6.1.). From the seventh month onward, this proportion increases to up to 50% (with managers permitted a maximum of 25% home office even after the sixth month) (Appendix A, Paragraph 11.1.).

Further than that employees are allowed to allocate their home office contingent freely throughout a month. However, there are two restrictions. At least one day of presence in the office must occur per working week, and, of course, the operation should not be disrupted (work requires presence on a certain day). Any potential excess quota cannot be carried over to the next month (Appendix A, Paragraph 11.2.).

The employer supplies necessary resources for work, including a laptop, work cell phone, and monitors. Additionally, the employer provides a flat-rate benefit of €20 per

month (12 times per year) for services like internet provision (Appendix A, Paragraph 10.).

Employees are required to provide their home office address to the employer, with the number limited to two, one of which must be their primary residence. Home office addresses must currently be within Austria due to the prevailing legal situation concerning social security at the time of the agreement (Appendix A, Paragraph 7.).

Following the standard rule (Article 13 EU Regulation No. 883/2004), employees telecommuting 25% or more of their working time in their state of residence, not where the employer is based, will be subject to the social security scheme of the state of residence. From July 1, 2023, the recently ratified Multilateral Framework Agreement applies to cross-border telecommuting. Under this new agreement, a switch to the foreign social security scheme is mandatory only when telecommuting in the foreign state of residence for 50% or more of total working time. Employees telecommuting between 25% and 49% in the foreign state of residence may remain under the social security scheme of the state where the employer is registered, upon request. It is important to note that changes in this regard may occur in the future (Limbeck & Mechtler, 2023).

3.1.3 Facts and figures

3.1.3.1 Base data

As of 30.11.2023 the company had 3,175 active employees. This workforce is composed of 24.1% women and 75.9% men.

3.1.3.2 Hybrid work data

As of 30.11.2023 1,223 employees had a valid home office agreement. This corresponds to 90% of all individuals who would, in principle, be eligible for hybrid work according to the home office regulations.

The average percentage of the contractually agreed home office component is 47.3% for regular employees and 27% for managers, on average. Although managers are typically allowed a maximum of a 25% of home office monthly, there are some managers in the company who have contractually a higher percentage of home office agreed (up to 100%). The reasons for this are entirely health-related, hence the average percentage exceeds the limit of 25%.

The take-up rate (the percentage of actually used home office days compared to eligible days in a regular month) is for regular employees an average of 86% and 83% for managers in the period of November 2023. It is noteworthy that 611 individuals, or 50% of all those with a home office agreement, also have a Management by Objectives

contract running (MbO), creating an additional incentive to achieve personal performance targets and individual goals while also working in home office.

3.2 Questionnaire

The questionnaire was developed as part of the literature and theory development process. The contents were carefully created in collaboration with the works council and the company's board of directors to ensure alignment with the preferences of all involved parties and to stay within legal regulations.

Eligibility for participation was open to all individuals within the ASFINAG company who had an active home office agreement and were thus authorized for hybrid work.

Generally speaking, the inspiration and idea behind the study, as well as the questionnaire, were drawn from Bloom et al. (2022). However, as mentioned several times before, the questionnaire used in this study was individually customized. The questionnaire was compiled by a task group that included the researcher, the CHRO, the board of directors and the works council, in consultation with the supervising professor. Accordingly, no questions from previous literature were used.

Throughout the questionnaire, 5- and 7-point Likert scales were consistently used to provide continuity for participants. Participants were asked about the effects of hybrid work on work-life balance in terms of flexibility and reduced commuting times, as well as the perceived impact on individual, team and overall company productivity resulting from the opportunity to work hybrid, the sense of increased responsibility or "ownership" toward the company, and whether there was a perceived increase in trust from the employer.

Additionally, an open-text field was included, allowing each participant to freely add any additional comments with the aim of generating further findings.

The average commuting time on a regular workday (round trip) was also asked and subsequently categorized to demonstrate differences between individuals with shorter and longer commuting times.

The demographic questions included, among others, gender, with three distinct options provided. Age was collected in whole numbers, as it is easier to create categories for analysis afterward and provides more concrete data. Additionally, participants were asked whether they have children, with a choice of five categories provided. Lastly, participants were asked whether they are in a leadership position or not.

In general, the idea behind this survey was to understand the impacts of implementing a comprehensive home office agreement on the employees of a large Austrian company.

As previously mentioned, one of the goals is to determine the direct effects of hybrid work on work-life balance from different perspectives. This includes not only increased flexibility but also potential time and cost savings. Additionally, this survey aims to investigate whether the company's employees perceive significant changes in the level of trust from their employer and whether there is an increased sense of ownership towards the company. Furthermore, the survey seeks to analyse both self-perceived and company-wide productivity.

The survey was published on the company's intranet platform on January 8, 2024, and was active for two weeks, during which each person was allowed to participate only once. To minimize the perception that the company was directly involved in the survey and had access to the data, an additional page was inserted after the start of the survey, explicitly stating that the survey's purpose is to contribute to this master's thesis and that no other individuals would have access to the results. Furthermore, it was emphasized that the data would be stored on the servers of the University of Vienna. This page could not be skipped, and participants had to actively agree to these terms.

To ensure data quality, each participant was required to answer all questions (except for the open-text field). Additionally, a knockout criterion was included on the first page to determine if the person was eligible to participate (i.e., actively authorized for hybrid work).

Overall, the intranet article was clicked 1,417 times until the end of the survey period. There were 849 accesses to the survey, of which 723 started the survey and ultimately 687 completed it. After excluding those who fell under exclusion criteria or provided obviously incorrect or too rapid responses, there remained 658 completed individual surveys which corresponds to a participation rate of 54% of all employees who would have been eligible to participate in the survey.

4 Results

4.1 Descriptive Statistics

Out of the 658 valid surveys, as you can see in Table 1, 276 participants, or 41.2%, are female, which is significantly higher compared to the actual female proportion in the company, which stands at 24.1%. 41.5% of those who were eligible to participate in the survey are women, which is very close to the share of women in the observed population. So there seems to be no selection bias.

The reason for this is clearly attributable to the types of professions in the observed company. Technical professions are usually not conducive to remote work and are

heavily male dominated. On the other hand, administrative professions as can be observed are fairly balanced in terms of gender distribution.

Furthermore, 45% of the participants have at least one child that lives in the same household. Additionally, it can be noted that the average age of all participants is 42.6 years. 71 out of the 658 participants are in leadership positions, which corresponds to 10.8% of all participants.

The average commuting time for all respondents is 79.05 minutes round trip per workday. This time is on average saved on a home-office working day per employee. The respondents commuting time distribution can be observed in Figure 2.

On average the employees report that the possibility to work hybrid is greatly enhancing their personal work-life balance (mean value of 6.46, see Appendix B, Q5 and also see 4.2.1.4 WLB additional findings)

The following tables also provide a more detailed descriptive overview, presenting the individual demographic characteristics in greater detail.

Category	Number
Male	379
Female	276
Divers	3
Sum	658
0 Children*	362
1 Child*	110
2 Children*	149
3 Children*	34
More than 3*	3
Sum	658
Age M	43.1
Age W	42.0
Age D	36.0
Average	42,6
Manger	71
No Manager	587
Sum	658

Table 1: Descriptive statistics 1

**in the same household*

Age x Gender		M	W	D	Total	Share of females
Age Categories	20-29	33	29	1	63	46%
	30-39	90	82	1	173	47%
	40-49	155	92	0	247	37%
	50-59	89	70	1	160	44%
	≥60	12	3	0	15	20%
Total		379	276	3	658	42%

Table 2: Descriptive statistics age/gender

Age x Children		No children in same household	Children in same household	Share with children
Age Categories	20-29	60	3	5%
	30-39	103	70	40%
	40-49	90	157	64%
	50-59	95	65	41%
	≥60	14	1	7%
Total		362	296	45%

Table 3: Descriptive statistics age/children

Age x Manager		No manager	Manager	Share of managers
Age Categories	20-29	63	0	0%
	30-39	163	10	6%
	40-49	218	29	12%
	50-59	131	29	18%
	≥60	12	3	20%
Total		587	71	11%

Table 4: Descriptive statistics age/manager

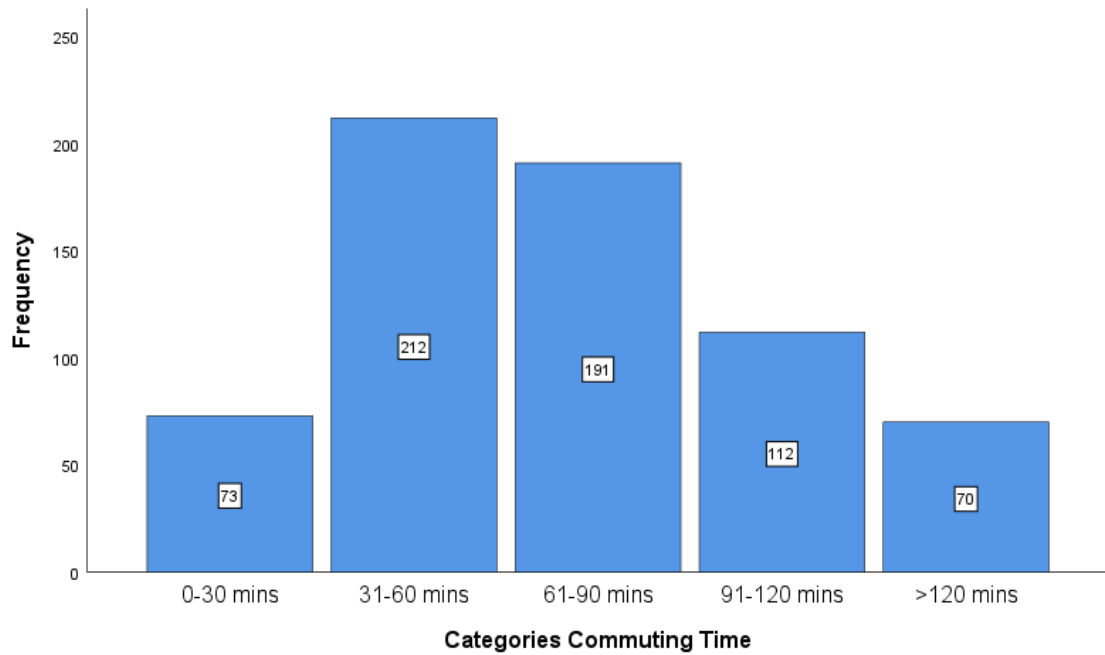


Figure 2: Commuting time respondents' distribution

4.2 Hypotheses testing

In order to test the hypotheses, the statistical analysis application SPSS provided by IBM was used.

The approach to verify whether the hypotheses hold true or not is partly examined through a descriptive approach, where the current state is assessed without dependencies, through multiple regressions and through simple analyses of variances (ANOVA's).

One-way ANOVAs are applied to Hypotheses or findings that observe differences between groups.

4.2.1 Work-Life Balance

4.2.1.1 H1

The first hypothesis states that the opportunity to work hybrid has a direct impact on the work-life balance of employees due to reduced commuting times (H1a). Furthermore, it aims to investigate whether there are differences between individuals with lower commuting times compared to those with higher commuting times (H1b).

H1a:

For the purpose of measuring, a 7-point Likert scale was used, where 1 indicates a strong disagreement and 7 indicates a strong agreement regarding the influence of hybrid work on work-life balance in connection with commuting time (Appendix B, Q3). To see if this holds true, the descriptive research approach was applied.

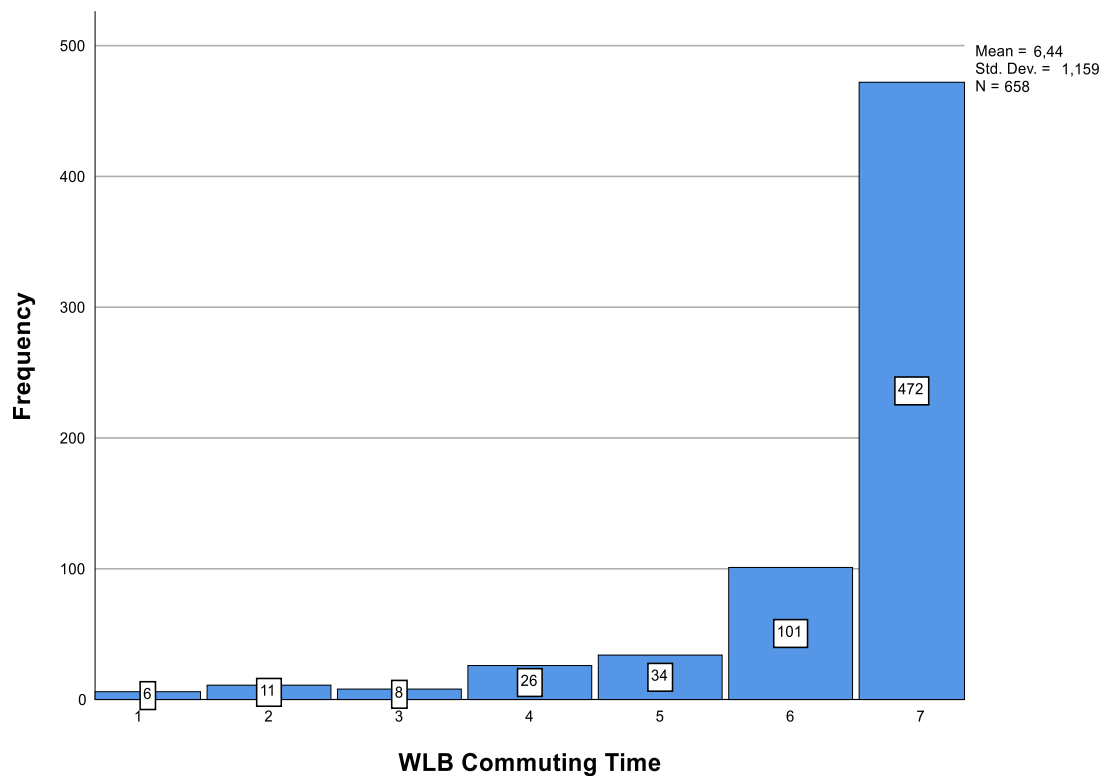


Figure 3: WLB commuting time

In Figure 3: WLB commuting time, the x-axis represents the Likert scale distribution, while the y-axis represents the frequency. As can be clearly seen, the mean across all respondents is 6.44, indicating that for all participants, the reduction in commuting time through hybrid work has a high positive impact on their own work-life balance. Descriptively, this confirms that the first hypothesis holds true. This was expected, as the literature, as already extensively described, delivers similar results.

H1b:

The participants had to indicate in the survey the time saved on their commute (round-trip in minutes) on a regular home office day (Appendix B, Q2). For this, no predefined categories were given. Instead, the categorization seen in Figure 4 was created afterward, as it was not initially clear how large the range of saved commuting times would be.

In H1b, the same question is utilized, but here the assumption is made that employees who have longer commuting times (round trip) between their home and workplace perceive a significantly higher positive impact on their work-life balance due to the reduction in commuting time compared to individuals with shorter commuting times.

To statistically test this, an analysis of variances (ANOVA) was conducted.

ANOVA	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	57.917	4	14.479	11.47	<0.001
Within Groups	824.028	653	1.262		
Total	881.945	657			

Table 5: WLB Commute ANOVA

The result from the ANOVA (Table 5) for the differences in improved work-life balance between employees with longer commuting times compared to employees with shorter commuting times shows, that the differences between the groups are indeed statistically significant ($F = 11.47$; $p < 0.001$).

In Figure 4 the differences in means are also visually observable for the different commuting time categories.

