

SSA Paper

2025

Author: HAN Srey Leak
Faculty of Management

**A comparative study of the adoption of hybrid work models between
Hungary and Cambodia in the corporate service firms after 2020**

Supervisor: Dr. Koris Rita

Date of closing the manuscript: 2025, 11, 10

Abstract

This study is to investigate the adoption of hybrid work arrangements in corporate service firms in Hungary and Cambodia after the COVID-19 pandemic to date. As the corporate service firm worldwide experienced a rapid shift to hybrid work, so in this country-specific comparative study will examine and highlight differences in organizational culture, motivation, productivity, and employee satisfaction. The aim of this study is to reveal the internal factors of work-life balance, work autonomy and communication styles as well as external influences, including national culture, technology and regulatory contexts. The research aims to uncover the root causes that shape employee preferences and experiences of work arrangements in both countries. By conducting a mixed-methods approach, the study administers surveys and interviews to gather quantitative and qualitative data. The findings are expected to highlight the differences in diverse cultures reflected in internal and external factors, and how they shape the work arrangement of both countries, as well as the challenges and benefits of hybrid work. Based on primary and secondary research, the analysis reveals that Hungarian firms often have pre-existing digital readiness and structured corporate policies to implement hybrid work, thus they tend to be ready to offer hybrid work, Cambodian firms, on the other hand, faced more substantial adaptation challenges due to technological and infrastructural gaps and unauthorized regulatory support. Benefits of the hybrid work, like flexibility and employee satisfaction were common in both contexts, while challenges, ranging from communication barriers to inconsistencies in technological integration. Consequently, this study provides substantial insights into how cultural and structural dynamics shape post-pandemic hybrid work models, offering lessons for cross-cultural organizational strategies in corporate service sectors.

Keywords: Internal factors, external factors, organizational culture difference, corporate service firm, Hybrid work, employee satisfaction, perception

Acknowledgements

The process of conducting this academic research for TDK is quite a big challenge for me that I have to complete in a month, and this is my first time ever that I have written this scientific paper. This research study was completed successfully thanks to all of the support and advice from everyone who is part of this research study.

Firstly, I would love to show my high gratitude and respect for Professor Rita Koris for all her feedback, comments, recommendations, and encouragement, which have shaped my journey and direction for this entire research study. Second, I would like to thank all the respondents in both the quantitative and qualitative surveys, who spent their time filling out the survey, and 4 participants who contributed to the interviews. Lastly, I am really grateful and thankful for my sister's and friends' inspiration to participate in this research journey.

Table of contents

- Abstract 3**
- Acknowledgements..... 4**
- Table of contents..... 5**
- Introduction 7**
 - 1.1 Research Background 7
 - 1.2 Research Gap 7
 - 1.3 Problem Statement..... 8
 - 1.4 Research Aims and Research Questions 8
 - 1.5 Significance of the Study..... 9
- 2. Literature Review..... 9**
 - 2.1 Evolution of Work Arrangement during the pandemic and after the pandemic 9
 - 2.1.1 Remote Work in the Cambodian Context..... 10
 - 2.1.2 Remote Work in the Hungarian Context 11
 - 2.2 Internal Factors..... 11
 - 2.2.1 Motivation and satisfaction of employees working in hybrid contexts..... 12
 - 2.2.2 Organisational communication and Decision-making 12
 - 2.2.3 Organisational Trust and Transparency 13
 - 2.3 External Factors..... 14
 - 2.3.1 Technological Infrastructure..... 14
 - 2.3.2 Economic and Regulatory factors..... 16
 - 2.3.3 Corporate Culture Dimension Impacting Hybrid work..... 19
 - 2.3.4 Hofstede’s cultural dimensions 19
 - 2.4 Benefits and Challenges of Hybrid work 22
- 3. Research Methodology..... 24**
 - 3.1 Aims and Research Questions 24
 - 3.2 Data Collection Method..... 24
 - 3.3 Participants 26
 - 3.4 Data Analysis..... 29
 - 3.5 Ethical concerns..... 29
 - 3.6 Limitation 30

4. Results and Findings	31
5. Analysis and Discussion	47
5.1 Adoption and Adaptation of Hybrid Work Models	47
5.2 Internal Factors: Employee Motivation, Satisfaction, and Productivity	48
5.3 External Factors: Culture, Technology, and Regulation	49
5.4 Benefits and Challenges of Hybrid Work.....	50
5.5 Conflicting Result.....	50
5.6 Synthesis: Linking Findings to Research Aims.....	51
6. Conclusion.....	51
7. Recommendation	52
8. Future Research	53
References	54
Appendices	59
Qualitative Questionnaires	59
Interview Guide	73

Introduction

1.1 Research Background

The COVID-19 pandemic has become a significant factor in terms of transforming the way people work, such as remote work, hybrid work, or home office work. It is leading to a rapid shift in how organizations operate globally, and people are starting to discover the future of work in a variety of ways. Hybrid work model, combining the remote and in-office work models or periodic in-office presence, has emerged as a visible solution for many corporate service firms responding to the challenges caused by the widespread COVID-19 (Garg, 2022). This shift has been particularly noticeable in corporate service firms, where flexibility and adaptability are crucial for maintaining competitive advantage. The experiences of Hungary and Cambodia in adopting hybrid work practices offer a rich and insightful context for exploration, as these countries present distinct cultural, technological, and regulatory landscapes that influence how organizations implement such models.

The transition to the hybrid work model in Hungary has been characterized by a strong focus on organizational culture, technological evolution, and employee engagement. In order to move on the same track with other developed European countries, research indicates that Hungarian firms are significantly prioritizing employee feedback and collaboration to foster a supportive work environment (Sparrow et al., 2017). Conversely, Cambodia's rapid economic development and increasing technological adoption have created unique opportunities and quite huge challenges for implementing hybrid work (Talent4U, 2025). A study by Anderson (2021) highlights that while many Cambodian organizations are still in the early stages of adopting hybrid models, those that have embraced them report improved employee satisfaction and productivity.

1.2 Research Gap

There have been many studies about the literature on hybrid work arrangements that mostly focus on the general impact of remote work across various industries and regions (Garg, 2022) and a few studies that deeply examine the workplace design and the work environment and how these affect employees' wellbeing (Gautam et al., 2022). However, several specific gaps

remain; this study's prior work, particularly concerning the comparative analysis of hybrid work adoption across different cultural and economic contexts. Most existing research tends to focus on single-country case studies or broad regional analyses (Anderson, 2021). There are a few key research gaps like the comparative cultural analysis, the factors of adoption and the evolving regulatory context how they affect the work arrangement adoption. By addressing these gaps, this study intends to provide a different understanding of hybrid work adoption in diverse cultural and economic settings, contributing to the broader understanding of organizational behaviours and employee engagement in a post-pandemic world.

1.3 Problem Statement

Despite growing literature on hybrid work models (Garg, 2022), there is still a lack of resources for comparative studies between Hungary and Cambodia that examine how internal and external factors shape employee experiences and perceptions across different cultural contexts. In Hungary, the focus on employee satisfaction and adaptability contrasts with the Cambodian model of working dynamics and varying levels of technology advancement and corporate culture. This disparity raises important doubts about how these factors influence the effectiveness of adopting hybrid work after post pandemic. By investigating these nuances, this study has the purpose to contribute to a better understanding and precision of hybrid work adoption in corporate service firms in both of these countries.

1.4 Research Aims and Research Questions

The present study aims to explore the hybrid work practices in Cambodia and Hungary in corporate service companies after 2020 by focusing on organizational culture differences, including the effects of internal and external factors, in order to understand and compare both countries how these factors contribute to and influence employee preference, perception, and experience in this adoption model. Therefore, this study seeks to answer the following questions:

RQ1: In the post-pandemic era, how have corporate service firms in Hungary and Cambodia adopted a hybrid work model?

RQ2: How are internal factors (motivation, productivity, satisfaction, and perception) different between employees working in Hungary and Cambodia?

RQ3: How do internal factors affect the adoption of hybrid work models in the 2 countries?

RQ4: How do external factors (corporate culture, technological, and regulatory influences) impact the adoption of hybrid work models in both countries?

RQ5: What challenges and benefits do corporate firms in Hungary and Cambodia face as a result of implementing hybrid work models?

1.5 Significance of the Study

This study fills a research niche in the literature on hybrid work and is significant for multiple stakeholders, including employers, organizational leaders, HR professionals, as well as employees in both countries. By providing a comparative analysis of hybrid work practices in Hungary and Cambodia, the study aims to offer insights into the ways organizational culture, impact of employee satisfaction and productivity and external factors in diverse work environments to find out the reasons for companies' decision to adopt or not adopt a hybrid work model. The findings are valuable for corporate service firms seeking to optimize their hybrid work strategies, as well as for policymakers looking to create supportive regulatory frameworks in order to implement effective remote work practices for the sustainability benefit of both sides between employee and employer. Furthermore, this research contributes to the academic discourse on organizational behavior and hybrid work models in a post-pandemic context.

2. Literature Review

2.1 Evolution of Work Arrangement during the pandemic and after the pandemic

The addition of a working hour setup 9 to 5 was once seen as a gold standard in the company. However, working from home has been an option for about 30 years, in response to the global COVID-19 pandemic, the rapid adoption of remote and hybrid work has led to a re-evaluation and massive transformation of traditional workplace norms (Garg, 2022). When the pandemic has started in the year 2019, people who work in the office and able to switch to online were asked to switch to home office in a short notice. Statistically, Sari and Wening (2025) discuss that only 2% of the workforce in Europe was involved in remote work while more than 3.9 million workers indicated they were engaged in remote work, representing just 2.9 percents of the US workforce. Similar to Europeans workforce has 2 percents worked remotely in 2015.

However, these numbers experienced a significant rise in the beginning of the pandemic, has approximately 35% in the US and 37% in the Europe (Khorakian et al., 2023). Many people were worried about the consequences, while the shift has been widespread and brewing in the background and because of the varying cultural attitudes, technological infrastructures, and economic conditions, the regional disparity has emerged (WERC, 2023). There were a lot of industries that felt the impact such as industries involving travel like hospitality and tourism, or industries that directly connect with customer service for example dentists. Industries that had already used remote work were less concerned about the new situation (Ec, 2024). After the pandemic the remote work and hybrid work have increased (McKinsey Global Institute, 2021).

Remote work went from being an exception to a necessity so the companies have no choice but to adapt and leverage technology to maintain the operation. A LinkedIn report (2024) indicates that while hybrid work is still under debate, remote roles are still growing, particularly in smaller companies in Germany, the UK and some other EU countries. Continuing the pandemic, mostly in roles that can be performed remotely, a growing number of European and Hungarian workplaces have adopted policies mandating remote work for their employees, at the same time with many countries experiencing a smoother transition and sustained hybrid practices (Hungary Today, 2024).

In Southeast Asia, from 2023, some countries have become global destinations of remote work such as Indonesia and Thailand, becoming a hotspot of digital nomads with affordable living, and a good working environment (LCH team, 2024). Conversely, the return to on-site work has been more pronounced, although the pandemic has normalized remote work to some extent, especially in international NGOs and tech firms (Talent4U, 2025). In addition, McKinsey (2022) has shown that leaders need to be flexible and embrace hybrid work, as there's no going back and corporate business should have a response to the latest update.

2.1.1 Remote Work in the Cambodian Context

Cambodia experienced a rapid shift to remote work during the pandemic lockdowns in the mid of 2020, but this trend change has largely reverted to on-site work by 2022 (Khmer Times, 2024). A survey of Future of Work Post Pandemic in Cambodia revealed that while 56% of respondents considered remote work important for great adaptation, 84% of them also valued the flexibility of returning to the office (Anderson, 2021). This suggests that the majority of the

Cambodian workforce may not be fully ready for remote work, with many believing they are less productive.

Even though there is a high preference for on-site work, the pandemic has promoted digital platforms for remote hiring processes, virtual interviews, and online assessments along the way with Cambodian job market has evolved to become more flexible, skill-focused, and digitally inclined, with a rising demand for contract and freelance workers (Khmer Times, 2024). However, challenges still remain, including ensuring reliable internet access and developing digital skills, particularly in rural area in developing countries (LCH team, 2024).

2.1.2 Remote Work in the Hungarian Context

In contrast to Cambodia, Hungary experienced a smoother transition to remote work. GKI survey (2025) found that 29% of employees in Hungary have the opportunity to work from home after the pandemic and this model will not disappear entirely (Petz, 2025). Employers and employees have to learn how to navigate through the new complex and increasingly dynamic world of work to gain a better understanding of how changes in the world of work. The spread of remote work received a significant change during the pandemic, and although its prevalence declined after the pandemic passed, it has stabilized at higher level than before for the last few years (Petz, 2025).

Moreover, the Hungarian government has supported remote work by simplifying the rules and introducing new regulations since the pandemic for remote work (Noerr, 2020). However, there is a growing demand from employers for employees to return to the office to build an efficient workplace community and improve controllability. Yet, hybrid working is the most supported option among employees, with many valuing the flexibility it offers (Hungary Today, 2024).

2.2 Internal Factors

Internal factors shaping the experiences and perceptions of employees working in hybrid models are to be discovered in this research study and how they influence the adoption. These factors include motivation, satisfaction, organizational communication, trust, transparency and more, which all influence and impact the adoption of hybrid work models.

2.2.1 Motivation and satisfaction of employees working in hybrid contexts

Employee motivation and satisfaction are critical paths that describe the successful implementation of hybrid work models because they shape the engagement, resilience, and willingness to adapt to new structures or changes. Motivation can be influenced by various intrinsic and extrinsic factors, including job design, recognition, well-being-focused, and work-life balance (Ryan and Deci, 2000). Based on self-determination theory (SDT) such as autonomy, competence and relatedness are the intrinsic motivators that could enhance the effectiveness of work settings through the flexibility offered by the hybrid arrangement. Bloom et al. (2014) found in a large-scale randomized trial that allowing home-based work improves job satisfaction by reducing commute time and enabling greater control over personal schedules. Otherwise, employees who perceive their work environment as supportive and flexible tend to report higher levels of job satisfaction.

A report from Demetriades, Cabrita and Eiffe (2023) stated that professional service firms in Hungary have investigated higher job satisfaction scores among employees granted hybrid arrangements, especially when the flexibility is formalised within HR policies to prevent ad-hoc changes and other urgent projects. The satisfaction is linked to better work–life balance integration and reduced work exhaustion. Conversely, Cambodian studies Kounthiea (2023) highlight that satisfaction is strongly tied to job stability and resource provision rather than autonomy alone. Employees appreciate the access to reliable technology, company-financed internet, and regular check-ins from supervisors or managers or the company, which signal organisational commitment and the office format.

Therefore, motivational structures differ as Hungarian employees focus more on individual productivity and lifestyle compatibility, whereas Cambodian employees emphasise relational and infrastructural support, reflecting a collectivist orientation and varying economic development levels.

2.2.2 Organisational communication and Decision-making

Effective organizational communication is another essential for facilitating the smooth operation of hybrid work arrangements, foster collaboration and most importantly when changing the modes and frequency of communication. Waizenegger et al. (2020) discussed that

digital communication tools replace informal on-site work, requiring deliberate and regular reminder scheduling of interactions to avoid silo effects and the duo effect. Specifically, clear communication improves the mitigation of misunderstandings and fosters collaboration among team members who may be working from different locations. In addition, regarding with decision-making processes can be more complex and require an inclusive process in hybrid arrangement, as leaders must have to navigate both in-person and remote interactions. On the other hand, organizations that prioritize transparent communication and inclusive decision-making processes are better positioned to foster a positive hybrid work culture (Marlow et al., 2017) which is challenging for the firm to maintain both transparent and effective decision-making.

In Hungary, managerial decision-making increasingly occurs in digital formats, supported by project management tools such as Jira or Trello or Asana. While these platforms facilitate transparency but require employees to maintain self-discipline in documentation and update cycles and track regularly to the team members or managers (Blaskovic et al., 2023).

Furthermore, in Cambodia, according to UNDP (2020), despite increasing adoption of platforms like Zoom, Microsoft Teams and Google Meet, the limitations and inconsistent digital literacy among staff often slow decision-making processes especially for employees of the older generation or Generation Y. High-context communication styles which is conveyed through interpersonal cues, may suffer in fully digital environments. Therefore, hybrid models in Cambodia tend to preserve certain in-person meetings for critical decision points, blending with digital tools or on-site discussions. In most cases, for the public sectors, they prefer in-person meetings and barely adapt to online meetings or discussions except in urgent take or shutdown period when they really cannot meet face to face.

2.2.3 Organisational Trust and Transparency

Trust and transparency are core foundational elements that could impact some part of employee engagement in hybrid work settings. For example, they are more likely to embrace hybrid work models and remain committed to their work when employees trust their organization and the leadership in the organization as a whole or its leader. A culture of transparency is usually interpreted as the information is shared openly, can enhance trust and reduce feelings of isolation among remote workers also because direct supervision is replaced by outcome-based

management practices (Sari and Wening, 2025). A comparative study by De Jong, Dirks and Gillespie (2015) found that organizations with high levels of trust and transparency reported greater employee satisfaction and productivity in hybrid contexts.

In Hungary, employers who clearly define deliverables and adopt performance dashboards tend to sustain high trust levels, as employees perceive monitoring as fair and objective. Transparency is reinforced by using shared online repositories and audit trails (Demetriades, Cabrita and Eiffe, 2023). For instance, they also approved that hierarchy is valuable, supervisors are expected to provide reasons and explanations for their decisions, indicating a need for transparency (IOR World, n.d).

In Cambodia, traditional authority structures frequently include visible demonstrations of effort in the workplace as a trust-building mechanism (OECD, 2020). This perception can challenge remote work acceptance, as managers may equate physical visibility with reliability. Trust in digital oversight grows when leaders provide regular feedback and recognition online, bridging the relational gap left by reduced physical presence (Royal Government of Cambodia, 2021).

2.3 External Factors

External factors, including corporate culture, technological infrastructure, and economic with regulatory contexts, are the key notion that influence the adoption of hybrid work models.

2.3.1 Technological Infrastructure

As technology made the shift possible to remote work, it is paramount the advancement of technological infrastructure is a key external factor affecting hybrid work adoption and the driving force behind the rise of hybrid work. Organizations must invest in reliable technology and tools that act as enablers for seamless communication, task management and collaboration between remote and in-office employees (Khan, 2025). The backbone of hybrid work is technology, cloud computing, collaborative platforms like Microsoft Teams, Zoom, Slack and project management tools such as ASANA and Trello have made it easier than ever for teams to work together without being in the same room. Companies that possess strong digital infrastructure and enabling technologies often find it easier to adapt to hybrid work models, also connections of the network could be slightly improved through the enhancement of better and high-quality digitalisation and communication technology (Ng et al., 2022). Connecting to

these technologies can enhance employees’ productivity, even when the work is performed remotely. It was also revealed that better information access platforms equip employees with superior conditions to operate effectively in a hybrid arrangement or remotely. Therefore, hybrid work requires more than just a good WiFi connection, businesses need to invest in the right tool to ensure that their team stays productive and engaged.