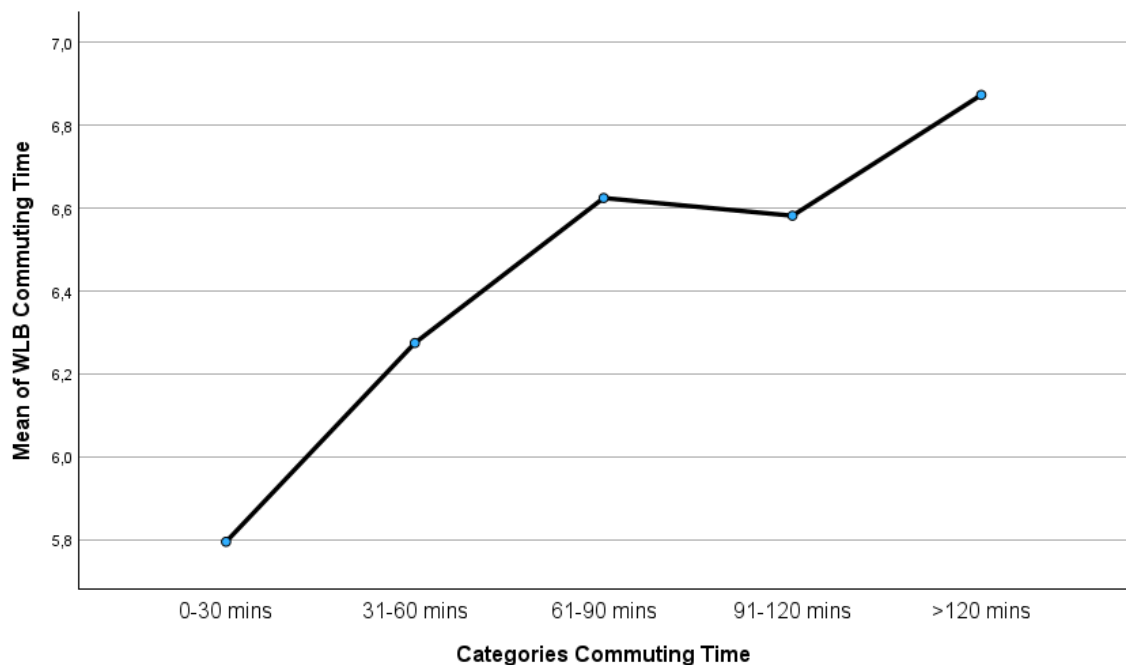


Figure 4: Means WLB/commuting time

This result indicates that employees with longer commuting times perceive a significantly greater improvement in their work-life balance compared to employees with shorter commuting times. This verifies H1b.

4.2.1.2 H2

The second hypothesis states that the opportunity to work hybrid has a direct impact on the work-life balance of employees due to increased personal flexibility.

In this context employees were asked whether they feel an increase of work-life balance due to increased flexibility coming from the possibility to work hybrid. For the purpose of testing H2, a 7-point Likert scale was used as well, where 1 indicates a strong disagreement and 7 indicates a strong agreement regarding the influence of hybrid work on work-life balance in connection with personal increased flexibility (Appendix B, Q4). To see if this holds true, the descriptive research approach was also applied.

In Figure 5, the x-axis represents the Likert scale distribution, while the y-axis represents the frequency. As can be clearly seen, the mean across all respondents is 6.39, indicating that for all participants, the increase in flexibility due to hybrid work has a very high positive impact on their own work-life balance. Descriptively, this confirms that the second hypothesis holds true. This result is comparable to the result in H1a although the mean is slightly lower compared to H1a.

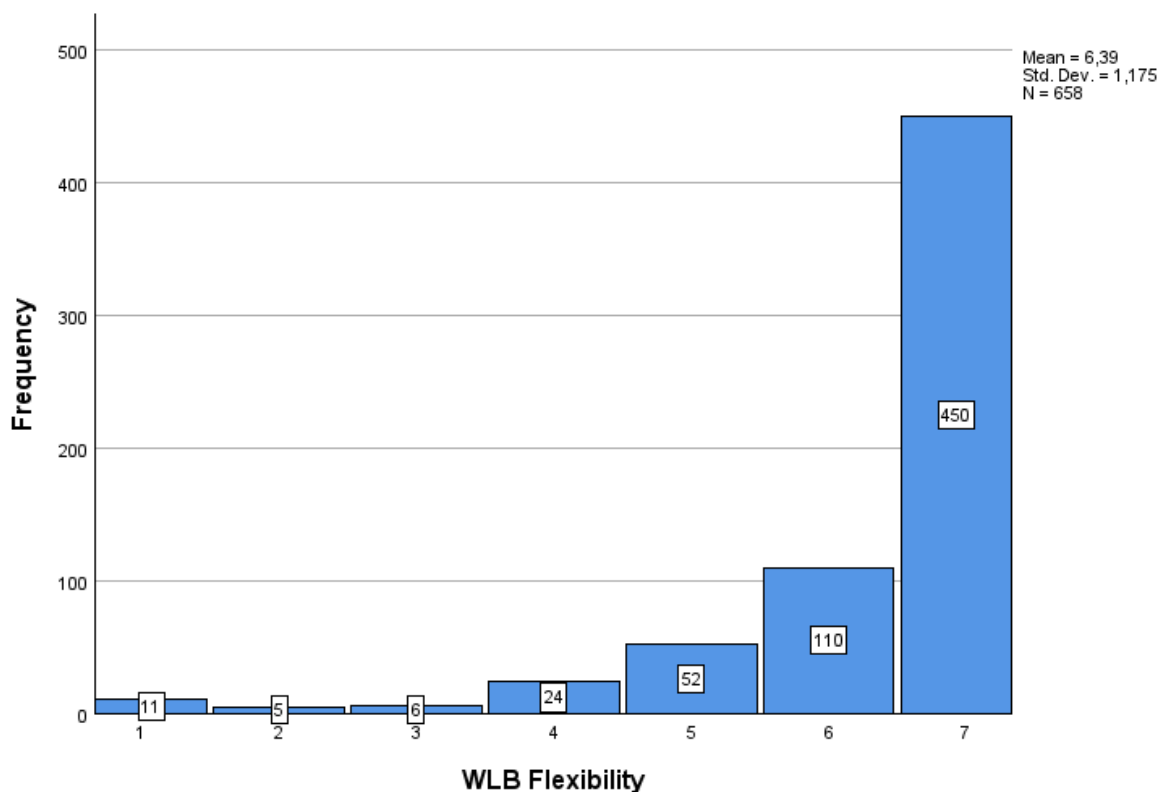


Figure 5: WLB flexibility

In this case, testing through multiple regression was conducted for different independent categories and a significant difference in means was observed for the different age categories as the independent variable.

Multiple Regression	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Gender	0.070	0.090	0.030	0.770	0.442
Children	-0.028	0.046	-0.023	-0.599	0.549
Manager	-0.153	0.148	-0.041	-1.037	0.300
(Constant) Age	6.453	0.073		88.113	0.000
20-29	0.197	0.162	0.049	1.215	0.225
30-39	0.148	0.114	0.055	1.294	0.196
50-59	-0.485	0.117	-0.177	-4.149	<0.001
≥60	-0.120	0.306	-0.015	-0.392	0.695

Table 6: Regression WLB flexibility

The result from the regression (Table 6) for the differences in improved work live balance due to increased flexibility between employees in different age categories shows, that there is a statistically significant difference for the age category of 50-59.

In Figure 6 the differences in means are also visually observable for the different age categories.

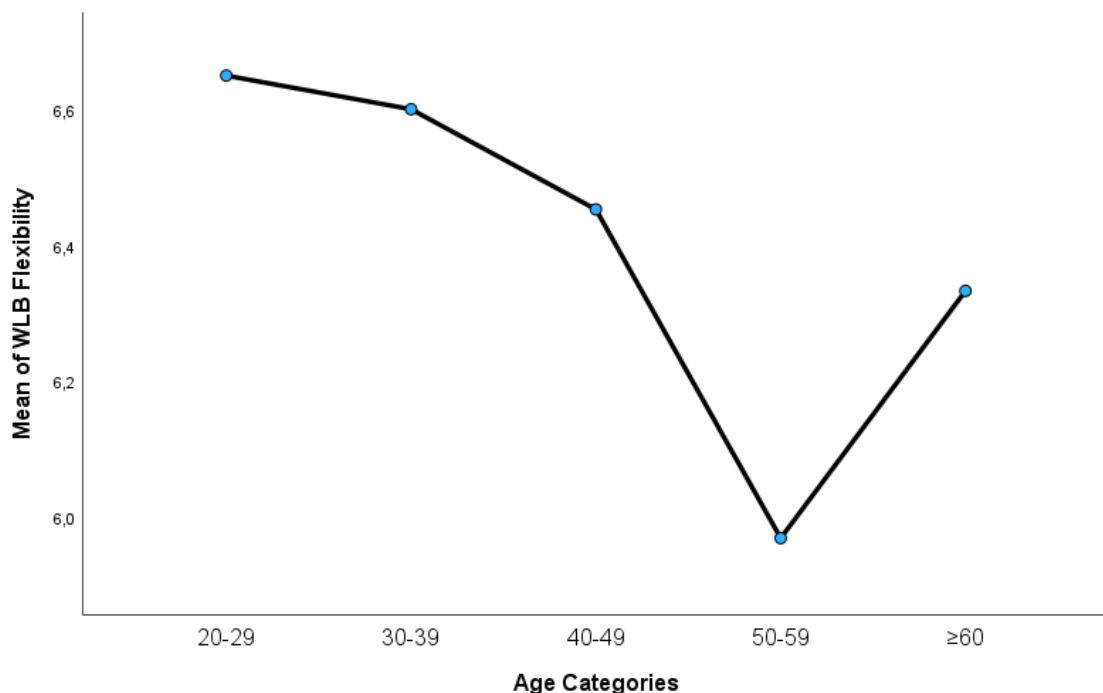


Figure 6: WLB flexibility/age categories

This result indicates that employees within the age range of 20-49 and from 60 ongoing feel a significant higher improvement of their work-life balance compared to employees aged 50-59 ($p < 0.001$). Further explanation to why this occurs will be provided in the chapter "WLB additional findings".

4.2.1.3 H3

The third hypothesis states that employees prioritize increased flexibility over shorter commuting times resulting from the possibility to work hybrid.

For the purpose of testing H3, a binary response option was provided, where the respondents had the opportunity to choose a preference between flexibility and shorter commuting times (Appendix B, Q6). To see if this holds true, the descriptive research approach was also applied looking at the frequencies.

Flexibility vs Reduced Commuting Time		
Binary choices	Frequency	Percentage
Flex	311	47.3
Commute	347	52.7
Total	658	100.0

Table 7: Flexibility vs Commuting time

As it can be observed in Table 7, 52.7% of the respondents voted in favour of the reduction in commuting time being more significant for them than the increasing flexibility due to hybrid work. The expected value of frequency (N) is 329 (50% of the respondents), and as shown in Table 8, the observed result is not significantly different from the expected frequency, indicating that the result could have occurred by chance ($p = 0.16$).

Chi-Square Test	
	Flex vs Commute
Chi-Square	1.970a
df	1.000
Asymp. Sig.	0.160

Table 8: Chi-square Flex/Commute

To further analyse the preferences of the respondents, one can also compare the means from the results of H1a and H2. In H1a, the mean indicates that the reduction in commuting time contributes to an increase in work-life balance and was 6.44. In H2, the mean indicates that increased flexibility contributes to an increase in work-life balance and was 6.39. To compare the mean scores from H1a and H2, a paired samples t-test was conducted to examine whether the means differ significantly.

Paired Samples Statistics					
		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	WLB Commuting Time	6.44	658	1.159	0.045
	WLB Flexibility	6.39	658	1.175	0.046

Table 9: Paired samples statistics

Paired Samples Test							
Pair 1	WLB Commuting Time - WLB Flexibility	Paired Differences			t	df	Significance
		Mean	Std. Deviation	Std. Error Mean			Two-Sided p
		0.047	1.052	0.041	1.148	657	0.251

Table 10: Paired samples t-test

As shown in Table 9, the means of H1a and H2 do not significantly differ from each other ($p = 0.251$, Table 10). This indicates that the differences observed are likely due to chance.

Although the two statistical tests have shown that the results are not significant, in both cases, a slight preference for reduced commuting time over increased flexibility was observed in this survey. For this reason, I reject hypothesis 3 in this context, as the results indicate that the respondents slightly prefer reduced commuting times over increased flexibility due to hybrid work although the results are not statistically significant.

4.2.1.4 WLB additional findings

An additional question was included in the survey, namely whether if in general the opportunity to work hybrid improves personal work-life balance. For the purpose of answering this additional question, a 7-point Likert scale was also used, where 1 indicates a strong disagreement and 7 indicates a strong agreement regarding the influence of hybrid work on work-life balance (Appendix B, Q5). To see if this holds true, the descriptive research approach was applied as well.

The mean across all respondents is 6.46, indicating that for all participants hybrid work has a very high positive impact on their own work-life balance.

In this case, testing through multiple regression was conducted for different independent categories and a significant difference in means was observed for the different age categories and whether a respondent is a manager or not as the independent variable.

No significant differences could be observed for employees with children living in the same household or depending on gender.

Multiple Regression General WLB	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Gender	0.132	0.089	0.058	1.489	0.137
Children	0.019	0.045	0.016	0.414	0.679
Manager	-0.289	0.145	-0.078	-1.992	0.047
(Constant) Age	6.571	0.072		91.470	0.000
20-29	0.016	0.159	0.004	0.103	0.918
30-39	0.013	0.112	0.005	0.116	0.908
50-59	-0.483	0.115	-0.181	-4.219	<0.001
≥60	-0.038	0.300	-0.005	-0.125	0.901

Table 11: Regression general WLB

The result from the regression (Table 11) for the differences in improved work live balance between employees in different age categories and whether a respondent is a manager or not shows, that the differences between the groups are statistically significant ($p = <0.001$ for age category 50-59 and $p = 0.047$ respectively).

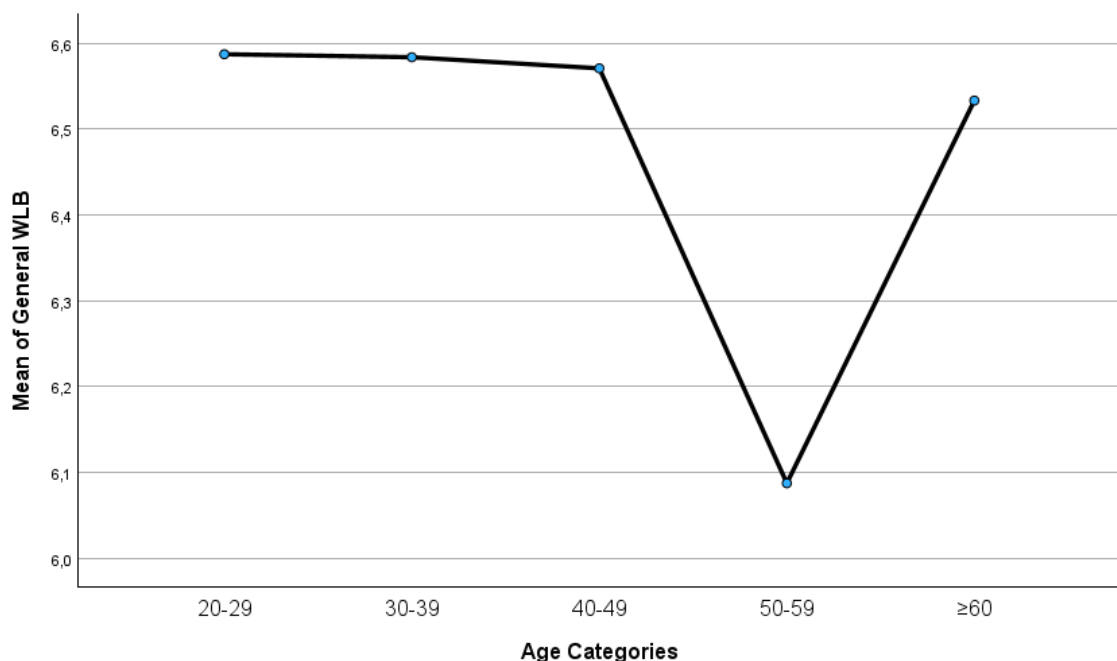


Figure 7: Means WLB/Age

In Figure 7 the differences in means are also visually observable for the different age categories.