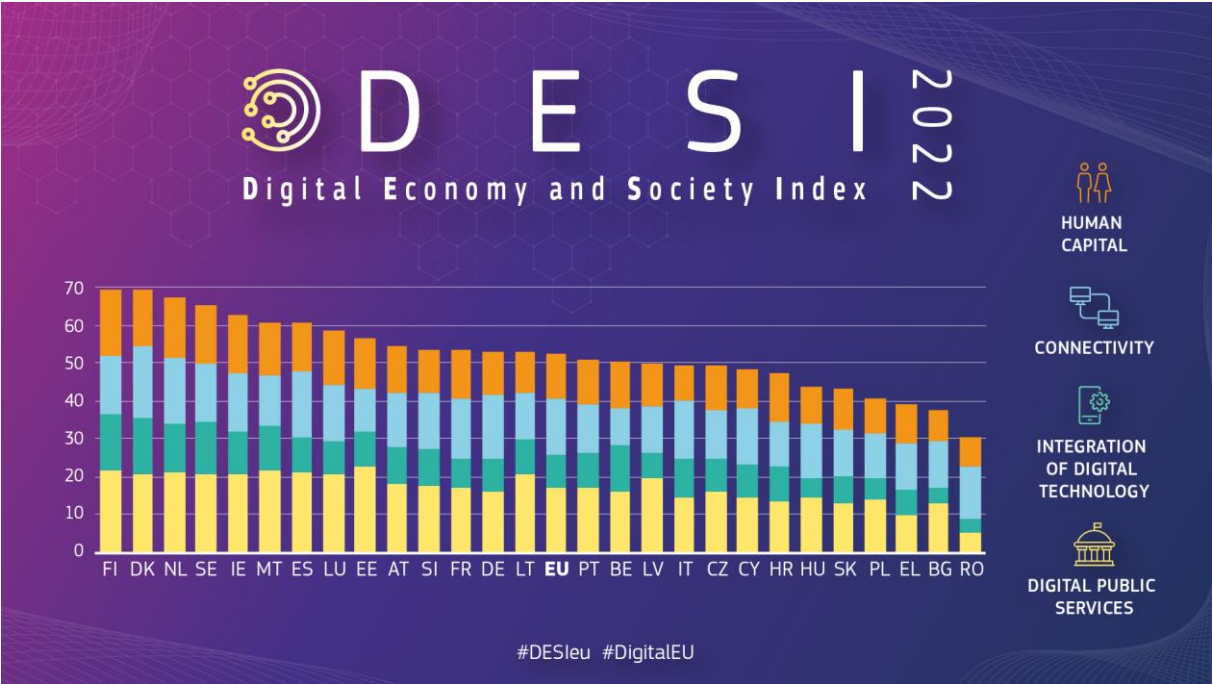


Figure 1: The Digital Economy and Society Index (DESI), (2022)

Hungary, for broadband penetration, ranks above the EU average in the Digital Economy and Society Index according to DESI (2022), in terms of digital public services, and cloud computing uptake so so-called connectivity and integration. This infrastructure supports not only core remote work tools such as video conferencing, collaborative platforms and so on but also advanced applications such as secure VPNs and AI-based productivity analysis. As such, Hungarian firms can rely on technology to bridge physical distance in a very effectively. In contrast to Cambodia, World Bank (2021) data illustrated internet penetration rising above 78% in urban areas, but rural coverage and high-speed access lag due to the cost of implementation and geography. This disparity impacts hybrid work and feasibility, and companies often provide internet subsidies or dedicated office space for remote work days. While government smart city initiatives promise improvements, current constraints require a strong tailored hybrid schedule balancing home and office presence. The pace of technological adoption has been rapidly growing, but disparities in internet access and digital literacy remain competitively challenging,

particularly in rural areas in developing country like Cambodia (Asian Development Bank, 2021). Therefore, Hungary has a more established technological infrastructure compared to Cambodia, which may facilitate smoother transitions to hybrid work models with more supports. Organizations in both countries must assess their technological capabilities to improve effective hybrid work arrangements in a way of sustainability and long term success.

2.3.2 Economic and Regulatory factors

Economic conditions and regulatory frameworks absolutely play a significant role in shaping and affecting hybrid work practices. Hungary's legislative reforms after 2020 provided a structured legal foundation for hybrid and remote work, which accelerated and improvised adoption in a corporate service firm (Noerr, 2021). Moreover, government policies have gradually supported remote work and emergency legislation, which allowed more flexible home-office arrangements, but these were later formalized from 2022 through amendments to the Labour Code and associated government decrees (Noerr, 2021). The new framework indicated clearly that the legal definition of remote work, distinguishing between telework and occasional home-office arrangements, and extended the applicability beyond the state of emergency. Especially, employers must now establish written agreements defining the conditions of remote work, including working hours, place of work, compensation, holiday and provision of equipment (AZS Partners, 2022).

Hungary amended its Labour Code in 2021 is to formally recognise remote work arrangements, stipulating equipment provision, expense reimbursements, and responsibilities for occupational safety in home offices based on Hungarian Ministry of Innovation and Technology (2021). This legal clarity encourages adoption by minimize ambiguity. Furthermore, the updated rules also specify occupational health and safety (OHS) requirements for home-based workstations, shifting part of the compliance responsibility to the employee while obligating the employer to provide adequate guidance for their employees (Noerr, 2021). In addition, tax relief measures have also been introduced, allowing a lump-sum allowance of up to 10% of the monthly minimum wage to cover costs incurred by remote employees, which incentivises hybrid work by easing financial burdens for both parties (AZS Partners, 2022). However, these regulations also impose compliance costs and administrative tasks on employers, such as adapting internal policies and conducting OHS risk assessments, which may slow adoption in smaller organisations. Overall, Hungary's regulatory reforms have provided standard and critical legal

certainty for hybrid arrangements, but their practical impact is mediated based on organisational capacity to meet and fulfill those compliance requirements and the extent to which employers view the allowances as sufficient to offset remote work expenses.

Conversely, Cambodia from the beginning until now lacks a comprehensive and critical regulatory framework for remote or hybrid work, while the Labour Law (1997, amended 2007) covers only general employment terms, which does not explicitly address telework or home-office arrangements, leaving most conditions to individual company policy (ILO, 2022). Employment contracts rarely and almost not specify hybrid arrangements in detail, leaving issues such as overtime tracking, equipment provision, and liability for data breaches to informal negotiation based on the firm's contract itself. According to World Bank during the pandemic era, the Ministry of Labour guidelines primarily focused on infection prevention at workplaces rather than formalising remote work structures or guidelines of the supporting system to the hybrid work at all. As a result, Cambodian firms adopt hybrid work in an ad-hoc manner, often without standardised and clear provisions for equipment, expense reimbursement, or OHS compliance in home settings and so on. Cambodia's regulatory landscape is still evolving and still under development, and organizations may face challenges in navigating labor laws and compliance issues related to remote work (Khan, 2025).

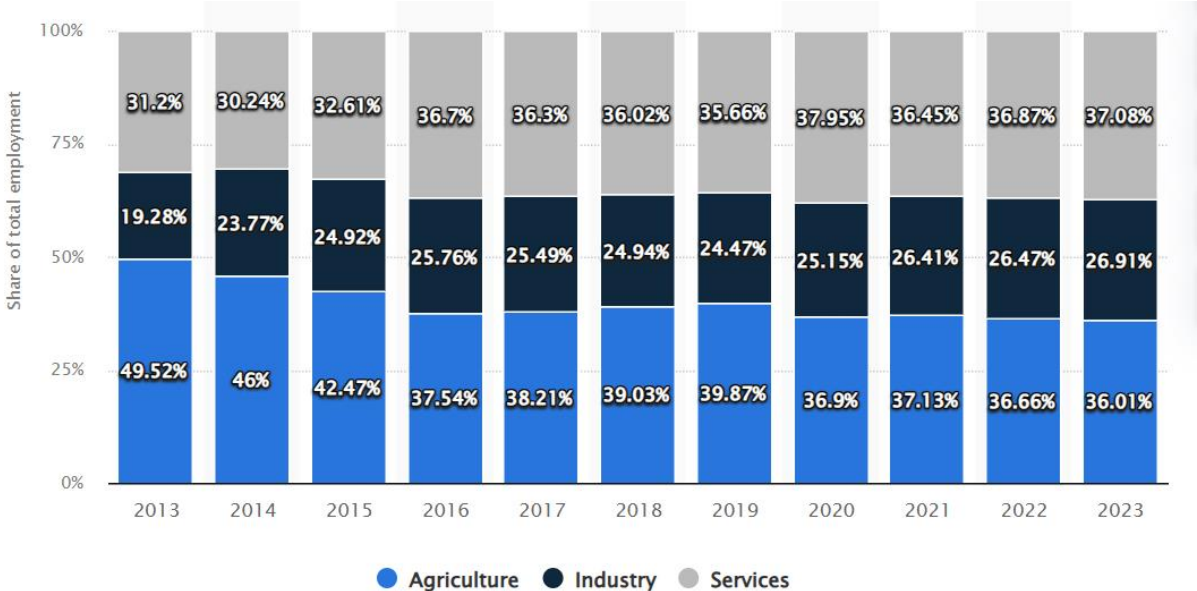


Figure 2: Distribution of employment by economic sector from 2013 to 2023 in Cambodia (Statista, 2025, n.p.)

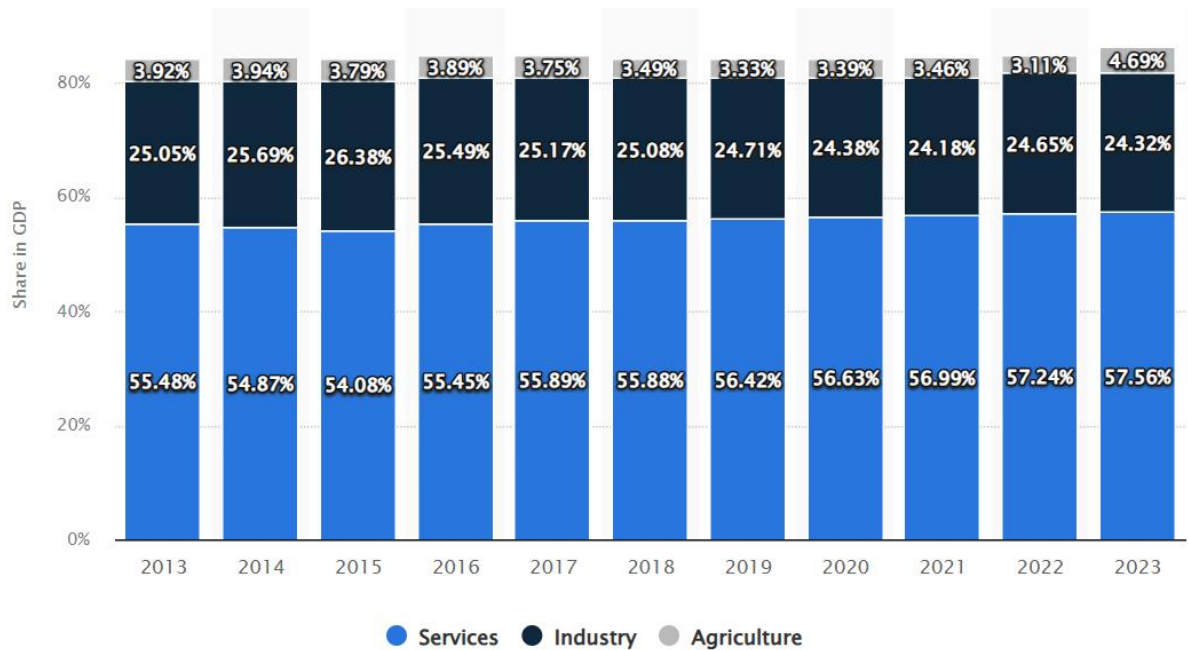


Figure 3: Share in percentages of economic sectors in GDP (gross domestic product) from 2013 to 2023 in Hungary (Statista, 2025, n.p.)

For economic conditions between the two of countries also show the different significantly while In Hungary, the economy has a large and mature services sector, including finance, IT, business process outsourcing (BPO), and administrative support which collectively accounted for over 57% of GDP in 2023, based on World Bank Data improvised the graph by Statista (Aaron, 2025). In Cambodia, however, the economic structure remains more heavily weighted towards agriculture and manufacturing, with services accounting for only around 37% of GDP according to the World Bank indicator. According to Statista (Aaron, 2025), the graph of the distribution of employment in Cambodia shows that industry and agriculture cover more than half of the total which proves the challenge to move to the hybrid work setting as it requires staff to appear in person. Moreover, key growth areas such as garment production, tourism, and construction rely heavily on on-site labour and have lower immediate potential and chance to adopt the hybrid arrangement. Even though the IT and digital services sector is expanding, especially in Phnom Penh’s emerging tech hubs, the overall market size is still modest, and limited regulatory guidance on remote work (ILO, 2021) constrains broader adoption and moving forward compared to Hungary or other European countries.

Overall, Hungarian firms, operating in a higher GDP per capita context in the service sector which can invest more readily in training, digital security, and ergonomic home setups, while

Cambodian companies may face budget constraints that slow technology integration. Understanding these economic and regulatory factors is essential for organizations aiming and challenge to implement effective hybrid work models in either context (World Bank, 2020).

2.3.3 Corporate Culture Dimension Impacting Hybrid work

Corporate culture has a crucial path in the implementation of mixed models of work both onsite and home office since organizations that prioritize flexibility, inclusivity, and employee well-being are more likely to foster a positive hybrid work environment (Mozammel, Irum and Abdulla, 2025). When organizations provide support focused on employees' well-being, research indicates that it results in lower levels of burnout and stress, as well as increased organizational motivation and job satisfaction (Jindain & Gilitwala, 2024). Corporate employees appreciate knowing that their manager and organisation appreciate their input and actively work to facilitate a smooth transition, which can include both emotional and physical support, such as supplying the necessary technology and furniture for remote work (Yang et al., 2023). A research conducted in the UK in 2020 found that 29% of remote workers reported higher productivity while working from home, yet 30% noted a decrease in productivity, primarily due to a lack of motivation, unavailability of essential resources required for effective work, and feelings of losing connection or losing contact with coworkers (Yang et al., 2023). Therefore, it is very important that companies seem to prioritize or have strategies to help their employees, especially aiming for the best result for the organisation. As more developed corporate culture embraces innovation and flexibility in Hungary may be possible to facilitate the adoption of hybrid work, while in Cambodia, where traditional workplace norms may still prevail and turn around the society, the transition may be more challenging and hard (Sparrow, Brewster and Chung, 2017). Research has shown that a strong, adaptive corporate culture can enhance employee engagement and performance especially regarding with the change to in hybrid settings (Khan, 2025).

2.3.4 Hofstede's cultural dimensions

The shift of a hybrid work arrangement after the pandemic has become a necessity for a deeper understanding of how culture shapes organisational adaptation. Hofstede's cultural dimensions theory (Arrindell, 2003) offers a valuable insight to compare different societies' attitudes towards authority so-called power distance, group versus individual focus, goal orientation,

decision-making, transparency and so on. For Hungary there is a cultural scores are available based on Hofstede Insights' published data which found online easily. On the other hand, for Cambodia, there is a limited for visual data so the interpretation and review is based solely on various journals combined together.

In terms of power distance, Cambodia demonstrates a high level of power distance, reinforced by historical authoritarianism in social and organisational structures such as the effect from the Khmer Rouge era (Kounthiea, 2023). Authority is respected and decentralisation of power is limited, leaders often set rules, make unilateral decisions, with subordinates less likely to challenge directives which makes the decision strictly top down (Chandler, 1992). That could be one of the reason that the hybrid work settings conflicts with this norm since it requires more self-management and decentralised control of daily tasks. Employees might feel uncomfortable in term of making autonomous decisions, leading to dependence on office presence for direct supervision. This slows the transition to adopt hybrid arrangements. In addition to individualism and collectivism, Cambodia is marked as a collectivist society that prioritizes group harmony and loyalty to close-knit networks (Berry, 1989; Gudykunst and Kim, 1997). This collectivist orientation supports strong team cohesion and morale but can inhibit open dissent or criticism, leading to indirect communication styles (Tan & Liu, 2007). Employees may perceive remote work as isolating, and in a collectivist setting, a lack in-person contact can be seen as detrimental to identity and group trust. As a result, reverting to full office work after the pandemic can feel more natural culturally than sustaining separation. Moreover, for the motivation toward success or goal orientation, Cambodia pursues a more feminine orientation which values the stability, relationship-based and avoiding the conflict over aggressive achievement targets (Kounthiea, 2023). Hybrid work often requires clear, measurable performance metrics to function without direct oversight yet Cambodia might prioritise harmony over such assessment systems. This risks lower performance clarity and difficulty in evaluating remote productivity, ruining managerial confidence in hybrid models. For the decision-making cultural dimension of uncertainty avoidance shows that it remains cautious, and often slow to embrace change. Kounthiea's findings (2023) show organisational leaders prefer gradual, incremental reforms, partly due to "face-saving" concerns. Hybrid work represents a significant structural change, and sudden shifts may be resisted. Even during COVID-19, remote work's adoption was reactive rather than proactive, making its retention post-pandemic unlikely without deliberate, culturally sensitive leadership programs. While

hybrid practices can be introduced short-term under crisis, sustaining them conflicts with the cultural logic of workplace organisation.

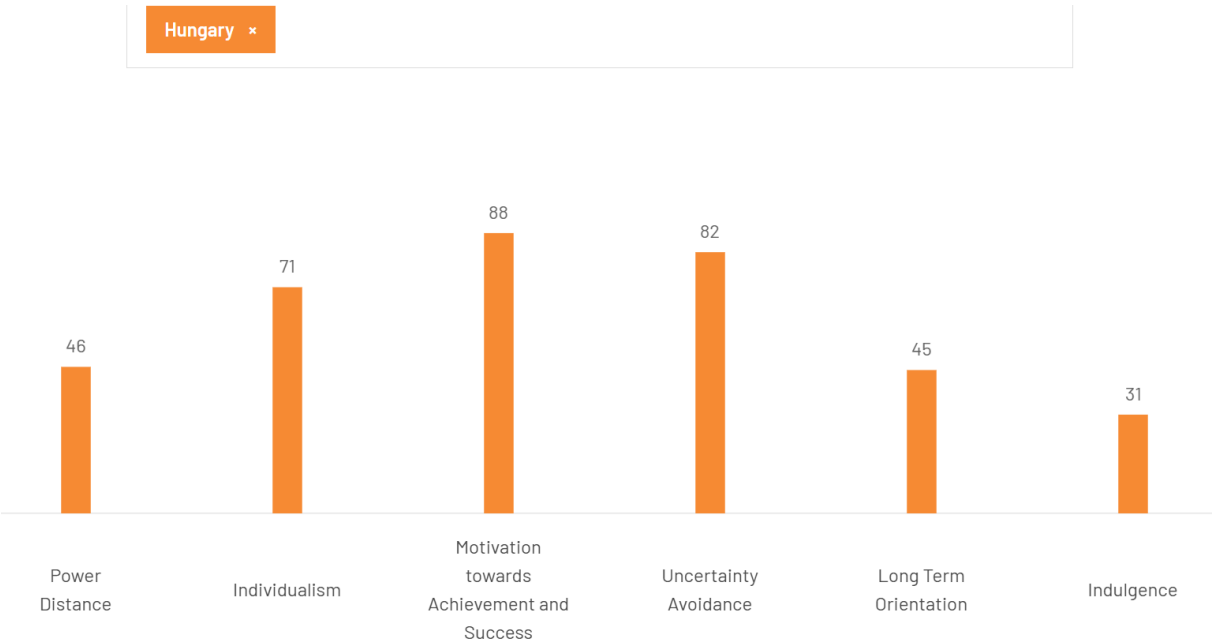


Figure 4: Cultural Score on Hofstede Cultural Dimension of Hungary (Hofstede Insights, 2025, n.p.)