This result indicates that employees within the age range of 20-49 and from 60 ongoing feel a significant higher improvement of their work-life balance compared to employees aged 50-59. This age category mainly represents people from Generation X. Furthermore, this age category does slightly differ from the other age categories. This

age group contains the second highest proportion of managers at 18% (≥ 60 with 20% but only with an absolute number of 15 participants; 11% average across all age categories) which could be a direct indicator that being a manager has a slight direct negative influence on the positive effects of hybrid work on the personal work-life balance (which is underlined in Figure 8).

Additionally, the proportion of individuals with children that live in the same household in this group does not significantly differ from the other groups. 41% of this age category have at least one child living at home, which is approximately the same as the 30-39 age category (40%, see Table 3) and also very close to the average of 42%.

Gender does not play a role here either, as 42% of all the participants are women on average and this age category has a proportion of 44% women (see Table 2).

24% of all surveyed participants fall into the 50-59 age category.

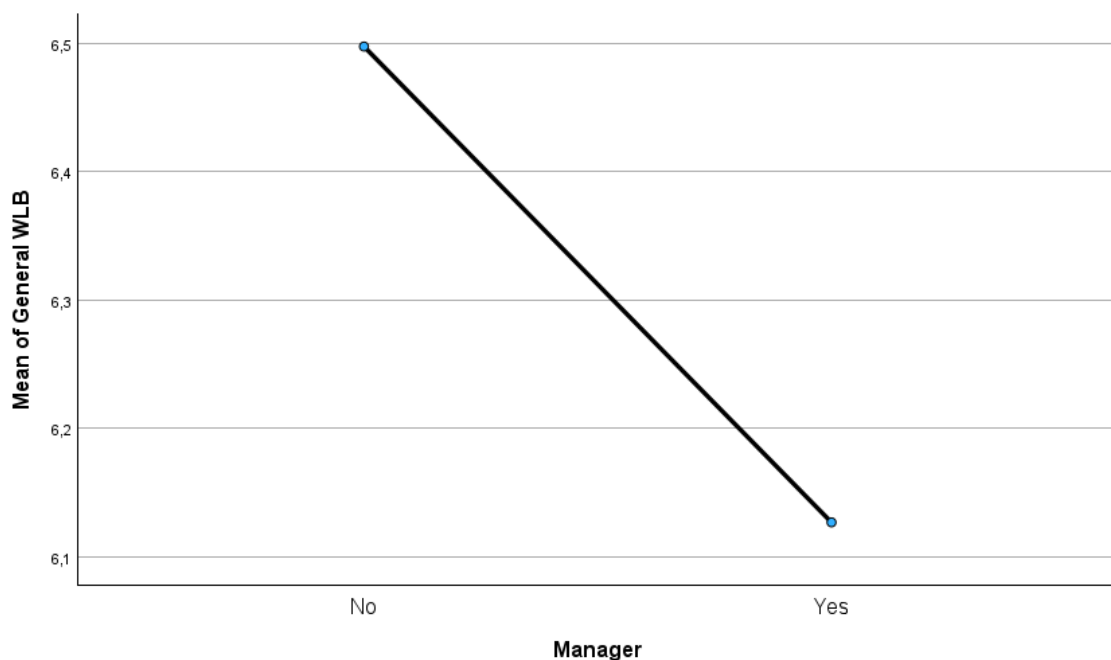


Figure 8: Means WLB/Manager

In Figure 8 the difference in means is also visually observable for managers and non-managers.

This result indicates that non-managers perceive a significantly greater improvement in their work-life balance compared to employees in manager positions.

This result generally aligns with what the literature suggests, as described in earlier chapters, that managers tend to be somewhat more pessimistic about the situation because they face new challenges in personnel management. Further discussion regarding the challenges for managers will also be addressed later on.

Additionally, it was tested whether employees who have longer commuting times (round trip) between their home and workplace perceive a significantly higher positive impact on their work-life balance compared to individuals with shorter commuting times.

To statistically test this, an analysis of variances (ANOVA) where commuting time is the independent and increased work-life balance the dependent variable, was conducted.

ANOVA General WLB - Commuting Time	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	14.257	4	3.564	2.748	0.028
Within Groups	847.052	653	1.297		
Total	861.309	657			

Table 12: ANOVA General WLB/Commuting time

The result from the ANOVA (Table 12) for the differences in improved work-life balance between employees with longer commuting times compared to employees with shorter commuting times shows, that the differences between the groups are indeed statistically significant ($F = 2.75$; $p = 0.028$).

In Figure 9 the differences in means are also visually observable for the different commuting time categories.

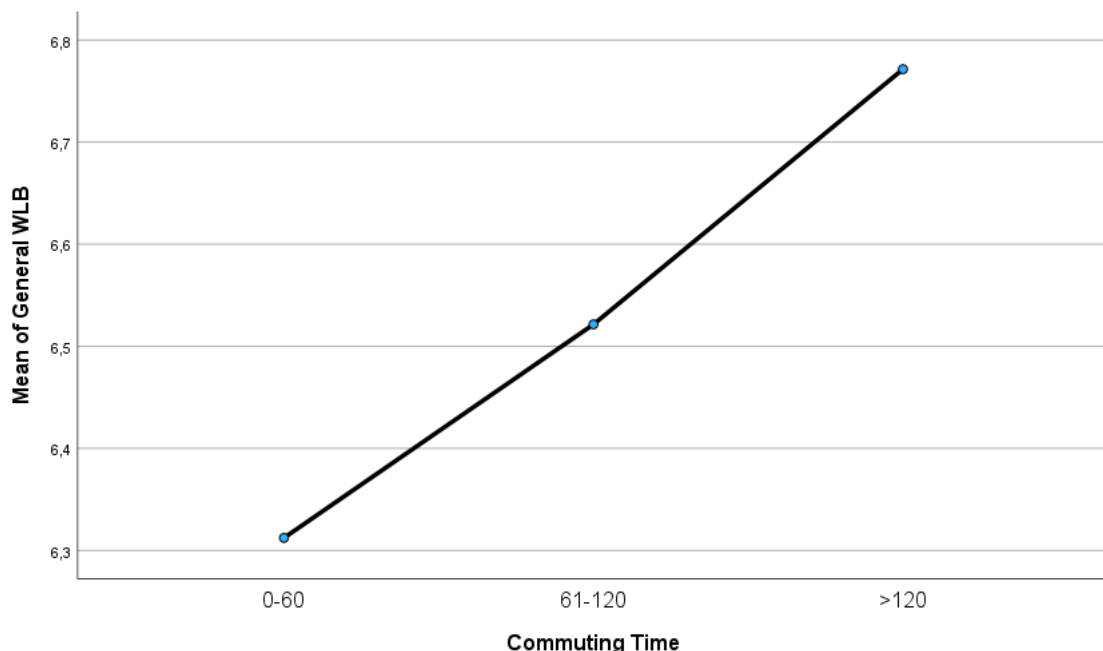


Figure 9: Means General WLB/Commuting time

This result indicates that employees with longer commuting times perceive a significantly greater improvement in their work-life balance compared to employees with shorter

commuting times. However, no real differences can be observed for the commuting time categories 0-30 and 31-60 minutes as well as 61-90 and 91-120 minutes.

4.2.2 Feeling of Trust

4.2.2.1 H4

The fourth hypothesis states that employees feel an increased level of trust coming from the employer due to the possibility of hybrid work.

For the purpose of testing H4, a 7-point Likert scale was used, where 1 indicates that employees strongly disagree that they feel an increased level of trust coming from the employer due to the possibility to work from home and 7 indicates, that employees strongly agree that they feel an increased level of trust coming from the employer due to the possibility to work from home (Appendix B, Q7). To see if this holds true, the descriptive research approach was also applied.

In Figure 10, the x-axis represents the Likert scale distribution, while the y-axis represents the frequency. As can be clearly seen, the mean across all respondents is 5.63, indicating that the opportunity to work hybrid has a positive impact on the feeling of trust perceived by employees coming from the employer. However, it should be noted that although a positive value is observed here, this average is lower than other positive factors such as improved work-life balance due to increased flexibility or reduced commuting time due to hybrid work (6.44 and 6.39, respectively, see H1 and H2). This suggests that personal factors are significantly more positively recognized for employees than the employer-employee relationship. Overall however, descriptively this result confirms that the fourth hypothesis holds true.

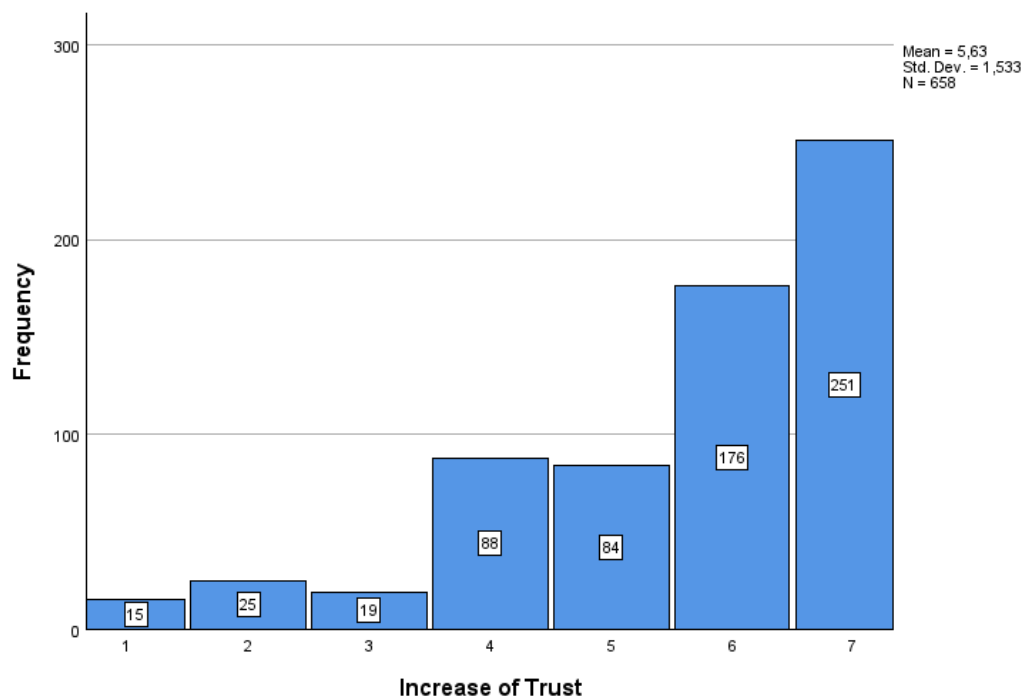


Figure 10: Increase of Trust

In this case, testing was again conducted across different independent categories, and no significant differences in means were observed for demographic independent variables such as being a manager, having children in the same household or gender (Table 13; $p < 0,05$). However, significant differences in the age categories can be observed.

Multiple Re- gression Feel- ing of Trust	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Gender	0.209	0.120	0.069	1.743	0.082
Children	0.003	0.061	0.002	0.045	0.964
Manager	-0.016	0.196	-0.003	-0.082	0.935
(Constant) Age	5.676	0.097		58.444	0.000
20-29	0.213	0.215	0.041	0.988	0.324
30-39	0.035	0.151	0.010	0.230	0.818
50-59	-0.339	0.155	-0.095	-2.186	0.029
≥60	0.457	0.406	0.045	1.126	0.260

Table 13: Regression Feeling of Trust

Again (Figure 11) it can be observed that employees in the age category 50-59 show a notable and significant difference compared to the other age categories ($p = 0.029$). Their mean score is lower compared to the other age groups, indicating that they perceive less trust coming from the employer compared to the other groups. This is also reflected in

the results regarding work-life balance and perceived productivity. This “pessimism” or lower results in this age group runs through all the examined categories like a common thread.

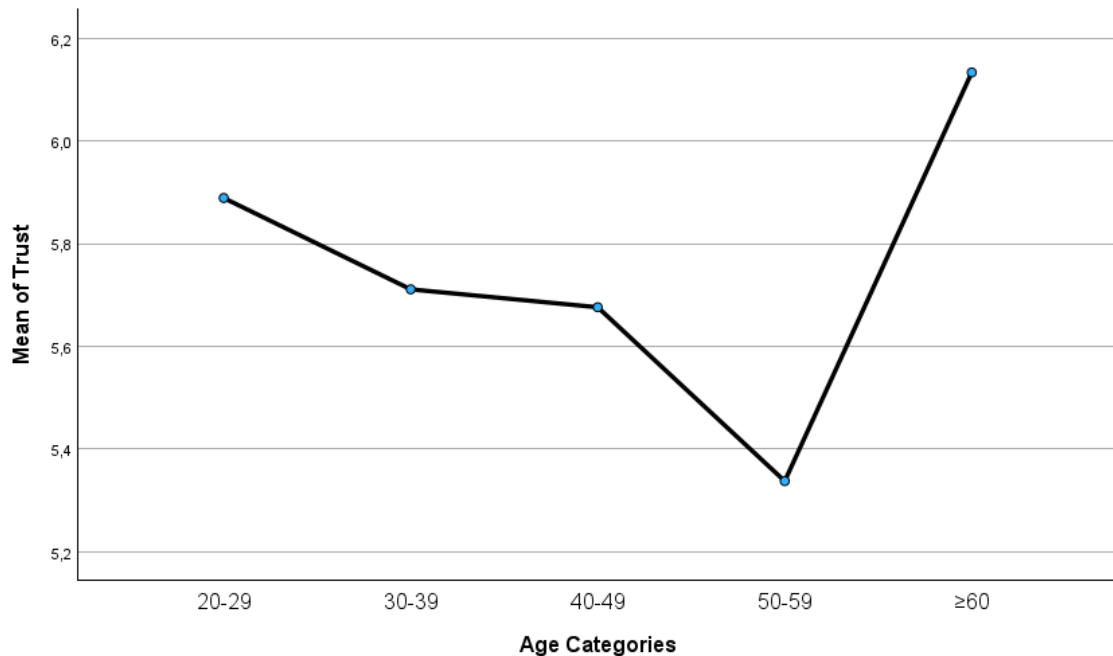


Figure 11: Means Feeling of Trust/Age categories

4.2.3 Productivity

4.2.3.1 H5

The fifth hypothesis states that employees feel a rise in personal productivity due to less distractions at their workplace.

For the purpose of testing H5, a 5-point Likert scale was used, where 1 indicates that in home office are way less distractions compared to the office which leads to increased personal productivity and 5, that in home office there are way more distractions than in office which leads to decreased productivity (Appendix B, Q9). To see if this holds true, the descriptive research approach was applied.