On the other hand, Hungary scores moderately high on power distance (46 on Hofstede’s index), meaning hierarchies are respected but employees expect consultation (Hofstede Insights, n.d.). Suggesting some acceptance of hierarchical order but a stronger expectation among employees and clarity from leadership is available without fully stifling employee autonomy to be consulted than in Cambodia. Hungarian workplaces often feature a centralised decision-making hierarchy, but employee participation is more common to handle responsibilities without constant in-person oversight, especially in professional sectors. For hybrid work, this could mean greater initial acceptance of managerial oversight but also some willingness to negotiate a flexible arrangement. Additionally, Hungary scores moderately toward individualism (score 80) in Hofstede’s framework. Hungarian employees are keen to value self-reliance, autonomy, personal responsibility and direct communication. While teamwork is still valued, individuals are expected to advance their own work toward goals. This makes Hungarian employees generally comfortable working independently and managing tasks from home with the autonomous nature of hybrid work, though it may require ensuring sufficient team cohesion when remote interaction reduces in-person bonding and autonomy is not seen as an isolation but as empowerment. In addition to Motivation Toward Success or Goal

Orientation, the high masculinity score (88) in Hungary reflects a strong achievement orientation, competitiveness, and focus on results. This reflects that hybrid work can be maintained when productivity targets are transparent, as Hungarian employees are motivated by measurable performance and advancement. Otherwise, the employee well-being is emphasized by the productivity metric and drive to mitigate concerns over reduced visibility in remote settings. Lastly, for the decision making, they balance between hierarchy with professional consultation. While senior management often retains ultimate authority, decision-making can be participatory, especially in skilled professions. This could allow faster formalisation of hybrid work policies and reduce resistance. As a result, Hungary cultural norm is more focus on individual responsibility, high achievement orientation, and moderate hierarchy. While leadership approval and procedural formalisation remain essential, it is capable to continue the adoption of hybrid work after the pandemics.

2.4 Benefits and Challenges of Hybrid work

Hybrid work arrangements offer numerous benefits, including increased flexibility, improved work-life balance, and enhanced employee satisfaction (WERC, 2023). Hybrid work can still make people feel engaged for example, some of the most impactful technologies include collaboration platforms, Microsoft Teams and Google Meet which have become essential for team communication and collaboration. They allow the team to share documents, chat and have face-to-face meetings virtually, making distance irrelevant. Additionally, project software tools like ASANA, Trello, and monday.com help teams to stay on track, assign tasks, set deadlines and track progress while working from different locations. Cloud-based file sharing services like Google Drive, Dropbox and OneDrive ensure that the documents are accessible from anywhere, allowing seamless collaboration across time zones. And physical space, cybersecurity tool suite so do the concerns about data security. Moreover, a company that could invest in VPN or 2 authenticator authentication to ensure that their data is safe and these tools ensure that employees are informed and productive regardless of where they are located. Besides that, employees often appreciate the autonomy to manage their schedules, leading to higher levels of motivation and productivity (McKinsey, 2022). For the employer, the hybrid model can reduce overhead costs in terms of office space, utilities and other expenses associated with maintaining a physical workplace can be significantly cut down. In fact, according to global workplace analytics, businesses can save an average 11000 USD per year for every employee who work remotely half-time (Messenger, 2019). As well as a global talent pool,

remote work opens up a world of possibilities for employers. They no longer limited by geographics when hiring which allow them to tap into a global talent. It has made it easier for company to find highly specialize talent without the constraint of location.

Despite the numerous benefits of hybrid work, challenges also arise, such as feelings of isolation among remote workers, difficulties in communication, and potential inequities between in-office and remote employees (Marlow et al., 2017). Communication presents a significant challenge, as remote employees often feel isolated or disconnected from their colleagues and the organization (Petitta et al., 2023). The need for meaningful relationships is an essential aspect of human nature, with individuals desiring a sense of going together smoothly and connection with one and another (Gagne and Deci, 2005). Studies indicate that having relatedness in the workplace is positively linked to both work productivity and overall well-being (Gagne and Deci, 2005). Therefore, companies must reassess their strategies for promoting collaboration among team members, considering the identical mode of hybrid work arrangement that could differentiate from old form of office setups. Organizations should find critical and effective solutions to solve these issues proactively to maximize the benefits of hybrid work and ensure a cohesive and engaged workforce. Additional issues identified in research include work-home interference, as employees face difficulties in managing conflicts at home that lead to distractions from pets, family members, or digital devices, while procrastination also appears to harm employee productivity (Wang et al., 2021).

Furthermore, the regulatory gap can limit to adoption of the change the work arrangement to hybrid and it may expose employers and employees to legal ambiguity in areas such as working-hour tracking, liability for home-based accidents, and data protection for company confidential. Since systems have reformed in Hungary and created an enabling environment for wider hybrid adoption, Cambodia's one still relies on informal policy measures, meaning that it still depends heavily on organisational initiative, sectoral norms and practical infrastructure constraints. By bridging this gap, for example, issuing hybrid work guidelines under the existing Labour Law of the government or introducing incentives for the employees, could strengthen legal certainty and support equitable access to flexible working arrangements after the pandemic in labour markets.

From the information above, it is clearly demonstrating that the literature concerning workplace performance is intricate and involves multiple factors that affect its efficiency and how it

influences the adoption. While challenges and threats happen, Organizations can maximize the benefits of hybrid work models by prioritizing open communication, fostering employee well-being, strengthening collaboration, and promoting active employee engagement as key elements of their culture and operations. Companies may enhance their ability to create an environment that promotes to achieving long-term success in the hybrid work arrangement requires leveraging technology, embracing change, developing effective leadership, optimizing work design, and placing a strong emphasis on employee physical and emotional well-being. (Wang et al., 2021).

3. Research Methodology

3.1 Aims and Research Questions

This research aims to explore the different factors that influence the adoption of hybrid work after 2020 through a comparison study between Hungary and Cambodia. This study seeks to answer the following research questions:

RQ1: In the post-pandemic era, how have corporate service firms in Hungary and Cambodia adopted a hybrid work model?

RQ2: How are internal factors (motivation, productivity, satisfaction, and perception) different between employees working in Hungary and Cambodia?

RQ3: How do internal factors affect the adoption of hybrid work models in the 2 countries?

RQ4: How do external factors (corporate culture, technological, and regulatory influences) impact the adoption of hybrid work models in both countries?

RQ5: What challenges and benefits do corporate firms in Hungary and Cambodia face as a result of implementing hybrid work models?

3.2 Data Collection Method

This research study follows a mixed mixed-methods approach to gain various perspective to be investigated. According to Kumar (2014), mixed method refers to the research study that involves gathering and analyzing both quantitative and qualitative data for the same study. The mixed method approach enables to collect both numerical data and the insider perspectives of the interviewees to complement quantitative results.

Since a mixed-method approach is employed, for the quantitative phase, the survey conducted online by using Google Form between 12 of October and 25 of October so the survey was open for a 2-week window to collect sufficient data. The survey includes structured questions encompassing various aspects of hybrid work, such as employee motivation, satisfaction, dissatisfaction, organizational communication, trust, and perceived culture and challenges. Utilizing as a Likert scale-type questions for responses will allow for nuanced insights into employee perceptions and experiences. The purpose of the sampling technique was employed to target at least 100 respondents from corporate service firms for both Cambodia and Hungary altogether. This sample would aim to ensure diversity in terms of firm function, job roles, experience levels, and backgrounds. Therefore, the data collection as finalized by the distributing the link of Google Forms through the professional network in the researcher's workplace to reach potential participants and use snowball sampling by asking the professionals to share the survey within their own networks. Complementary to the qualitative phase, a semi-structured interview guide was created including open-ended questions that explore employees' experiences with hybrid work. Topics will cover motivation, challenges, benefits, and perceptions of organizational support. It went through the online interview via google meet platform. Each interview lasted about 30 to 45 minutes, providing just appropriate and enough time for the in depth discussion. Conducting interviews as a data collection method for research can help obtain valid and reliable information pertinent to the research questions and objectives (Saunders et al., 2019). In this study, semi-structured interviews are utilized, enabling data collection around predefined themes that guide the research questions. This approach offers the guidelines and open questions and allows participants to expand on their responses based on their own experiences and viewpoints. Given the small sample size for the interviews, purposive sampling is recommended as the most effective technique for selecting participants in qualitative research (Bryman & Bell, 2015). Furthermore, the research's objectives can be accurately met by choosing interviewees based on pre-established criteria, which ensures better control over the quality of the data.

The survey includes 33 questions and the responses were downloaded and analyzed using Excel. The survey method is a suitable method for obtaining general answers to a question and to get the overall answer of the problem and is the most common and appropriate study as it allows for a broad and structured gathering of data of the respondents. Furthermore, since the primary goal of this study is to identify the internal and external differences of adoption hybrid work, it was conducted cross-sectionally. A cross-sectional study is a one-time investigation

that aims to explore and describe the overall picture of a phenomenon, situation, problem, or population's attitude at a particular time (Kumar, 2014). In addition, if we compared to qualitative methods, which focus on in-depth individual experiences, a survey allows for standardized data collection, making direct comparisons between respondents in different work environments. Surveys are also time-efficient and allow for structured data handling since responses can easily be quantified and analyzed. This method also increases the reliability of the results because it minimizes the bias of the interviewer and it also ensures consistency in how the questions are being presented. In addition, a survey also provides respondents anonymously which is important when it comes to topics such as productivity and working preferences. Anonymity and confidentiality was conducted in the responses to encourage honest and sincere answers, and it also reduces the risk of social bias that can occur in the survey and interviews. The survey method is well-suited for the research questions by using an effective and scalable approach to understand how each country adopts the hybrid work after post pandemics. Furthermore, this study also conducts a qualitative method by choosing 2 people from each country to gain more understanding about their experience and perception of adoption of hybrid in their country of employment on how the internal and external factor influence and ability to adopt the new phase of working arrangement.

3.3 Participants

In this study the researcher selects the employee who currently work in Hungary or Cambodia either they are a full-time employee or part time or an intern in the corporate service firm in any field no matter what their gender are. The age range from 18 to 60 years old. It was randomly selected and apply snowball technique as well, while it was spread out to professional networks and ask them to share with several of people who they perceived that they are employed, which means the survey should be relevant for the data to analyze. This reflects that cluster and convenience sampling designs were used in the research.

Quantitative participation

Researchers was surveyed employee in corporate firm which it received 105 respondents from the survey questionnaire working in variety of field such as procurement, supply chain, information technology, administration, accounting, finance, operation, human resource, sales,

marketing, architecture, corporate governance and clients, education, health care and civil engineering: 52 responses were collected from Hungary and 53 responses from Cambodia. Table 1 shows that there are 35 employee accounts for 33,33% are female, similarly, 32 females (30,48%), which reflect that in this quantitative data more females contributed than males.

Table 1 Participants' Age Group and Gender

Participants		Age Group				
Country	Gender	18-28 (Gen Z born ~1997–2012)	29-44 (Millennials Gen Y, born ~1981–1996)	45-60 (Gen X, Born ~1965–1980)	Grand Total	Percentage (%)
Cambodia	Female	33	2		35	33.33%
	Male	17	1		18	17.14%
Cambodia Total		50	3		53	50.48%
Hungary	Female	29	3		32	30.48%
	Male	13	6	1	20	19.05%
Hungary Total		42	9	1	52	49.52%
Grand Total		92	12	1	105	100.00%
Percentage (%)		87.62%	11.43%	0.95%	100.00%	

Among those number, most of the respondents have one to 2 years work experience, about 47 people. Employees has less than one year work experience are part-time and internship employees which has a similar amount to participants working full time have work experience between 3 to 5 years (Table 2).

Table 2 Participants' employment type and year of work experience

<i>Employment type</i>	<i>Employment type</i>		
<i>Year of Work Experience</i>	Full-time	Part-time/Internship	Grand Total
1 - 2 years	22	25	47
3-5 years	19	7	26
5-10 years	3	2	5
Less than 1 year	5	19	24
more than 10+ years	3		3
Grand Total	52	53	105

Table 3 reveals that most of the respondents are working in the private sector in total of 87 people compared to 18 people in overall working in the public sector for both of the countries: Cambodia and Hungary. Participants who work part-time or internship are contributing more to this survey compared to the full-time employees.

Table 3 Participants' working by sector

Working Sector	What is your country of employment?	What kind of sector you work in?			
		Employment type	Private Sector	Public sector	Grand Total
Cambodia	Cambodia	Full-time	19	9	28
		Part-time/Internship	19	6	25
Cambodia Total			38	15	53
Hungary	Hungary	Full-time	22	2	24
		Part-time/Internship	27	1	28
Hungary Total			49	3	52
Grand Total			87	18	105

According to Table 4, 36 people commute less than 30 minutes to work in Cambodia, while only 19 people commute to work in Hungary with this amount of time. It demonstrates that in Hungary most people spend more time commuting to work, which commonly takes them from 30 minutes to 1 hour. By the frequency and total time spent, the average commuting time of Cambodia and employment is 30 minutes and around 41 minutes respectively.

Table 4 Participants' commuting time to work

Participants	What is your country of employment?	What is your gender?			
		Commute time	Female	Male	Grand Total
Cambodia	Cambodia	15-30 mins	21	10	31
		30 mins- 1 hour	8	6	14
		less than 15 mins	4	1	5
		more than 1 hour	2	1	3
Cambodia Total			35	18	53
Hungary	Hungary	15-30 mins	12	6	18
		30 mins- 1 hour	14	11	25
		less than 15 mins	1		1
		more than 1 hour	5	3	8
Hungary Total			32	20	52
Grand Total			67	38	105
Average commute time for employment in Cambodia			30 minutes		
Average commute time for employment in Hungary			~41 minutes		

Qualitative participations

There are 2 employees currently working in Cambodia and another 2 people have employed in Hungary participated in the interview questionnaire of qualitative data as shown in the table 5 below.

Table 5 Participants involved in the interview for Qualitative Data

Participants	Country	Gender	Age	Industry
H-R1	Hungary	Female	25	Procurement
H-R2	Hungary	Female	22	Energy
C-R1	Cambodia	Male	23	Legal
C-R2	Cambodia	Male	27	Technology

3.4 Data Analysis

For online survey data, Excel is used as the tool for analyzing primary data that is collected from the Google Form. Descriptive statistics were computed such as mean and standard deviation to interpret and summarize the data, and inferential statistics like t-tests was employed to compare responses between the two countries. The quantitative data is summarized in tables and figures, highlighting key trends and differences to make the data interpretable and visually appealing. For example, findings related to employee satisfaction levels will be presented in a bar chart, illustrating variations between Cambodian and Hungarian respondents.

For the qualitative data analysis, the researcher followed thematic content analysis used to identify, analyze, and report patterns into six themes within the data. In this study, It was systematically coding the data collected from interviews, allowing us to uncover recurring themes that reflect the participants' shared experiences and perspectives (Saunders et al., 2019) Moreover, The notes of all of the key information or quotes is carefully taken which had provided by the respondents in order to avoid erroneous data during the analysis and to ensure accurate capture of the response. After that, the researchers transcribed the recording of the interviews in order to guarantee the precision of information and created a verbatim from the meeting to preserve participant's language and expression. Moreover, the researchers had listened to the records as many times as possible until they can get the ideas that the respondents wanted to share. Furthermore, the researchers drew the themes carefully by basing on the questions that were used to ask the key participants.

3.5 Ethical concerns

In order to finish the research study in an ethical manner, first, researcher have informed the consent and volunteering to participate in the survey and interviews to ensure that they understand the purpose of the study and their rights. Then, the researcher did not show or reveal the identity of the key respondents in the paper by keeping the information of the interviewees confidential and the survey participants is anonymous as well, and not mentioning participants' names during the interview and also in the research report. In addition, researchers notify participants and obtain their permission in advance before moving forward with any proposal. Participants also have the option to decline and refuse to answer any questions that violate their privacy or otherwise cause them discomfort. All in all, researchers ensure that respondents did not get harm or effect for participating in this research study.

3.6 Limitation

Due to time constraints, this research study was conducted with small numbers of participants in the survey as well as qualitative data as such the 2 weeks time frames for the survey distribution is not provided sufficient time to reach a broader audience or to capture much responses from diverse range of participants which mean it has limitation the variety of perspective and experiences in the study. Moreover, the sample size (N=105) and the composition of the survey participants is insufficient to draw generalizable conclusions about hybrid work adoption across corporate service firms in Cambodia and Hungary. The qualitative data involving 4 interviewees, restricts the depth of insights yet still provide valuable insights into employee experience. The sampling approach could introduce biases, as the selected participants may not be involved in the full range of perspectives within the workforce. Moreover, the participants who had chosen to respond to the survey or agree to interviews might have stronger opinions or experiences related to hybrid work and basically the people the researcher known, leading to response bias. Otherwise, this finding as those with less engagement in hybrid work may be underrepresented and not recognized. At the same time, the research focuses on two specific countries, which may limit the applicability of findings to other cultural contexts. Upon the acceptance that differences in corporate culture, economic conditions, and regulatory environments could influence hybrid work experiences in ways that are not aware in this study. The other things that hinder the bias and gap of this study are the technical limitations which mean the use of online surveys and interviews assumes that all participants have adequate access to technology and internet connectivity. This may exclude individuals who lack these resources, potentially skewing results.

4. Results and Findings

This part indicates the findings of data collection using research instruments both quantitative (survey) and qualitative (interview) approaches from employees who work in Hungary and in Cambodia using purposive sampling via semi-structured interviews by going through a questionnaire order to make it easier to follow the results.

4.1 Quantitative Results

4.1.1 The adaptation of the Hybrid work model after the pandemic

In Table 6, reflects that during pandemics most of Cambodia (20 people) employees does not have the remote work, while only 10 people out of 53 can fully work from home during the first transformation and about 43,4% have some remote work during that period which could be a case to investigate why Cambodia did not adapt to remote work in the initial phase of changing the work environment, whereas most of the countries in the globe is agile to change the way of work. Compared to Hungary, during the shutdown could be interpreted that more than half of the respondents (39 people about) had opportunities to adapt to remote work since that period.

Table 6 Days of Remote Work during Pandemic

<i>During Pandemic</i>	<i>What is your country of employment?</i>		
	<i>Cambodia</i>	<i>Hungary</i>	<i>Grand Total</i>
<i>1-2 days per week</i>	13	1	14
<i>2-3 days per week</i>	6	3	9
<i>3-4 days per week</i>	4	2	6
<i>5 days per week</i>	10	39	49
<i>No remote work</i>	20	7	27
<i>Grand Total</i>	53	52	105

In consequence, after the pandemic, Hungary is still adapting to remote work, which shows that 25 people have a chance to work from home and just go to the office only 1 or 2 days. On the other hand, 42 (80%) Cambodian employees are back to 5 days per week office work which is the traditional working style, while only 11 people out of 53 (20%) have a choice of working flexibility and adapt to the new way of work in the digital era (Table 7).

Table 7 Days of Office Work after Pandemic

<i>After Pandemic</i>	<i>country of employment</i>		
<i>Office day</i>	Cambodia	Hungary	Grand Total
1 week per month	2		2
1-2 days per weeks	3	25	28
2-3 days per week	4	16	20
3-4 days per week	2	8	10
5 days per week	42	3	45
Grand Total	53	52	105

4.1.2 Internal Factors influencing the adaptation of Hybrid Work

Table 8 below shows the responses from both Cambodian and Hungarian employees rated on a 5-point Likert scale (1 = strongly disagree, 5 = strongly agree) to measure perceptions of satisfaction related to hybrid work conditions.