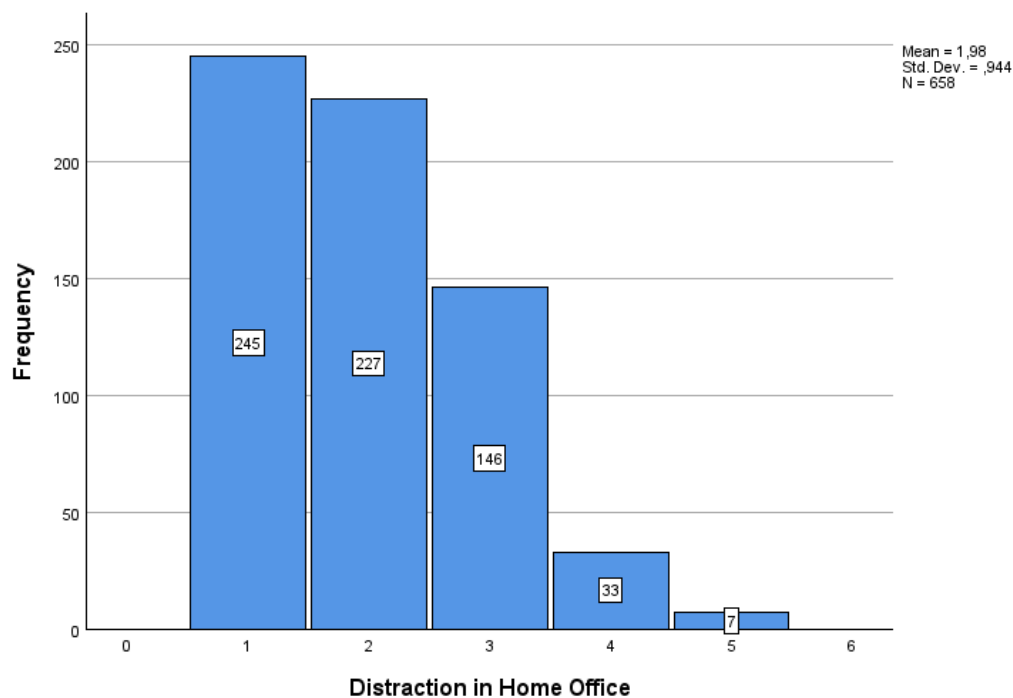


Figure 12: Distraction in Home Office

In Figure 12, the x-axis represents the Likert scale distribution, while the y-axis represents the frequency. As can be clearly seen, the mean across all respondents is 1.98, which means that employees working from home experience fewer distractions, allowing them to work more productively. This validates H4. However, it is important to not ignore the fact that a significant portion of 22.2% perceive no changes in their productivity due to potentially fewer disruptions in home office. Furthermore, a substantial 6.1% of employees report that they are less focused when working from home due to distractions, leading to a decrease in their productivity.

Additionally, the results of various independent influencing factors were tested to potentially identify differences in individual subgroups.

Multiple Regression Productivity Distraction	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Gender	-0.235	0.073	-0.125	-3.217	0.001
Children	0.000	0.037	0.000	0.006	0.995
Manager	0.367	0.119	0.121	3.085	0.002
(Constant) Age	1.891	0.060		31.593	0.000
20-29	0.395	0.133	0.123	2.976	0.003
30-39	0.075	0.093	0.035	0.800	0.424
50-59	0.128	0.095	0.058	1.342	0.180
≥60	0.109	0.250	0.017	0.437	0.662

Table 14: Regression Distraction

In fact, as the regression (Table 14) shows, managers and non-managers revealed a statistically significant difference ($p = 0.002$). As it can be clearly observed in Table 15, the mean for managers tends to move closer to 3 (no change in distraction and thus no influence on productivity in home office compared to office). This indicates that, on average, managers are more neutral towards perceived distraction-dependent productivity in home office.

Distraction in Home Office (no) Manager			
Descriptives	N	Mean	Std. Deviation
No Manager	587	1.95	0.926
Manager	71	2.28	1.044
Total	658	1.98	0.944

Table 15: Descriptives distraction manager

A statistically significant difference ($p = 0.001$) was also observed (Table 14) between men, women and non-binary individuals (due to the small sample size of the non-binary category, further discussion is not provided, but the values are still presented in Table 16. Based on the analysed literature, it could be assumed that women, due to traditional gender roles, may tend to be more distracted in home office by household obligations and childcare responsibilities compared to men, leading to a decrease in their productivity.

Distraction in Home Office Genders			
Descriptives	N	Mean	Std. Deviation
Male	379	2,08	0,932
Female	276	1,85	0,949
Non-Binary	3	1,67	0,577
Total	658	1,98	0,944

Table 16: Descriptives distraction genders

However, as observed in Table 16 the mean value between men and women is exactly the opposite. Women are more likely than men to report that they are less distracted in home office and therefore can work more productively.

Surprisingly no differences for employees with and without children living in the same household could be observed. The mean value for employees without children in the same household is 1.99 and for employees with children 1.97.

Between the different age categories, a statistically significant difference was observed as well (Table 14). It has to be pointed out that if you consider the total mean value of 1.98 (Figure 12) the age category of employees between 20-29 shows, as the only group

a slightly but still significantly ($p = 0.003$) higher mean value of 2.29 for 63 observations (Figure 13). This indicates that, on average, employees in the age range of 20-29 are more neutral towards perceived distraction-dependent productivity in home office.

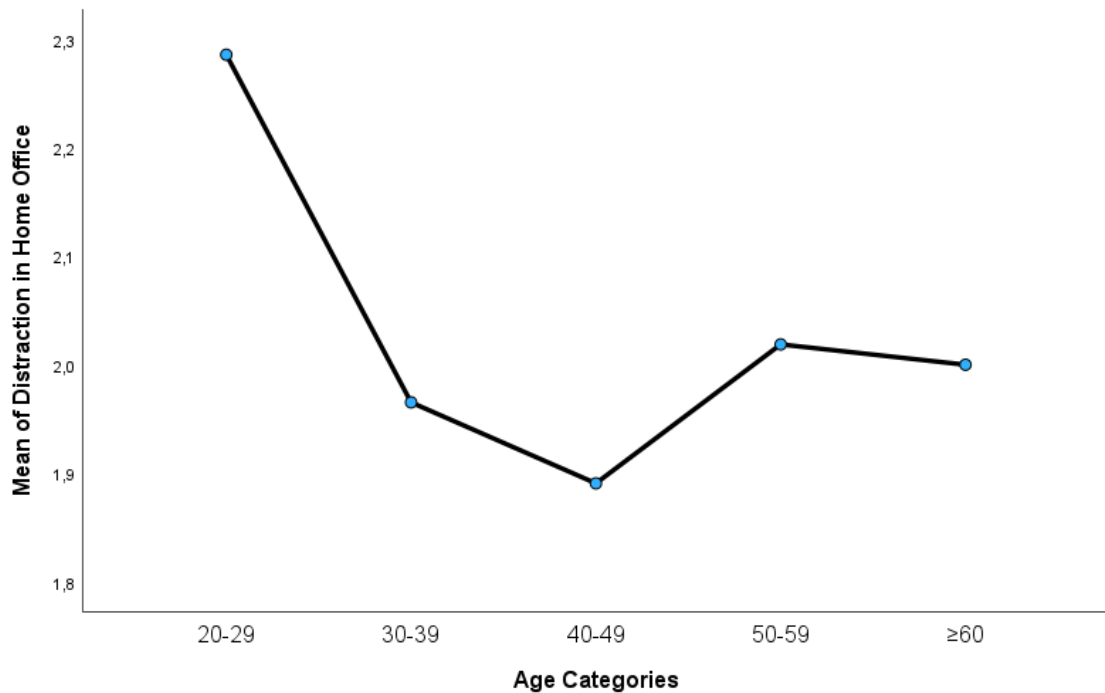


Figure 13: Means distraction/Age categories

However, this result might not surprise since generally speaking the age category of 20-29 is more likely to be distracted when sitting at home in front of a computer.

4.2.3.2 H6

The sixth hypothesis states that employees feel a rise in general productivity due to hybrid work.

For the purpose of testing H6, two items with 5-point Likert scales were used to create the variable of general perceived productivity. The first one measures whether there is a perceived increase in productivity due to the possibility to work hybrid within the own team. Where 1 indicates that there is less perceived productivity within the own team and 5 that there is an increase in perceived productivity within the own team (Appendix B, Q10). The second item asks the same question with the same scale just with the extension from the own team to the whole company (Appendix B, Q11).

The first step was to check for the correlation between the two variables. The greater the correlation value is, the more the items of a variable correlate with each other.

Correlations		Prod Comp
Prod Team	Pearson Correlation	0.768
	Sig. (2-tailed)	<0.001
	N	658

Table 17: Correlation Productivity

As Table 17 clearly depicts, a correlation value of 0.768 between the two variables is given. The correlation is also significant ($p < 0.001$). Now due to this high correlation the two items were aggregated to create the variable “General Perceived Productivity”.

From a descriptive interpretive perspective, the mean value of the variable general productivity at 3.83, indicates that employees perceive a consistent to slight increase in productivity due to hybrid work.

Again, further tests through a multiple regression have been conducted to test if differences in the means for the independent categories of having children in the same household, age, being in a leadership position and gender are existent and if they are significant. For the independent variables children and gender no significant differences have been observed (Table 18).

Multiple Regression	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Gender	0.066	0.069	0.037	0.960	0.337
Children	0.016	0.035	0.018	0.467	0.641
Manager	-0.407	0.112	-0.141	-3.625	<0.001
(Constant) Age	3.883	0.056		69.137	0.000
20-29	0.046	0.125	0.015	0.369	0.712
30-39	0.080	0.088	0.039	0.912	0.362
50-59	-0.329	0.090	-0.158	-3.678	<0.001
≥60	-0.049	0.235	-0.008	-0.210	0.834

Table 18: Regression Productivity

However significant differences were observed for the independent variables of age and whether being a manager or not.

In Figure 14 the differences in means are visually observable for the different age categories.

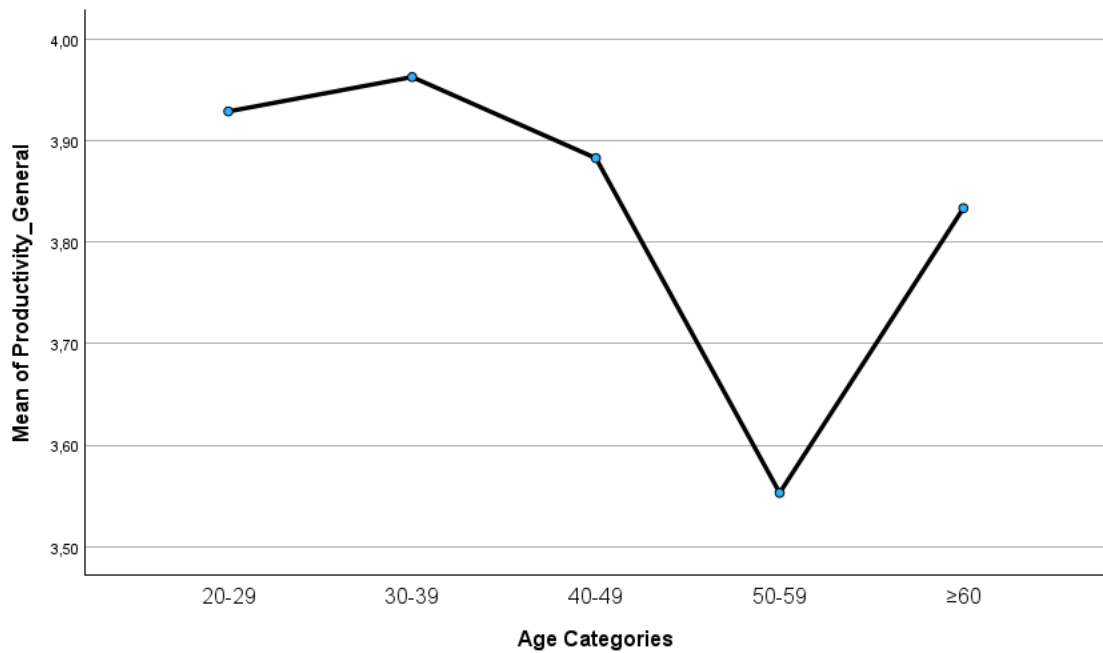


Figure 14: Means General productivity/Age categories

This result indicates that employees within the age range of 20-49 and from 60 ongoing feel a statistically significant (Table 18) higher general productivity compared to employees aged 50-59 ($p < 0.001$). This result correlates with the results observed in Figure 7. It seems that the age category of 50-59 has a slightly more pessimistic view of the influences of hybrid work on the individual and the collective compared to all other age groups.

In Figure 15 the differences in means are visually observable for managers and non-managers.

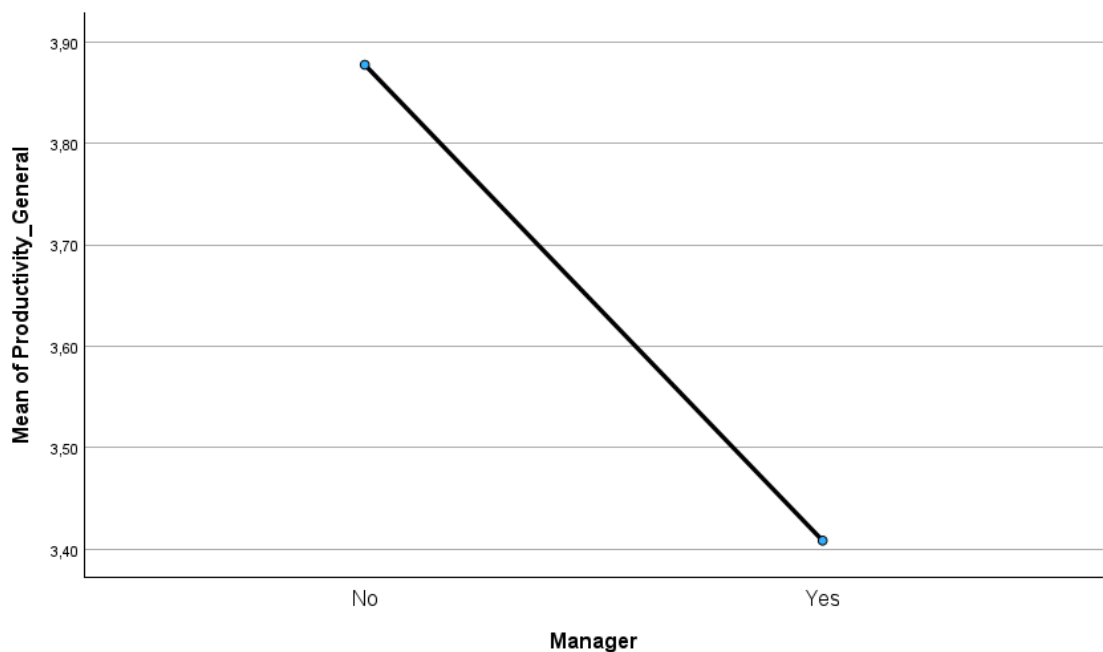


Figure 15: General productivity/Managers

This result indicates that regular employees feel a statistically significant (Table 18: $p < 0.001$) higher general productivity due to hybrid work compared to managers. These findings correlate with the results observed in Figure 8. As earlier described, this again aligns with current literature that managers tend to be somewhat more pessimistic about the hybrid work situation, because they face new challenges in personnel management.

Team Productivity:

To examine the hypothesis of generally perceived productivity in more detail, the items "perceived productivity within the own team" and "perceived productivity across the entire company" will be separated, and their means will be analysed independently.

Figure 16 clearly shows the frequency distribution of participants regarding perceived productivity within their own team compared to the perceived productivity in the whole company. The average value across all participants is 3.83 for perceived productivity within the own team, which is the same as in the overall view. This average indicates a perceived increase in productivity within one's own team.

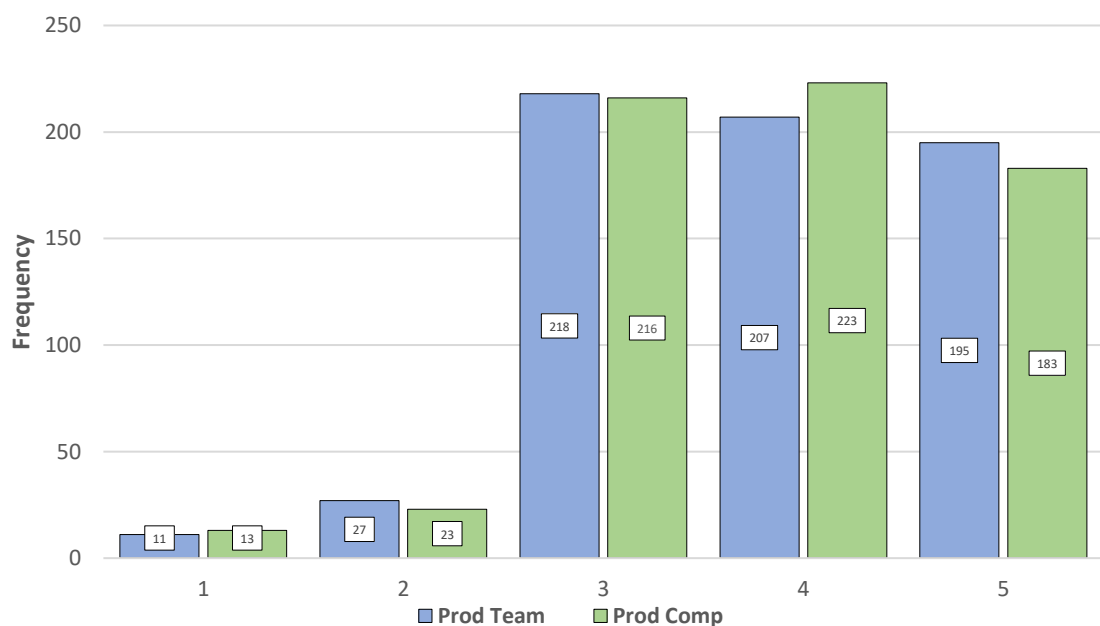


Figure 16: Team vs Company Productivity

33.1% of respondents report no changes in productivity within their own team. 5.8% of respondents indicate at least a slight decrease in productivity, and 61.1% of respondents report a noticeable increase in productivity within their own team.

Company Productivity:

Figure 16 also clearly shows the frequency distribution of participants regarding perceived productivity within the whole company. The average value across all

participants is 3.82, which is almost the same value as in the overall view and the team perspective. This average indicates a perceived increase in productivity throughout the whole company.

32.8% of respondents report no changes in perceived productivity throughout the whole company. 5.5% of respondents indicate at least a slight decrease in productivity, and 61.7% of respondents report a noticeable increase in productivity throughout the whole company.

The results for perceived productivity within the own team and across the entire company show that there are no significant differences in means between the two groups. This is also confirmed in the paired samples t-test (Table 19; $p = 0.630$).

Paired Samples Test							
Pair 1	Team - Company	Paired Differences			t	df	Significance
		Mean	Std. Deviation	Std. Error Mean			Two-Sided p
		0.012	0.648	0.025	0	657	0.630

Table 19: Paired Samples t-test Team - Company productivity

4.2.3.3 Productivity additional findings

An additional question was included in the survey, namely whether if limited technical resources (e.g. equipment, stable internet connection) in home office generally have a negative impact on personal productivity. For the purpose of answering this additional question, a 7-point Likert scale was used, where 1 indicates a strong disagreement and 7 indicates a strong agreement regarding the influence of limited technical resources on productivity (Appendix B, Q12).

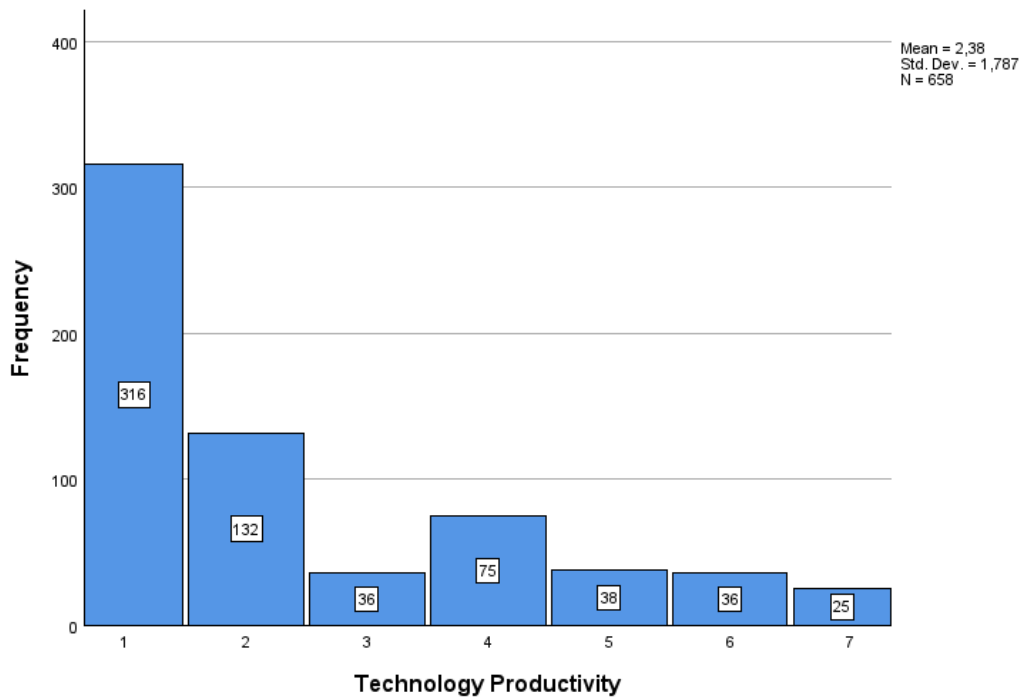


Figure 17: Productivity Technology

The mean across all respondents is 2.38, indicating that limited technical resources in home office have either no or only a slight direct negative influence on the productivity of employees (Figure 17). However, in this case, not only the overall mean should be considered, but also the individual responses of each person. Overall, while there may not be a significant negative influence perceived, if we consider that a score of 3 already means “somewhat disagree” and a score of 4 should not necessarily be interpreted as neutrality but rather indecision, any ratings greater than 2 should be interpreted as unfavourable.

Under this new consideration, it can be concluded that 31.9% (3-7) of the employees at least experience a minimal decline in their productivity due to technical limitations in home office. Additionally, 15% (5-7) of the employees are experiencing noticeable decreases in their personal productivity in home office due to limited technical resources.

This provides a solid basis for the company to potentially improve technical conditions for their employees working from home in the future.

In Table 20, one can compare negative productivity in home office due to technical limitations with the negative impact on personal productivity in home office due to distractions in a cross-tabulation. As can be seen, there is a correlation: individuals who perceive a negative development in one area tend to perceive a negative development in the other as well. As it can be observed in Table 21 (Chi-Square Test) the results are significantly dependent of each other.

Tech Neg Prod * Personal Productivity in HO (distraction)							
Crosstabulation		Personal Productivity in HO (distraction)					Total
		1	2	3	4	5	
Tech Negative Productivity	1	158	93	54	8	3	316
	2	38	61	27	6	0	132
	3	4	13	15	2	2	36
	4	20	27	22	4	2	75
	5	9	12	13	4	0	38
	6	9	13	8	6	0	36
	7	7	8	7	3	0	25
Total		245	227	146	33	7	658

Table 20: Crosstabulation Tech Prod/Personal Prod

Chi-Square Test	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	81.159	24	<0.001
N of valid Cases	658	4	

Table 21: Chi-Square Tech/Distr

Furthermore, demographic factors were again tested through a multiple regression to determine whether there are any observable or significant differences in the various sub-groups. The results showed that there were no notable differences based on whether individuals had children living in the same household or different age categories. However, differences can again be observed for whether the respondent is a manager or not (Table 22) as well as based on the gender.

Multiple Regression	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Gender	-0.407	0.138	-0.115	-2.942	0.003
Children	-0.004	0.071	-0.002	-0.063	0.950
Manager	0.474	0.226	0.082	2.096	0.036
(Constant) Age	2.413	0.114		21.232	0.000
20-29	-0.095	0.252	-0.016	-0.379	0.705
30-39	-0.228	0.177	-0.056	-1.288	0.198
50-59	0.125	0.181	0.030	0.687	0.492
≥60	0.454	0.475	0.038	0.955	0.340

Table 22: Regression Tech - negative productivity

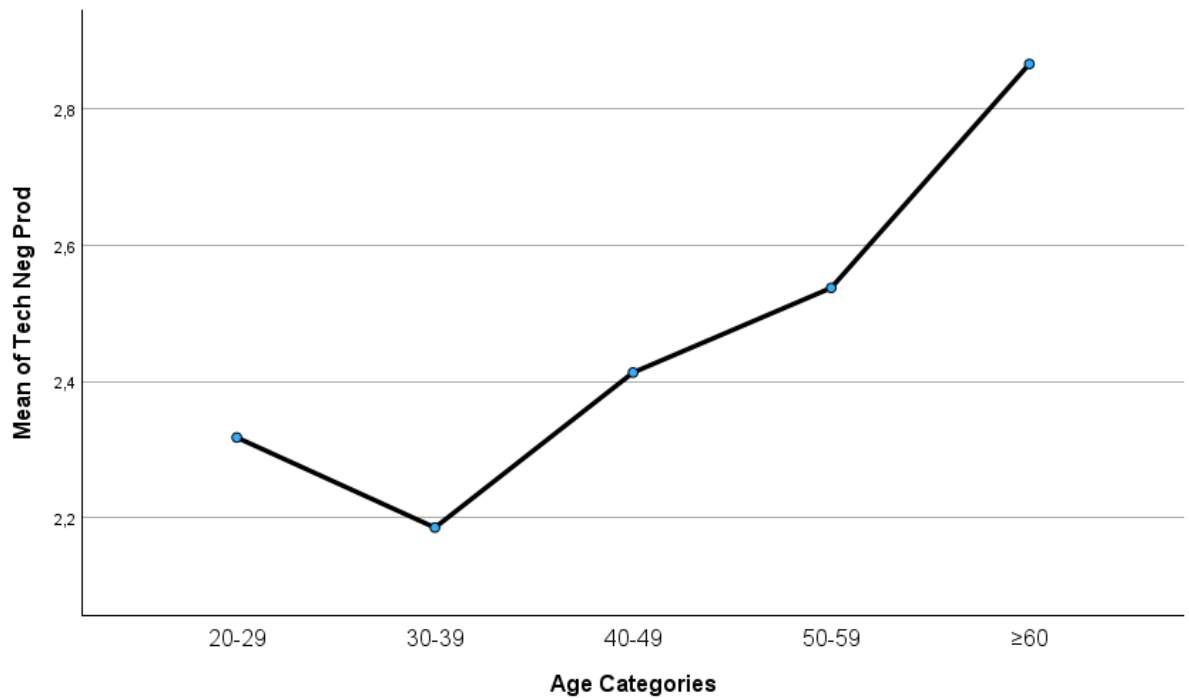


Figure 18: Tech negative productivity/Age categories

Although no significant difference for the age categories could be observed in the regression in Figure 18 it still can be seen that the older an employee is on average, the more technical limitations they perceive in home office, which negatively affects their personal productivity. However, it should also be noted that this increase does not appear to be approximately "linear". Before the rise in technical problems in home office occurs in the older age categories, there is a brief decline between the age groups 20-29 and 30-39. Interestingly, the age group 30-39 experiences fewer problems than the youngest age category of 20-29. Also, when the constant is changed from the average age category (40-49) to 50-59 or 30-39 no statistical differences can be observed as well.



Figure 19: Tech negative productivity/Manager

The result in Figure 19 indicates that regular employees feel a statistically significant (Table 22: $p = 0.036$) lower productivity loss due to technical limitations in home office compared managers.

Tech Negative Productivity Genders			
Descriptives	N	Mean	Std. Deviation
Male	379	2.57	1.91
Female	276	2.13	1.58
Non-Binary	3	2.00	1.73
Total	658	2.38	1.79

Table 23: Tech negative prod/Gender

As it can be observed in Table 23 men are significantly more likely than women to report a productivity loss in home office due to technical limitations (also compared to the small group of non-binary).

4.2.4 Feeling of Ownership

4.2.4.1 H7

The seventh hypothesis states that employees have an increased feeling of ownership towards the employer due to the possibility of hybrid work.

For the purpose of testing H7, a 7-point Likert scale was used, where 1 indicates that employees strongly disagree that they have an increased feeling of ownership towards the employer due to the possibility to work from home and 7 indicates, that employees

strongly agree that they have an increased feeling of ownership towards the employer (Appendix B, Q8). To see if this holds true, the descriptive research approach was also applied.

In Figure 20, the x-axis represents the Likert scale distribution, while the y-axis represents the frequency. As can be clearly seen, the mean across all respondents is 5.23, indicating that the opportunity to work hybrid has a positive impact on the feeling of ownership by employees towards the employer. Descriptively, this confirms that the seventh hypothesis holds true.

However, the significance of the value should not be ignored. While 5.23 can generally be interpreted as positive, it is not only lower than the values regarding work-life balance (6.39 and 6.44) but also significantly lower, as it can be observed in Table 24 ($p < 0.001$), than the average value for increased trust from the employer due to the implementation of hybrid work, which is 5.63 (see H4).

Paired Samples Test							
Pair 1	Trust - Ownership	Paired Differences			t	df	Significance
		Mean	Std. Deviation	Std. Error Mean			Two-Sided p
		0.405	1.552	0.061	6.706	657	<0.001

Table 24: Paired t-test Trust/Ownership

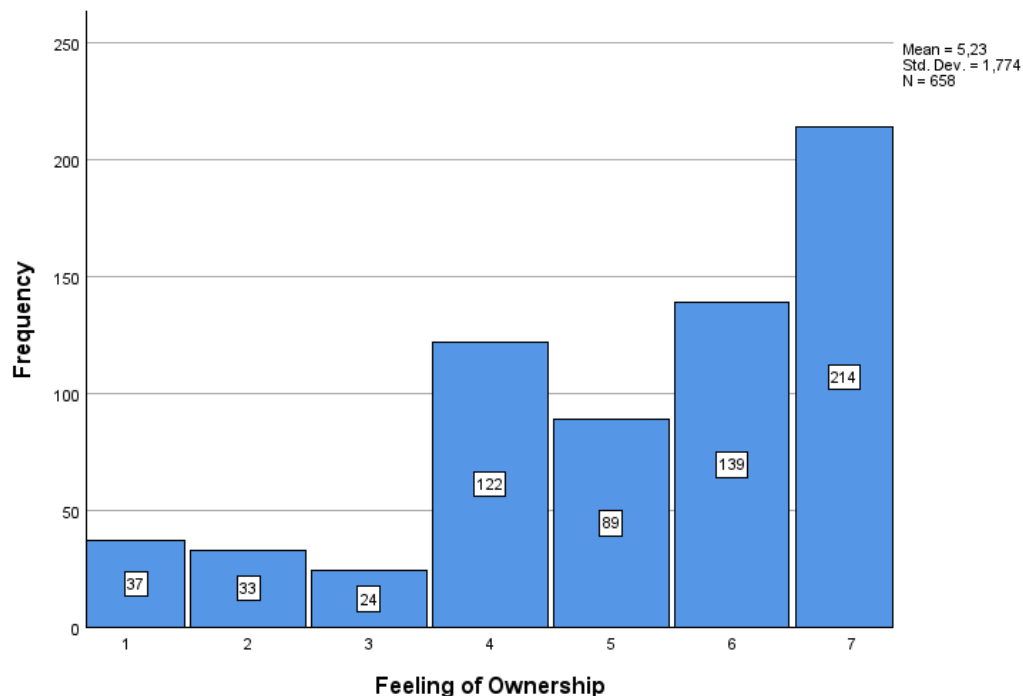


Figure 20: Feeling of Ownership

Testing was again conducted across different independent categories, and a significant difference in means was not observed (Table 25).