In both contexts, flexibility (Cambodia M = 4.21; Hungary M = 4.44) and reduced commute time (Cambodia M = 4.15; Hungary M = 4.42) were the strongest contributors to satisfaction, indicating that convenience and time efficiency are universal motivators for adopting hybrid work. Hungarian respondents, however, also associated satisfaction with focus and sustainability, reflecting alignment with efficiency and modern work values. Cambodian respondents emphasized practical benefits but showed lower satisfaction in indirect communication (M = 3.53), highlighting continued reliance on in-person interaction and traditional communication norms.

The results indicate that employees in both Cambodia and Hungary are highly satisfied with hybrid work arrangements, though for somewhat different reasons. Cambodian respondents reported a mean satisfaction score of 3.90 (SD = 0.82), while Hungarian respondents averaged 4.18 (SD = 0.98). The difference between the two groups was statistically significant ($p = 0.0004$), suggesting that employees in Hungary experience slightly greater satisfaction with hybrid work.

Table 8 Employee Satisfaction toward Hybrid Work Arrangement

Rate your reason of satisfaction from hybrid work	Cambodia		Hungary	
	M	SD	M	SD
Flexibility	4.21	0.86	4.44	1.00
Reduced commute/saving time	4.15	0.72	4.42	1.02
Promote sustainability	3.81	0.79	4.10	0.91
Ability to focus with fewer people	3.81	0.83	4.19	0.91
Better with indirect communication	3.53	0.91	3.73	1.05
Average	3.90	0.82	4.18	0.98
	P-Value	0.000401		

M = Mean, SD = Standard Deviation

Table 9 compares employees' self-rated productivity in two settings: hybrid/home office and on-site office work across Cambodia and Hungary. The responses were measured using a 5-point Likert scale (1 = very low productivity, 5 = very high productivity). Productivity is higher in hybrid work than in office work for both groups.

Cambodian employees rated productivity during hybrid or home office work ($M = 3.53$) slightly higher than during on-site office work ($M = 3.42$), indicating that flexibility offers modest improvements but not transformative changes. The relatively moderate scores suggest ongoing challenges related to technological readiness, communication, and management trust. Hungarian employees, in contrast, reported high productivity in both environments (hybrid: $M = 4.25$; office: $M = 3.83$). These results suggest that hybrid work models have been effectively integrated into Hungarian organizational culture.

The comparison of productivity perceptions between Cambodia and Hungary revealed significant differences in both work settings. Cambodian respondents reported an average productivity score of 3.47 ($SD = 0.67$), while Hungarian respondents scored substantially higher at 4.04 ($SD = 0.76$). The independent samples t-test showed a highly significant difference between the two groups ($p < 0.005$) confirms that cultural and organizational maturity lead to statistically meaningful differences.

Table 9 Comparison of Productivity between work on site and work from home

Productivity	Cambodia		Hungary	
	M	SD	M	SD
How would you rate your productivity working hybrid/ home office work?	3.53	0.67	4.25	0.81
How would you rate your productivity working on site in the office?	3.42	0.66	3.83	0.71
Average	3.47	0.67	4.04	0.76
	P-Value	0.00000003		

M = Mean, SD = Standard Deviation

4.1.3 External Factors influence the adaptation of Hybrid Work

Table 10 presents respondents' perceptions of technological support factors that facilitate hybrid work in Cambodia and Hungary, based on a 5-point Likert scale (1 = strongly disagree to 5 = strongly agree).

If we see in each statement of technology factors show that internet support, hardware, software and communication tool for Cambodia has just a little smaller rate than Hungary but in overall average Cambodia score higher in term of technological factor influence the hybrid work implementation from the Company and the standard deviation is not big difference which could interpret that the respondents share more similar views.

The technological readiness factor scored relatively high in both Cambodia (M = 3.80, SD = 0.95) and Hungary (M = 3.71, SD = 0.98), indicating that respondents generally agreed their organizations provide sufficient technological resources for hybrid work. Both groups strongly agreed on the adequacy of collaboration and communication platforms (Cambodia M = 4.08; Hungary M = 4.29), demonstrating widespread use of digital tools.

However, differences emerged in hardware and internet support. Hungarian respondents reported stronger hardware provision (M = 4.15), whereas Cambodian respondents rated higher in company-provided internet service (M = 3.60). The relatively high SD values (≈ 1.0) suggest uneven support levels across organizations. These results imply that while both countries are technologically equipped for hybrid work, the form of support varies depending on local infrastructure and organizational policies.

Both countries show moderate to high agreement, suggesting that employees generally feel supported by their organizations' technological resources for remote or hybrid work.

Cambodian respondents rated slightly higher on average, indicating a marginally more positive perception, though the difference is small ($\Delta = 0.088$).

The independent t-test indicated no statistically significant difference in perceived technological support between Hungary and Cambodia (P-value = 0,158). This suggests that both countries share comparable views on technological readiness for hybrid work.

Table 10 Technology support perception toward hybrid work model

	Cambodia		Hungary	
	M	SD	M	SD
Internet speed and stability support my remote work.	3.62	0.90	3.71	0.80
My Company provide Hardware (Laptop, monitor, headset, mouse...)	3.77	1.01	4.15	1.07
My company provide Software support (VPN, cloud storage, Antivirus, data security...)	3.81	0.92	4.02	1.09
My company provide Internet service for remote work.	3.60	1.18	2.19	1.21
My company provide IT support for remote work.	3.89	0.85	3.88	0.86
My company have Collaboration and communication platform for remote work.	4.08	0.83	4.29	0.85
Average	3.80	0.95	3.71	0.98
P-Value	0.1586			

M = Mean, SD = Standard Deviation

Regulation

Based on the table 11 about the perception of employees regarding with the support from regulation to the adaptation of hybrid work indicates that Cambodian employees (33 people) don't really perceive about the regulation whether the government support the hybrid work arrangement or not as they response with have no idea, only 8 people (15.1%) considered regulation supportive, while 12 people (22.6%) viewed it as restrictive. However, for the employees who work in Hungary, 25 people responded that their regulation is encouraging view as supportive of the hybrid work model and with a similar number of respondents (23 people) reported having no idea about the regulation and only 4 (7.7%) found them restrictive.

Table 11 Employee perception on the support of the government regulation on Hybrid work

Country	Perception about support on Regulation	employee
☐ Cambodia	Have no idea	33
	Restrictive	12
	Yes, supportive	8
Cambodia Total		53
☐ Hungary	Have no idea	23
	Restrictive	4
	Yes, supportive	25
Hungary Total		52
Grand Total		105

Organizational Culture

Table 12 shows that Cambodian organizations place high importance on visibility and collective performance, as shown by strong agreement on presence during work hours ($M = 4.00$) and teamwork ($M = 4.02$). This reflects a supervision-driven culture consistent with Cambodia's high power distance and collectivist values. Managers emphasize time discipline, group harmony, and direct oversight as expressions of support and control. Communication is moderately effective ($M = 3.42$), and organizational culture support remains low ($M = 3.32$), suggesting that managerial structures are still evolving toward flexibility. It shows low focus on presence/time ($M = 2.90$): Reflects trust in employee self-management and flexible work attitudes. Time is viewed as a resource to be managed by employees themselves.

In contrast, Hungarian managers prioritize results ($M = 4.37$), productivity ($M = 4.08$), and trust ($M = 3.92$), while placing less emphasis on presence ($M = 2.90$). This aligns with lower power distance and higher individualism, where employees are trusted to self-manage and judged by outcomes rather than visible activity. The high mean for company culture support ($M = 4.21$) and communication effectiveness ($M = 3.62$) reflects organizational systems that value autonomy, transparency, and innovation.

The comparison of managerial and organizational focus between Cambodia and Hungary reveals differing leadership orientations rooted in cultural context. Cambodian respondents reported an average mean of 3.77 ($SD = 0.73$), while Hungarian respondents scored slightly higher at 3.81 ($SD = 0.73$), with no statistically significant difference ($p = 0.261$). Although the averages are similar, the underlying priorities differ.

Table 12 Employees' perception of organization dimension and culture

	Cambodia		Hungary	
	M	SD	M	SD
Result of the work	4.11	0.78	4.37	0.66
Processing time/ Appear during working hour	4.00	0.68	2.90	0.87
Team collaboration	4.02	0.72	4.00	0.77
Individual Productivity	4.04	0.71	4.08	0.68
My manager trusts me to work effectively from home	3.81	0.79	3.92	0.71
Communication is effective in hybrid settings.	3.42	0.75	3.62	0.72
Transparency in decision-making has improved	3.45	0.57	3.37	0.69
Company's culture supports hybrid work.	3.32	0.87	4.21	0.78
Average	3.77	0.73	3.81	0.73
	P-Value	0.26137		

M = Mean, SD = Standard Deviation

Table 13 explores the decision-making structure within organizations in Cambodia and Hungary, which reflects their organizational culture, power distance, and leadership style. It found that 88.68% of Cambodian respondents reported that decisions in their organizations are made through centralized structures, where authority is concentrated at the top management level. Only 11.32% identified a decentralized or distributed decision-making approach. This finding reflects Cambodia's traditionally hierarchical management culture and high power distance, where leadership dominance and vertical control remain the norm.

In contrast, Hungarian organizations demonstrate a more balanced distribution of decision-making power. While 55.77% still describe their systems as centralized, a substantial 44.23% report decentralized processes. This balance suggests that Hungarian firms are more participative, with greater managerial openness and employee involvement in decision-making.

Table 13 Decision-making within the organization as a corporate culture

Country	How is decision making going within your company?	Employee	Overall percentage	Percentage by country
Cambodia	Centralized- hierarchy or authority at the top	47	44.76%	88.68%
	Decentralized - distribute power	6	5.71%	11.32%
Cambodia Total		53	50.48%	100.00%
Hungary	Centralized- hierarchy or authority at the top	29	27.62%	55.77%
	Decentralized - distribute power	23	21.90%	44.23%
Hungary Total		52	49.52%	100.00%
Grand Total		105	100.00%	

M = Mean, SD = Standard Deviation

The comparison reveals that Cambodian organizations remain deeply rooted in authority-centered structures, which may constrain the flexibility and autonomy required for hybrid work implementation. Hungarian organizations, by contrast, show cultural adaptability and shared leadership practices, which align more closely with hybrid work principles such as trust, empowerment, and collaboration.