Multiple Regression	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Gender	0.168	0.139	0.048	1.207	0.228
Children	-0.033	0.071	-0.019	-0.467	0.641
Manager	-0.120	0.227	-0.021	-0.530	0.597
(Constant) Age	5.235	0.113		46.310	0.000
20-29	-0.108	0.251	-0.018	-0.430	0.667
30-39	-0.009	0.176	-0.002	-0.053	0.958
50-59	-0.035	0.180	-0.008	-0.193	0.847
≥60	0.632	0.472	0.053	1.337	0.182

Table 25: Regression Feeling of Ownership

4.3 Open Textfield Findings

As part of the data collection process, an open-text field was included in the questionnaire, allowing all participants to freely express their opinions on the topic and provide additional suggestions and comments regarding home office (Appendix B: Q13). Out of all 658 valid complete responses, 188 participants chose to utilize the open-text field to share further remarks, experiences, and feelings. In the subsequent Table 26, the results can be observed categorized. The categories were formed during the analysis of the responses and cover all content related to the home office topic.

Category	Frequency
positive perception / flexibility / degree of % / work-life balance	74
reduced distractions & interruptions / focused, efficient work in home office	35
desire for more flexibility / extent / increased allowance	33
weakening of team cohesion / complication of information exchange / Loss of social contact	28
financial advantage / reduced costs	16
Reduced negative environmental impact	12
more work in home office / intensified work / increased workload	12
limited technical resources / weak internet / desire for technology upgrades	11
stress reduction / positive effects on mental health	8
working despite minor illness (positive & negative)	7
negative effects on work-life balance	5
restrictions by managers / lack of trust from the employer	4
significant challenges for managers / difficulties in integrating new employees	4
decrease in performance in home office	3
desire to reduce flexibility / decrease in extent	1

Table 26: Open Textfield Findings

Upon reviewing the results, the first category with the most mentions immediately stands out. Generally, employees have expressed positive views about the current home office concept.

The top five most mentioned categories include three positive categories, one negative category and one category consisting of wishes. The top three most positively mentioned points include, among others, satisfaction with the current home office regulations in the company, a reduction in distractions and the possibility to work more focused in home office and thirdly, the noticeable financial advantage of being able to work from home. The reduced costs mainly result from saved commuting expenses and reduced fuel costs.

The negative point, which nevertheless was the fourth most mentioned, is a perceived weakening of team cohesion due to the possibility to work up to 50% from home of the workdays per month. Additionally, the exchange of information within the team becomes more complicated, and social contact is lost. These are points that the literature, as mentioned in earlier chapters, has also observed and logically result from physical absence.

The third most mentioned category revealed that employees wish for even more flexibility or an expansion of the existing home office rules.

Other noteworthy mentions include the point of illnesses. This point was highlighted in two ways, namely positive and negative. Employees perceive it positively that they can continue working from home despite a minor illness. Conversely, others view this negatively, as one should recover and not work when ill.

Furthermore, the environmental factor was also mentioned multiple times, as less commuting leads to reduced CO₂ emissions. However, it was also mentioned that some employees feel they have much more work to do in home office compared to being on-site. Overall, the results from the free text field can be perceived as positive, and employees are satisfied with the opportunities provided.

5 Conclusion

Overall, the study reveals that the full integration of hybrid work has significantly enhanced employees' work-life balance. The newfound flexibility to switch between office and home office enables individuals to better manage their professional commitments alongside personal responsibilities. Employees particularly appreciate the reduction in commuting times, which not only improves their work-life balance but also positively impacts their financial expenses and reduces greenhouse gas emissions. Employees with longer daily commutes particularly appreciate the opportunity to work in a hybrid model compared to those with shorter commutes. This study also found that employees

report an increase in their personal productivity, which aligns with the findings of Aksoy et al. (2023b) and Barrero et al. (2020) that saved commuting time is largely reinvested into their work.

Moreover, employees perceive an overall increase in productivity in the company under the fully implemented hybrid model. However, challenges persist, such as home office distractions and technical limitations, which can hinder productivity and personal work quality. However, a slight decrease in productivity due to technical limitations is not surprising. As Haas (2022) described in his work, the advancement of new work models brings technical challenges that each company must adequately address. And this study has also revealed that, unsurprisingly, technical limitations in the home office increase with age.

Generally speaking, this study has revealed that age plays a crucial role in how a hybrid work model is perceived by employees. The age category of 50-59 has shown the most pessimistic view of the existing hybrid work model within the studied company. This age group has the largest representation of managers across all age categories, so it is no surprise that both this age group and managers, in general, have a more pessimistic view of the hybrid work model compared to other age categories and regular employees. This aligns with the results observed by Bloom et al. (2022), where managers exhibited an increased attrition rate after implementing a hybrid work model compared to managers in the control group with no hybrid work. This result underscores once more that managing employees online is challenging.

Nevertheless, the study has revealed that a hybrid work setup fosters a sense of trust between employers and employees, implying confidence in individual judgment, which aligns with the results found by OECD (2023) that employees working in a hybrid model feel a higher mutual trust compared to office workers. Employees also report a heightened sense of ownership over their tasks, driving intrinsic motivation and accountability. However, reduced face-to-face contact may impact team cohesion and creativity, highlighting the importance of balancing flexibility with social interaction.

Organizations in general should continue to emphasize flexible work arrangements and provide guidelines for creating an effective home office environment to minimize disruptions. Encouraging open communication, recognizing achievements and involving employees in decision-making processes are essential for nurturing trust.

Additionally, investing in reliable technology infrastructure is crucial for supporting hybrid work effectively.

The study underscores the need for organizations to adapt swiftly to the shift towards hybrid work. It is not merely a temporary trend but a fundamental change in how work is structured. Companies that strategically embrace hybrid work will attract and retain talent, ensuring organizational success.

Continual evaluation of policies, employee feedback, and agile adjustments will be key to ensuring that hybrid work remains effective and sustainable in the long run.

6 Managerial Implications

The implementation of the home office company agreement has had positive effects on employee's personal work-life balance. Whether through saved commuting time and consequently lower costs, or increased flexibility.

Across all surveyed key topics, it has emerged that managers are more pessimistic about the whole concept compared to regular employees. This may be due to the fact that managers are only allowed to work a maximum of 25% of the working days per month from home, while regular employees can work up to 50% of the working days from home per month.

In the open-text field responses some managers also expressed that they do not understand why they are not allowed to work from home 50% of the time and would like to see an increase of their maximum limit. Of course, it is necessary to question whether it is indeed necessary for managers to be in the office more often than their employees, for example.

What is also significant in this context is that employees in general would like to see a relaxation of the rules, additional benefits or an increase in the maximum number of home office days per month. It would be advisable to eliminate the mandatory in-office day each week, as this would greatly enhance the flexibility of employees within the existing home office arrangement. This small change would have positive impacts on the flexibility of many out-of-town commuters, without significantly altering the existing regulation of a maximum of 50% of the working days that can be worked from home per month. The consequence for commuters living outside the office area would be that they would no longer need to be in the office 1-3 days each and every week. Instead, they would have the option to alternate between working from home and working in the office on a weekly basis.

As this study has already shown, there is a slight increase in perceived productivity within the company, within individual teams and personally due to the possibility of hybrid work. Even though the average values indicate positive outcomes, it is important not to ignore

the groups of people who have experienced a decline in productivity. Although the responses may be biased, the 15% of respondents who reported noticeable declines in productivity due to technical limitations in home office cannot be ignored. The fact is that office workplaces offer sufficient space and technical equipment to ensure a smooth working day in office. Additionally, an extra monitor is provided for home office use, which is commendable. However, respondents also mentioned in the open-text field responses that they would like to have an additional monitor like in the office, or a docking station. While it is possible to purchase these items independently, the acquisition would still entail additional costs for the employees, despite tax deductibility.

Given the significance of these findings, it is recommended to consider expanding the technical offerings for home office employees. The study also found that, on average, technical limitations and productivity declines in the home office increase with age. Therefore, it would be worthwhile to consider offering training to those target groups who find it more challenging, for example, with installations or setting up an ergonomic workspace.

Although there is a home office agreement aimed at increasing employee satisfaction and employer attractiveness, there are indeed employees who feel less trusted by their employer and less connected/feeling of ownership towards the company due to the opportunity to work from home. It is important to investigate the causes of this.

Regarding trust, some respondents indicated that their managers exhibit much less freedom and trust in home office and exercise a great deal of control. This, of course, contradicts with the purpose of the home office agreement, and this issue should be addressed by top management, as this behaviour has consequently opposite effects to what the home office agreement stands for.

The same applies to employees who feel less connected and thus have a lower feeling of ownership towards the company due to the opportunity to work hybrid. It is necessary to analyse where this occurs and management measures should be taken, such as direct supervisors increasing the sense of connection and responsibility towards the company through one-on-one interactions.

Further, on the one hand, respondents indicate that they experience significant stress reduction due to the opportunity to work hybrid, but on the other hand it is also mentioned multiple times that they perceive a significantly increased workload and almost continuously work in home office. This greatly differs from an office workday. It should be emphasized that employees need to take screen breaks even in home office and not

change their work habits so significantly that the stress from working at home becomes more prominent again.

The existing concept is perceived very positively by the employees, but as mentioned earlier, it is important to remain dynamic and adapt and further develop the concepts and needs.

Further generally speaking, this study has highlighted the immense importance for companies to adapt to new existing working conditions. Employees experience significant improvements in their work-life balance through the possibility to work hybrid, which in turn has positive effects on the company itself. It is advisable for companies, that have the capability, to embrace the concept of home office or hybrid work. This approach can enhance their attractiveness in a competitive job market, especially during a time of skilled labour shortages, and also strengthen their employee retention.

It is important to note that a hybrid work agreement is not a rigid concept but a modern, dynamic working model. Therefore, it is strongly recommended that regular evaluations of existing home office agreements should be conducted to identify and leverage of strengths, weaknesses, opportunities and threats. Additionally, it is crucial for employers to extend sufficient trust to their employees to ensure that the overall principle of home office is effective.

7 Limitations to the study

Despite the valuable insights gained from this study, several limitations need to be acknowledged.

This study's findings are based on data collected from employees of only one company. As such, the results may not be generalizable to other organizations. Different companies have varying regulations, corporate cultures and operational procedures that can significantly influence the perceptions and experiences of their employees. Future research should include multiple companies to enhance the generalizability and robustness of the findings.

There is also a potential for response bias in this survey. Employees may have provided desirable responses, particularly given the context of evaluating company policies and practices. The desire to give "nice" answers could have led to an overestimation of positive outcomes and an underreporting of negative experiences. This response bias could influence the results, presenting a more favourable view of the hybrid work policy than what may actually exist.

Further, the study relied on self-reported data to measure productivity, which is of course strongly subjective. Employees' perceptions of their productivity may not accurately reflect their actual performance. Objective measures of productivity, such as performance metrics and output quality were not used in this study, limiting the ability to draw concrete conclusions about the impact of hybrid work on productivity.

The content and focus of the survey questions may have been influenced by the works council and board of directors. This influence could lead to questions being framed in a way that aligns with the organisations strategic goals or policy preferences, potentially introducing bias.

Acknowledging these limitations is crucial for interpreting the findings of this study. While the results provide valuable insights into the perceptions of hybrid work within this specific company. Future research should address these limitations by including a more diverse sample of companies and using objective productivity measures. This approach will help in obtaining a more comprehensive understanding of the impact of hybrid work policies on employee outcomes.

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9 Appendix

A: Home Office Company Agreement (Betriebsvereinbarung)

Vorwort des Vorstandes

Liebe Kolleginnen, liebe Kollegen,

mit der vorliegenden neuen Version der Betriebsvereinbarung für Homeoffice setzen wir in der ASFINAG einen weiteren wichtigen Schritt in der Gestaltung eines modernen, attraktiven Arbeitsumfeldes.

Dahinter steht ein klares Bekenntnis des Managements, flexibles Arbeiten als wesentliches Gestaltungsinstrument auch weiterhin zu nutzen. Dies bedeutet einen Gewinn an individueller Flexibilität und Freiheit. Damit das Unternehmen weiterhin reibungslos funktioniert, braucht es einen gemeinsamen Verständnisrahmen und Spielregeln – beides bietet uns die vorliegende Betriebsvereinbarung.

Neben den gesetzlichen Rahmenbedingungen sind in die Neugestaltung vor allem Eure zahlreichen Anregungen aus der letzten Mitarbeiterbefragung eingeflossen. Die Erfahrungen der letzten beiden Jahre ermöglichen uns zudem, die gewonnen Erkenntnisse in eine moderne Neuregelung unserer internen Spielregeln für ein flexibleres Arbeiten einfließen zu lassen.

Gemeinsam mit der Belegschaftsvertretung konnten wir in einem sehr konstruktiven Miteinander Ideen austauschen, wie wir unsere künftigen Arbeitsbedingungen gemeinsam bestmöglich gestalten können. Wir bedanken uns bei der Arbeitsgruppe des Konzernbetriebsrats für die positiven Gespräche.

Wir freuen uns und sind überzeugt, mit der neuen Homeoffice-Regelung die weitere Entwicklung der ASFINAG positiv unterstützen zu können.

Diese Betriebsvereinbarung (im Folgenden: Betriebsvereinbarung) wird als Konzernbetriebsvereinbarung abgeschlossen zwischen der Autobahnen- und Schnellstraßen-Finanzierungs-Aktiengesellschaft (im Folgenden: *ASFINAG oder Arbeitgeberin*), vertreten durch den Vorstand, und der Konzernvertretung der ASFINAG, vertreten durch das Präsidium der Konzernvertretung.

Sämtliche Gesellschaften des ASFINAG-Konzerns treten dieser BV bei. Die BV gilt daher für alle Arbeitnehmerinnen und Arbeitnehmer des ASFINAG-Konzerns.

1. Präambel

Mit der Einführung von Homeoffice möchte die ASFINAG die Weiterentwicklung eines modernen Arbeitsumfeldes fördern, das zum Vorteil der Arbeitnehmerinnen und

Arbeitnehmer, aber auch der Arbeitgeberin führt. Mit der Initiative möchte die ASFINAG eine Kultur des Vertrauens im Unternehmen und die Eigenverantwortung der Arbeitnehmerinnen und Arbeitnehmer weiterentwickeln, um beste Arbeitsbedingungen anbieten zu können. Die Betriebsvereinbarung soll die Rahmenbedingungen regeln, unter denen Arbeitnehmerinnen und Arbeitnehmer der ASFINAG im Homeoffice arbeiten. Sie gilt unter Bedachtnahme der aktuell gültigen Rechtslage.

2. Geltungsbereich

2.1. Zeitlicher Geltungsbereich

Diese Betriebsvereinbarung wird auf unbefristete Zeit abgeschlossen und tritt in dieser Fassung mit 01.04.2023 in Kraft. Die mit 01.11.2021 in Kraft getretene Betriebsvereinbarung zur Regelung der Homeoffice Tätigkeit verliert mit in Kraft treten dieser Vereinbarung ihre Wirksamkeit.

Die Vertragsparteien verpflichten sich, dass die Inhalte dieser Betriebsvereinbarung spätestens im 3. Quartal 2024 hinsichtlich ihrer Praktikabilität geprüft und evaluiert werden, um eventuelle Anpassungen vornehmen zu können. Diese Vereinbarung kann von jedem Vertragsteil unter Wahrung einer Kündigungsfrist von 3 Monaten jeweils zum Jahresende gekündigt werden.

Im Falle der Kündigung der Betriebsvereinbarung bleiben bereits abgeschlossene Individualvereinbarungen zum Homeoffice gültig. Neue Individualvereinbarungen zum Homeoffice können ab Kündigungsausspruch nicht mehr abgeschlossen werden.

2.2 Räumlicher Geltungsbereich

Der räumliche Geltungsbereich umfasst das gesamte Bundesgebiet Österreichs.

2.3 Fachlicher Geltungsbereich

Die Betriebsvereinbarung gilt für sämtliche Gesellschaften des ASFINAG Konzerns.

2.4 Persönlicher Geltungsbereich

Die Betriebsvereinbarung gilt für alle Angestellten gemäß AngG sowie Angestellte kraft Kollektivvertrages, für Landesmitarbeitende unter Berücksichtigung des jeweiligen Landesrechtes, sowie überlassene Arbeitskräfte (Leasingmitarbeitende). Homeoffice kann bei befristeten und unbefristeten Arbeitsverhältnissen vereinbart werden.

Die Betriebsvereinbarung gilt nicht für Lehrlinge, Praktikantinnen und Praktikanten sowie Pflichtpraktika mit einer Dauer von bis zu 2 Monaten und Volontariate.

Für bestimmte Funktionen kommt Homeoffice aufgrund der auszuübenden Tätigkeiten nicht zur Anwendung. Darunter fallen insbesondere:

Handwerkliches Personal

Operator:innen

Traffic Manager:innen

Reinigungskräfte

Betriebstechniker:innen

Facility Management / Rezeption mit Ausnahme der ausschließlich in der Standortverwaltung tätigen Arbeitnehmer:innen

Mautbeschäftigte I und II sowie Dienstaufsicht

Mautaufsichtsorgane und Stützpunktkoordinator:innen

TUK Prüfleiter:innen, sowie TUK Prüfhelfer:innen

Vertriebsstellenbetreuung

Chauffeur:innen

Direkte Führungskräfte von Arbeitnehmer:innen in überwiegend diesen Funktionen

Mit Sachbearbeiter:innen kann in allen Unternehmensbereichen Homeoffice vereinbart werden.

Homeoffice kann mit Arbeitnehmerinnen und Arbeitnehmern unabhängig davon vereinbart werden, ob diese in Vollzeit oder in Teilzeit tätig sind, wobei in allen Fällen ein Augenmerk auf die Aufrechterhaltung des Kontakts zum Unternehmen zu legen ist.

3. Ziele

Die Einführung von Homeoffice unterstützt folgende Ziele:

Steigerung der Arbeitsqualität, bessere Vereinbarkeit von Beruf und individuellen Lebensphasen, Steigerung der Zufriedenheit von Mitarbeitenden, Reduzierung von Umweltbelastungen sowie Fahrtzeiten und -kosten, Erhöhung der Personalflexibilität, stärkere Bindung der Mitarbeitenden, Erhöhung der Arbeitgeberattraktivität und bessere Integration von Arbeitnehmerinnen und Arbeitnehmern mit Behinderung.

4. Begriffserklärung

Homeoffice – Arbeiten von Zuhause – liegt vor, wenn Arbeitsleistungen von Arbeitnehmerinnen und Arbeitnehmern regelmäßig in der Wohnung (siehe Pkt. 7.) erbracht werden.

Kein Homeoffice liegt vor:

- bei Zeiten in Rufbereitschaft
- auf Dienstreise oder Dienstgang
- bei Tätigkeiten, die aufgrund der Arbeitsaufgabe außerhalb des Betriebes erbracht werden müssen (z.B. Kundenbesuche, Messen)
- bei der Arbeit auf anderen ASFINAG Standorten

5. Notwendigkeit des Abschlusses einer individuellen Vereinbarung

Die Erbringung der Arbeitsleistungen im Homeoffice bedarf der Zustimmung der direkten Führungskraft und einer gesonderten schriftlichen Zusatzvereinbarung zum Arbeitsvertrag. Ohne Abschluss der individuellen schriftlichen Zusatzvereinbarung zum Arbeitsvertrag entsteht kein Rechtsanspruch auf Homeoffice.

Die Homeoffice-Vereinbarung beruht auf Freiwilligkeit.

6. Beantragung von Homeoffice und individuelle Vereinbarung

6.1. Wartefrist

Homeoffice kann frühestens nach 2 Monaten ab Beginn des Arbeitsverhältnisses gewährt werden.

6.2. Beantragung

Arbeitnehmerinnen und Arbeitnehmer melden bei den direkten Führungskräften ihr Interesse an der Erbringung von Arbeitsleistungen im Homeoffice. Auch Führungskräfte können Arbeitnehmerinnen und Arbeitnehmern ihres Teams Homeoffice vorschlagen.

Führungskräfte entscheiden auf Basis von Eignungsschecklisten und der betrieblichen Erfordernisse, ob die Arbeitnehmerin oder der Arbeitnehmer Homeoffice in Anspruch nehmen kann. Nach der positiven Entscheidung wird ein Antrag auf Homeoffice ausgefüllt, von der Arbeitnehmerin bzw. dem Arbeitnehmer und der jeweiligen Führungskraft unterschrieben und an die entsprechende HR-Abteilung zur Erstellung der individuellen Homeoffice-Vereinbarung weitergeleitet.

Die Beantragung ist bereits vor Ablauf der Wartefrist (Pkt 6.1.) möglich. Die Abteilungsleitung sowie das Präsidium der Konzernvertretung bekommen von der HR-

Abteilung mit angemessener Regelmäßigkeit eine Liste mit allen Arbeitnehmerinnen und Arbeitnehmern, die Homeoffice in Anspruch nehmen.

6.3. Individuelle Vereinbarung

Für das Homeoffice wird eine individuelle Vereinbarung als Ergänzung zum Dienstvertrag geschlossen.

6.4. Kündigung der individuellen Vereinbarung

Die individuelle Homeoffice-Vereinbarung kann sowohl von Seiten der Arbeitnehmerin oder des Arbeitnehmers, als auch von Seiten der Arbeitgeberin aus wichtigen Gründen mit einer Frist von 1 Monat jeweils zum Monatsende gekündigt werden. Die Kündigung der Zusatzvereinbarung über Homeoffice hat keinen Einfluss auf das Fortbestehen des zugrundeliegenden Dienstvertrags.

Die Arbeitnehmerin oder der Arbeitnehmer, als auch die Arbeitgeberin haben das Recht, das Homeoffice bei Vorliegen eines wichtigen Grundes, der es unzumutbar macht, das Homeoffice während der vorgenannten Kündigungsfrist aufrecht zu erhalten, fristlos zu beenden.

Die Vereinbarung endet automatisch und zeitgleich bei Beendigung des zugrundeliegenden Dienstverhältnisses bzw. bei Funktionswechsel oder Neuorganisation des jeweiligen Arbeitsbereiches.

Die im Zusammenhang mit dem Homeoffice überlassenen Arbeitsmittel und ausgehändigten Unterlagen sind nach Beendigung des Homeoffice unverzüglich an die Arbeitgeberin zurückzugeben. Dies gilt auch auf Verlangen der Arbeitgeberin bei einer Freistellung/Abwesenheit der Arbeitnehmerin oder des Arbeitnehmers, die 3 Monate überschreitet.

7. Arbeitsorte im Homeoffice

Homeoffice kann in einer Wohnung bzw. einem Wohnhaus im Inland erbracht werden. Der Ort bzw. die Orte, an denen Homeoffice erbracht wird, gelten neben dem betrieblichen Arbeitsort als weiterer Arbeitsort.

Arbeitnehmerinnen und Arbeitnehmer sind berechtigt, bis zu zwei Wohnungen im obigen Sinne bekannt zu geben, an denen sie Homeoffice erbringen, wobei eine dem gemeldeten Hauptwohnsitz der Arbeitnehmerin oder des Arbeitnehmers entsprechen muss. Sie sind verpflichtet, der Arbeitgeberin die konkreten Adressen dieser Wohnungen bekannt zu geben. Die Änderung des Ortes des Homeoffice, der nicht dem

Hauptwohnsitz des Arbeitnehmers oder der Arbeitnehmerin entspricht, kann nur einmal pro Kalenderjahr vorgenommen werden.

Sollte sich der mit der Arbeitgeberin vereinbarte Ort des Homeoffice ändern (z.B. bei Wohnungswechsel), müssen die Voraussetzungen für den Homeoffice-Arbeitsplatz (Pkt 8.) neu überprüft werden und gegebenenfalls eine Änderung der Homeoffice-Vereinbarung erfolgen.

8. Voraussetzungen für Homeoffice

8.1 Räumliche Voraussetzungen

Der Arbeitsplatz muss sich in einem Raum befinden, der für einen dauerhaften Aufenthalt vorgesehen ist. Der Raum muss den allgemeinen Arbeitsplatzanforderungen, unter Einbeziehung von Arbeitnehmerschutz- und Arbeitsstättenvorschriften, entsprechen. Am Homeoffice-Arbeitsplatz muss ungestörtes Arbeiten möglich sein.

Die Eignung des häuslichen Arbeitsplatzes hat anhand der Eignungsscheckliste (s. Anlage 1) dokumentiert zu werden.

8.2. Persönliche Voraussetzungen

Die Arbeitnehmerin oder der Arbeitnehmer muss die Fähigkeit zur Selbstdisziplin, Selbststeuerung und Selbstmotivation haben, sowie die Fähigkeit zur Beziehungspflege besitzen und bereits über gute Kenntnisse der Unternehmens- und Betriebsabläufe verfügen. Für die Arbeitnehmerin oder den Arbeitnehmer sollte es selbstverständlich sein, proaktiv Kontakt zum Unternehmen aufrecht zu erhalten.

8.3. Erreichbarkeit

Die Arbeitnehmerin oder der Arbeitnehmer muss für Kolleginnen und Kollegen, Führungskräfte, Kundinnen und Kunden während der Arbeitszeit im Homeoffice über alle ihr bzw. ihm zur Verfügung gestellten Kommunikationsmittel erreichbar sein.

9. Unfälle

Grundsätzlich gelten Unfälle im Homeoffice während der Erfüllung der Arbeitstätigkeit als Arbeitsunfälle und unterliegen der Meldung an die AUVA. Die Arbeitgeberin ist daher über etwaige Unfälle im Homeoffice unverzüglich zu informieren. Die Entscheidung darüber, ob ein Arbeitsunfall im Sinne der gesetzlichen Bestimmungen tatsächlich vorliegt, obliegt der AUVA.

Die Arbeitgeberin bietet zur besseren sozialen Absicherung ihrer Arbeitnehmerinnen und Arbeitnehmer die Möglichkeit, die Kollektivunfallversicherung auf die Freizeit zu

erweitern. Der Prämienanteil dazu wird von den Arbeitnehmerinnen und Arbeitnehmern getragen und im Rahmen der Gehaltsverrechnung vom Entgelt in Abzug gebracht. Dieser Punkt gilt nur in Verbindung mit der jeweils gültigen Vereinbarung über Sozialleistungen für die Arbeitnehmerinnen und Arbeitnehmer des ASFINAG Konzerns.

10. Technische Voraussetzungen und Betriebsmittel

Die Arbeitgeberin stellt den Arbeitnehmerinnen und Arbeitnehmern die für die Erbringung der Arbeitsleistung nötigen Mittel bereit:

- einen Laptop
- ein Diensthandy (muss kein Smartphone sein)
- bei Bedarf einen Bildschirm,

die dem Stand der Technik entsprechen. Diese Arbeitsmittel werden auch bei mehr als einem vereinbarten Ort des Homeoffice nur einmalig zur Verfügung gestellt.

Alle bereitgestellten Arbeitsmittel bleiben im Eigentum der Arbeitgeberin. Alle nicht genannten Arbeitsmittel, die die Arbeitnehmerinnen und Arbeitnehmer zur Verrichtung ihrer Tätigkeit im Homeoffice verwenden möchten, sind von ihnen selbst bereit zu stellen.

Die Arbeitnehmerinnen und Arbeitnehmer stellen Folgendes jedenfalls zur Verfügung:

- einen Internet Anschluss
- W-LAN
- Up- und Download Flattarif und
- Strom

Für die teilweise Bereitstellung digitaler Arbeitsmittel (zB Internetverbindung) sowie Investitionen für zB Computermouse, Tastatur, etc durch die Arbeitnehmerin oder den Arbeitnehmer leistet die Arbeitgeberin eine Pauschale in der Höhe von € 20,-- brutto pro Monat, 12x jährlich. Im Falle des Beginns oder der Beendigung des Homeoffice während eines Kalendermonats steht die Pauschale in aliquotem Ausmaß zu. Darüber hinaus erfolgt kein Kostenersatz (etwaige Raum-, Energiekosten etc.).

Alle Störungen, die bei den privaten Arbeitsmitteln entstehen (z.B. Funktionstüchtigkeit des häuslichen Internets o.ä.), sind von den Arbeitnehmerinnen und Arbeitnehmern selbst zu beheben. Die Arbeitgeberin ist nicht zur Instandhaltung oder Reparatur von Arbeitsmitteln, die von der Arbeitnehmerin oder dem Arbeitnehmer beigebracht werden, verpflichtet.

Das Ausdrucken von Unterlagen darf ausschließlich im Büro der Arbeitgeberin erfolgen. Es besteht somit keine Notwendigkeit, Drucker, Papier etc. zur Verfügung zu stellen.

Es darf keine Archivierung in elektronischer oder Papierform im Homeoffice durch die Arbeitnehmerin oder den Arbeitnehmer erfolgen. Das geltende Regelwerk des Ablagesystems (online) ist vollinhaltlich einzuhalten.

Die von der Arbeitgeberin zur Verfügung gestellten Arbeitsmittel dürfen nur gemäß der geltenden Benutzerrichtlinie IT für Privatzwecke genutzt werden.

Die Überlassung von zur Verfügung gestellten Arbeitsmitteln an Dritte ist untersagt. Arbeitnehmerinnen und Arbeitnehmer haben dafür Sorge zu tragen, dass die Arbeitsmittel vor dem Zugriff durch Dritte geschützt sind.

11. Ausmaß der Erbringung von Arbeitsleistungen im Homeoffice

11.1. Ausmaß

Arbeitnehmerinnen und Arbeitnehmer haben die Möglichkeit, eine Homeoffice-Vereinbarung im Ausmaß von 25% bis maximal 50% der vereinbarten monatlichen Arbeitstage abzuschließen.

In der Zeit vom 3. bis zum 6. Monat des Arbeitsverhältnisses kann Homeoffice im Ausmaß von 25% vereinbart werden. Ab dem 7. Monat ist die Vereinbarung eines Ausmaßes von 25% bis zu maximal 50% möglich.

Führungskräfte haben die Möglichkeit, eine Homeoffice-Vereinbarung im Ausmaß von 25% der vereinbarten monatlichen Arbeitstage abzuschließen.

Mit Arbeitnehmer:innen, die geringfügig neben einer Karenz (z.B. Elternkarenz, Bildungskarenz) beschäftigt werden, ist die Vereinbarung von Homeoffice im Ausmaß von bis zu 100% möglich. Die Arbeitnehmer:innen sind jedoch verpflichtet, für betrieblich notwendige und angekündigte Termine an einzelnen Tagen am betrieblichen Arbeitsort tätig zu werden.

Die entstehenden monatlichen Homeoffice-Tage sind auf ganze Tage aufzurunden. Sofern durch die Rundung die Maximalgrenze (25% für Führungskräfte bzw. 50% für sonstige Arbeitnehmerinnen und Arbeitnehmer) des Homeoffice überschritten würde, erfolgt eine Abrundung auf ganze Tage. Das prozentuale Ausmaß des Homeoffice ist dabei einmalig im Rahmen der Individualvereinbarung festzulegen, wobei Homeoffice grundsätzlich nur in ganzen Tagen konsumiert werden kann.

11.2. Verteilung der Homeoffice-Tage

Arbeitnehmerinnen und Arbeitnehmer sind berechtigt, die ihnen im jeweiligen Kalendermonat zustehenden Homeoffice-Tage in der Form zu konsumieren, dass in jeder Arbeitswoche ein Tag am betrieblichen Arbeitsort gearbeitet wird. Eine Übertragung nicht konsumierter Homeoffice-Tage in das folgende Kalendermonat ist unzulässig. Eine Verschiebung der geplanten Homeoffice-Tage ist im Einvernehmen mit der Führungskraft unter Berücksichtigung der betrieblichen Erfordernisse innerhalb desselben Kalendermonats jederzeit möglich.

Entfällt die Arbeitsleistung an Homeoffice-Tagen aufgrund von kurzfristigen Abwesenheiten der Arbeitnehmerin oder des Arbeitnehmers (zB Krankheit, sonstige Dienstverhinderungen,...) können diese Homeoffice-Tage nicht zu einem späteren Zeitpunkt konsumiert werden.

12. Arbeitszeit

12.1. Arbeitszeitaufteilung

Das Ausmaß und die Lage der täglichen und wöchentlichen Normalarbeitszeit bleiben unverändert und richten sich nach der anwendbaren Betriebsvereinbarung zur Regelung der Arbeitszeit bzw. der mit der Arbeitnehmerin oder dem Arbeitnehmer getroffenen Einzelvereinbarung.

Das Arbeitszeitgesetz und das Arbeitsruhegesetz sind einzuhalten und insbesondere die Höchstgrenzen der Arbeitszeit und die Ruhezeiten zu berücksichtigen.

Die geltenden Betriebsvereinbarungen zur Regelung der Arbeitszeit der jeweiligen Funktionen sind ausnahmslos einzuhalten. Die Arbeitserbringung erfolgt weiterhin innerhalb der durch die Betriebsvereinbarungen vorgegebenen Arbeitszeiten (z.B. Gleitzeitrahmen GLAZ BV, Schichtplan). Das Arbeiten an Urlaubstagen ist unzulässig.

Die Arbeitnehmerinnen und Arbeitnehmer sind im Homeoffice verpflichtet, ihre Arbeitszeiten (Beginn, Ende, Pausen) gemäß den internen Regelungen aufzuzeichnen, sofern sie aufgrund ihrer Funktion nicht generell von der Führung von Arbeitszeitaufzeichnungen ausgenommen sind.

12.2 Mehrleistungen

Alle über die geltende Normalarbeitszeit hinausgehenden Arbeitszeiten dürfen nur auf schriftliche Anordnung der jeweiligen bzw. direkten Führungskraft erfolgen. Eine Vergütung derselben erfolgt entsprechend den bestehenden Regelungen.

12.3 Urlaub und Krankheit

Hinsichtlich Urlaub und Arbeitsverhinderung gelten im Homeoffice die gleichen Regelungen wie für betriebliche Arbeitsstätten.

12.4 Unterbrechung der Homeoffice-Tätigkeit

Wenn aufgrund der Anordnung der Führungskraft die betriebliche Notwendigkeit besteht, an einem Homeoffice-Tag in der betrieblichen Arbeitsstätte präsent zu sein (z.B. bei wichtigen Meetings, Schulungen, Kundengespräche etc.), oder eine Dienstreise bzw. einen Dienstgang wahrzunehmen, kann in Abstimmung mit der Führungskraft zwischen folgenden Möglichkeiten gewählt werden:

Verschiebung des gesamten Homeoffice-Tages auf einen anderen Tag im selben Kalendermonat oder

Unterbrechung des Homeoffice nur für die Zeit des wahrzunehmenden Termins

Im Falle der Unterbrechung des Homeoffice gilt der Homeoffice-Tag als konsumiert und die Wegzeit zwischen Homeoffice-Arbeitsort und betrieblichem Arbeitsort als Arbeitszeit. Für Wege zwischen Homeoffice-Arbeitsort und betrieblichem Arbeitsort steht kein Anspruch auf Ersatz von Reisekosten oder auf Reiseaufwandsentschädigung zu, es entsteht jedoch Anspruch auf Fahrtkostenentschädigung gem. Kollektivvertrag.

Bei einer Verschiebung des Homeoffice-Tages gilt die Wegzeit zwischen Homeoffice-Arbeitsort und betrieblichem Arbeitsort nicht als Arbeitszeit.

13. Kontakt zum Betrieb

Der Kontakt der Arbeitnehmerinnen und Arbeitnehmer zum Betrieb und die Einbindung in das betriebliche Geschehen sind durch betriebsinterne Medien, Kommunikationsmittel und regelmäßige Arbeitstage am betrieblichen Arbeitsort durch die Führungskraft sicherzustellen. Auch Arbeitnehmerinnen und Arbeitnehmer haben die Aufgabe und Verpflichtung, den Kontakt zum Betrieb zu pflegen und zu fördern. Insgesamt soll hiermit sichergestellt werden, dass die Arbeitnehmerinnen und Arbeitnehmer über betriebliche Vorgänge, Bekanntmachungen und abteilungsinterne Geschehnisse Informationen bekommen bzw. sich den Zugang zu Informationen verschaffen können.

14. Sonderregelungen

14.1 Essensbon

Die Arbeitnehmerinnen und Arbeitnehmer haben an Tagen, an denen sie Arbeitsleistungen im Homeoffice erbringen, keinen Anspruch auf Essensgeldzuschuss. Die Arbeitgeberin gewährt jedoch für Tage, an denen die Arbeitsleistung im Homeoffice erfolgt, Lebensmittelgutscheine iHv brutto € 2,-- pro Tag.

Durch die Zeiterfassung mit Homeoffice Buttons in ESS werden die Homeoffice-Tage automatisch im Essensbon-Report berücksichtigt und die Anzahl der Essens- und Lebensmittelgutscheine entsprechend berechnet. Arbeitnehmerinnen und Arbeitnehmer ohne Zeiterfassung können die Homeoffice-Tage ebenfalls im ESS erfassen.

Sollte das Homeoffice unterbrochen werden (Pkt. 12.4.), gebührt den Arbeitnehmerinnen und Arbeitnehmern anstelle des Lebensmittelgutscheins der Essensbon nach den Regelungen der Sozialvereinbarung, sobald sie mindestens 4 Stunden Arbeitszeit außerhalb des Homeoffice geleistet haben.

14.2 Fahrtkostenentschädigung

Die Fahrtkostenentschädigung während der Homeoffice Tätigkeit richtet sich nach dem Kollektivvertrag (Pkt. XXV A) 3.). Für die Berechnung der Fahrtkostenentschädigung wird immer der Wohnsitz herangezogen, der sich am nächsten zum betrieblichen Dienstort befindet, an dem im Kalenderjahr überwiegend tatsächlich die Arbeit angetreten wird.

14.3 Teilnahme an Weiterbildung

Durch die Homeoffice-Tätigkeit darf den Arbeitnehmerinnen und Arbeitnehmern kein Nachteil entstehen. Dies bezieht sich auch auf die Teilnahme an Aus- und Weiterbildungsmaßnahmen. Durch geeignete Maßnahmen ist sicherzustellen, dass der Zugang zu Fort- und Weiterbildungsmaßnahmen keine Änderung erfährt. Die Arbeitnehmerinnen und Arbeitnehmer verpflichten sich allerdings, auf den vereinbarten Homeoffice-Tag zu verzichten, sofern eine wichtige Fortbildungsmaßnahme auf den geplanten Homeoffice-Tag fällt und keine Verschiebung innerhalb desselben Kalendermonats möglich ist.

15. Datenschutz

Im Homeoffice richten die Arbeitnehmerinnen und Arbeitnehmer besonderes Augenmerk auf die Verpflichtungen aus dem Datenschutz.

Die Arbeitnehmerinnen und Arbeitnehmer haben über alle betrieblichen und geschäftlichen Daten, über die sie im Rahmen ihrer Tätigkeit Kenntnis erlangen, Stillschweigen zu bewahren. Die betrieblichen (insb. ASFINAG Richtlinien zum Datenschutz und zur Informationssicherheit) und gesetzlichen Regelungen des Datenschutzes und der Datensicherheit sind zu beachten und anzuwenden.

Daten, Informationen, Passwörter sind von den Arbeitnehmerinnen und Arbeitnehmern besonders so zu schützen, dass Dritte – insbesondere auch im Haushalt lebenden Personen – keine Einsicht und/oder keinen Zugriff darauf nehmen können.

Die Entsorgung der Daten findet ausschließlich in den Räumlichkeiten der ASFINAG statt.

16. Verschwiegenheitspflicht

Die Verschwiegenheitspflicht aus dem Dienstvertrag ist jederzeit und mit Bedacht einzuhalten.

17. Haftung

17.1 Eigentumsklausel

Sämtliche im Homeoffice notwendigen Informations- und Kommunikationsmittel sowie sonstigen Arbeitsmittel und Materialien bleiben Firmeneigentum. Notwendige Arbeitsunterlagen können mit Zustimmung der Führungskraft an den Ort des Homeoffice gebracht werden, sofern alle datenschutzrechtlichen Bestimmungen eingehalten werden. Die von der ASFINAG zur Verfügung gestellten Informations- und Kommunikationsmittel sind analog der internen Regelungen zu behandeln.

17.2 Haftung der Arbeitnehmerinnen und Arbeitnehmer

Die Arbeitnehmerinnen und Arbeitnehmer haften für Schäden an allen von der Arbeitgeberin zur Verfügung gestellten Arbeitsmitteln und Installationen nach Maßgabe des Dienstnehmerhaftpflichtgesetzes (DHG).

Sie haben Beschädigungen, Verlust oder sonstige Funktionsbeeinträchtigungen der Arbeitsmittel unverzüglich der Arbeitgeberin anzuzeigen und das weitere Vorgehen mit ihr abzustimmen.

17.3 Haftung der Arbeitgeberin

Die Arbeitgeberin haftet im Rahmen einer Risikohaftung für Schäden an dem im betrieblichen Interesse eingesetzten Eigentum der Arbeitnehmerin oder des Arbeitnehmers.

18. Ablehnung von Homeoffice

Lehnt die Führungskraft Homeoffice ab oder gewährt es nicht im beantragten Ausmaß, muss dies mit der betroffenen Arbeitnehmerin oder dem betroffenen Arbeitnehmer besprochen und inhaltlich begründet werden. Über das Gespräch ist verpflichtend ein Protokoll anzufertigen, welches im Personalakt abzulegen und an HR zu übermitteln ist. Grundsätzlich sind auch etwaige Alternativen zu diskutieren.

Arbeitnehmer:innen haben darüber hinaus das Recht, ein Gespräch mit der Führungskraft unter Beiziehung des zuständigen Betriebsrats und HR einzufordern.

Kommt keine Einigung zustande, können die Arbeitnehmerinnen und Arbeitnehmer den Eskalationsweg beschreiten, indem sie die nächste Führungsebene sowie den Betriebsrat miteinbeziehen.

19. Eskalationsmöglichkeit

Werden die Regelungen der bestehenden Vereinbarung von Führungskräften bzw. der Arbeitnehmerin oder dem Arbeitnehmer verletzt, so besteht die Möglichkeit, ein klärendes Gespräch zwischen den Beteiligten, unter der Beiziehung des Betriebsrates, zu führen. Kommt es zu keiner Einigung, ist die nächsthöhere Führungsebene zu involvieren und zu entscheiden, ob eine Homeoffice Tätigkeit in Anspruch genommen werden kann oder beendet werden soll. Alle Gespräche sind in einem Protokoll zu dokumentieren und im Personalakt abzulegen.

B: The Survey

Q1: Haben Sie eine aktive Home Office Vereinbarung/Dürfen Sie im Home Office arbeiten?

Q2: Wie viel Pendelzeit ersparen Sie sich durchschnittlich an einem Home Office Tag? (hin und zurück; in ganzen Minuten z.B. 65)

Q3: Durch die Möglichkeit der hybriden Arbeit empfinde ich eine Verbesserung meiner Work-Life Balance durch verringerte Pendelzeiten.

Stimme ich garnicht zu	unentschieden					Stimme ich voll zu
☐	☐	☐	☐	☐	☐	☐

Q4: Durch die Möglichkeit der hybriden Arbeit empfinde ich eine Verbesserung meiner Work-Life Balance durch erhöhte Flexibilität.

Stimme ich garnicht zu	unentschieden					Stimme ich voll zu
☐	☐	☐	☐	☐	☐	☐

Q5: Generell trägt die Möglichkeit zur hybriden Arbeit meiner persönlichen Work-life Balance positiv bei.

Stimme ich garnicht zu	unentschieden					Stimme ich voll zu
☐	☐	☐	☐	☐	☐	☐

Q6: Was würden Sie für sich persönlich als wichtigeren Faktor positiver Auswirkungen bezüglich hybrider Arbeit definieren?

Höhere Flexibilität	Reduzierte Pendelzeiten
☐	☐

Q7: Durch die Home Office Betriebsvereinbarung und der sich daraus ergebenden Möglichkeit zu einem gewissen Teil hybrid zu arbeiten, empfinde ich ein erhöhtes Vertrauen Seitens der Arbeitgeberin gegenüber mir als angestellter Person.

Stimme ich garnicht zu	unentschieden					Stimme ich voll zu
☐	☐	☐	☐	☐	☐	☐

Q8: Durch die Möglichkeit, teilweise im Home Office zu arbeiten, empfinde ich ein gesteigertes Gefühl von Verantwortung gegenüber dem Unternehmen.

Stimme ich garnicht zu	unentschieden					Stimme ich voll zu
☐	☐	☐	☐	☐	☐	☐

Q9: Im Home Office bin ich im Vergleich zum Büro ... abgelenkt was sich direkt auf meine Produktivität auswirkt.

viel weniger	weniger	gleichbleibend	mehr	viel mehr
☐	☐	☐	☐	☐

Q10: Ich denke, dass die Kolleg:innen in meinem Team durch die Möglichkeit hybrid zu arbeiten, eine ... Produktivität aufweisen.

viel weniger	weniger	gleichbleibend	mehr	viel mehr
☐	☐	☐	☐	☐

Q11: Im Allgemeinen empfinde ich im Unternehmen eine ... Produktivität durch die Möglichkeit hybrid zu Arbeiten

viel weniger	weniger	gleichbleibend	mehr	viel mehr
☐	☐	☐	☐	☐

Q12: Beschränkte technische Gegebenheiten (z.B. Equipment, stabile Internetverbindung) im Home Office haben im Allgemeinen einen negativen Einfluss auf meine Produktivität.

Stimme ich garnicht zu	unentschieden			Stimme ich voll zu		
☐	☐	☐	☐	☐	☐	☐

Q13: Haben Sie zusätzlich noch etwas, bezüglich Home Office im Zusammenhang mit den angesprochenen Punkten (Pendelzeiten, Flexibilität, Produktivität, etc.), anzumerken?

Q14 Demografie: Geschlecht (M/W/D), Alter in vollen Jahren, Kinder im selben Haushalt, Führungskraft oder regulär angestellt.