4.1.4 Benefits and Challenges influence on Hybrid Work Arrangement

Benefits

Table 14 illustrates the employee perceptions of the benefits of hybrid work, revealing moderately positive views in both Cambodia ($M = 3.88$, $SD = 0.75$) and Hungary ($M = 3.77$, $SD = 0.82$). The independent samples t-test produced a p-value of 0.04, indicating a statistically significant difference in perceptions between the two groups.

Cambodian employees identified the strongest benefits in collective culture ($M = 3.981$) and infrastructure and technology ($M = 3.94$), suggesting that hybrid work is perceived as compatible with collaborative and technology-supported environments. Hungarian respondents, in contrast, rated work–life balance ($M = 4.23$) and security considerations ($M = 4.15$) as the most important benefits, reflecting their emphasis on personal well-being and data protection.

The higher Cambodian mean in power distance ($M = 3.83$) also aligns with Hofstede’s cultural dimension, indicating comfort with structured management even in flexible work modes. Meanwhile, Hungary’s lower mean in this dimension ($M = 3.04$) illustrates preference for autonomy and flatter hierarchies.

Overall, the findings suggest that while both countries recognize the positive impact of hybrid work, cultural orientation and organizational context shape which aspects are most valued collaboration and guidance in Cambodia versus balance and security in Hungary.

Table 14 Perception on benefits of hybrid work arrangement

	Cambodia		Hungary	
	M	SD	M	SD
Attitudes toward work-life balance	3.89	0.79	4.23	0.85
Family obligations	3.81	0.70	3.54	0.75
Power distance: hierarchy	3.83	0.77	3.04	0.77
Time orientation	3.91	0.65	3.90	0.77
Infrastructure and technology	3.94	0.76	3.37	0.93
Collective culture: group and harmony	3.98	0.81	4.17	0.81
Security consideration	3.79	0.74	4.15	0.83
Average	3.88	0.75	3.77	0.82
	P-value	0.04		

M = Mean, SD = Standard Deviation

Challenges

Table 15 illustrates that Cambodian respondents show an overall mean (M=3.79), indicating strong agreement that these issues are barriers to hybrid work. The most critical challenges are Internet problems (M = 4.02) because internet infrastructure remains a major barrier, causing disruptions and reduced productivity. SD values (~0.8–1.0) imply moderate variation most respondents share similar experiences, but some variation exists due to organizational or personal context. Hungarian respondents have a lower overall mean (3.28), showing moderate disagreement with most dissatisfaction items meaning fewer challenges are perceived. SD values (0.8–1.0) again show some diversity but suggest general consistency. These findings highlight persistent technological and infrastructural limitations that affect the hybrid work efficiency. Conversely, Hungarian employees identified isolation (M = 3.65) and internet connectivity (M = 3.69) as minor but relevant issues, reflecting a comparatively advanced stage of hybrid work adaptation. The P-value is less than 0.005, these differences are statistically significant. Therefore, hybrid work adaptation is more difficult in Cambodia, primarily due to technological, environmental, and communication constraints, while Hungary benefits from more established infrastructure and prior digital work experience.

Overall, Cambodian employees face greater barriers due to weaker infrastructure, limited digital tools, and less conducive home environments, whereas Hungarian employees experience fewer logistical obstacles but still encounter social and communicative challenges. These

results emphasize the importance of contextual readiness and cultural adaptation in shaping hybrid work satisfaction and sustainability.

Table 15 The Dissatisfaction factor on the Hybrid work model

	Cambodia		Hungary	
	M	SD	M	SD
Isolation/Lose connection	3.79	1.03	3.65	0.88
Internet Problem	4.02	0.80	3.69	0.81
Lack of resources (working gadget, ...)	3.85	0.79	3.00	0.93
Personal working space is not suitable	3.57	0.82	2.77	0.92
Get distraction by personal devices or family member	3.64	0.86	3.35	0.95
Miscommunication with the team	3.87	0.88	3.21	1.02
Average	3.79	0.86	3.28	0.92
	P-value	0.000000000005		

M = Mean, SD = Standard Deviation

Table 16 shows employee perceptions of what they miss while working in a hybrid arrangement. Cambodian respondents reported an overall mean of 3.91 (SD = 0.80), while Hungarian respondents had a similar mean of 3.98 (SD = 0.87). The independent t-test not indicated statistically significant difference between the two groups ($p = 0.21$). $p = 0.21 (> 0.05)$ confirms no significant difference between countries. Both Cambodian and Hungarian employees feel they lose certain human and creative interactions in hybrid work, but the intensity of this perception is statistically similar.

In both contexts, employees agreed that hybrid work reduces spontaneous communication with colleagues (Cambodia: $M = 4.04$; Hungary: $M = 4.13$), along with diminished interpersonal interaction and exposure to diverse ideas. These findings suggest that despite the benefits of flexibility, hybrid work may weaken informal learning, teamwork dynamics, and immediate feedback opportunities.

The similarity across countries implies that such challenges are not culturally specific but rather inherent to the hybrid model itself. Regardless of national context, employees experience comparable social and communicative gaps that organizations should address through intentional collaboration tools, virtual social interactions, and structured team engagement strategies.

Table 16 Thing that employee perceived they could miss while working hybrid environment

	Cambodia		Hungary	
	M	SD	M	SD
interaction with people	3.79	0.88	3.88	0.83
expose to diverse perspective and ideas	3.89	0.67	3.92	0.88
spontaneous response from colleague: communication barrier	4.04	0.83	4.13	0.91
Average	3.91	0.80	3.98	0.87
	P-Value	0.21		

M = Mean, SD = Standard Deviation

Table 17 presents the comparative analysis of obstacles perceived by employees regarding hybrid work adoption in Cambodia and Hungary. Cambodian respondents reported a higher overall mean ($M = 3.86$, $SD = 0.77$) than Hungarian respondents ($M = 3.53$, $SD = 0.90$), indicating stronger agreement that hybrid work adoption remains hindered by multiple challenges. The difference between the two groups was statistically significant ($p < 0.005$).

For Cambodia, the main barriers include industry requirements for physical presence ($M = 3.98$), strict company attendance policies ($M = 3.87$), and high power distance in decision-making ($M = 3.79$). These findings suggest that hierarchical management practices and limited digital infrastructure continue to restrict hybrid flexibility. In contrast, Hungarian respondents identified technological and software limitations ($M = 4.37$), industry-specific constraints ($M = 4.25$), and data security concerns ($M = 4.15$) as key obstacles. Employee resistance was minimal ($M = 2.23$), reflecting a greater openness toward flexible work structures.

The significant difference in perceptions ($p < 0.005$) highlights the contrasting developmental stages of hybrid work readiness. Cambodian challenges are rooted in organizational culture, cost sensitivity, and weak regulatory frameworks, whereas Hungarian barriers are primarily technical and compliance-related. These findings underscore the importance of aligning hybrid work strategies with both cultural orientation and institutional capacity to ensure successful long-term adoption.

Table 17 Obstacles of implementing the hybrid work arrangement

	Cambodia		Hungary	
	M	SD	M	SD
Technology and software limitation	3.87	0.86	4.37	0.82
Industry required in person interaction	3.98	0.60	4.25	0.71
power distance in term of trust and decision making	3.79	0.74	3.46	0.94
Company strictly ask people to appear in person	3.87	0.73	3.31	0.94
Company prefer collectivity and collaboration	3.96	0.78	3.88	0.94
Employee preference	3.89	0.67	2.23	1.11
legal and compliance issue	3.79	0.77	3.23	0.70
Cost consideration	3.81	0.88	2.92	0.88
Data security concern	3.77	0.89	4.15	1.06
Average	3.86	0.77	3.53	0.90
	P-Value	0.00000013		

M = Mean, SD = Standard Deviation

At the end of the survey, there is a question asking about the preference for work to see what employee in both countries would like to have in their work environment. Table 18, the Work Preference shows that both Cambodia and Hungary employees prefer a hybrid work arrangement overall: 34 voted from Cambodia and 42 from Hungary which has a slightly higher preference. Moreover, there are 3 and 8 people, respectively would love to have totally remote work without going to the office. On the other hand, there is a noticeable figure that 16 people still prefer office work in the digital era, compared to Hungary just 2 people want to go to the office every workday. In context to hybrid work, it demonstrated that 48,57% of the total prefer just 1 to 2 office days and 23,81% select 3 to 4 office days toward flexible working arrangement (Table 19).

The data indicates a strong preference for hybrid work arrangements, especially in Hungary. Cambodian employees show a diverse range of preferences, with a notable inclination towards both on-site and hybrid work.

Table 18 Preference for working arrangement

Country	Work preference	employee
Cambodia	Always office	16
	Never Office - Prefer Remotely	3
	Prefer Hybrid	34
Cambodia Total		53
Hungary	Always office	2
	Never Office - Prefer Remotely	8
	Prefer Hybrid	42
Hungary Total		52
Grand Total		105

Table 19 Preference on Number of days in working arrangement

Perception	Country of Employment		Grand Total	Average
	Cambodia	Hungary		
Preference of work arrangement				
Always on-site	16	2	18	17.14%
Hybrid work: 1-2 days on-site	15	36	51	48.57%
Hybrid work: 3-4 days on-site	18	7	25	23.81%
Only remote work	4	7	11	10.48%
Grand Total	53	52	105	100.00%

4.2 Qualitative Findings

The qualitative data is complemented to the quantitative phase of this study to explore the experience and perception in open-ended questions of 4 employees: 2 from Cambodia and 2 from Hungary. This part will be structured into six themes that directly address the research question: (1) adoption and implementation of hybrid work, (2) employee satisfaction, motivation, and productivity, (3) organizational culture and decision-making, (4) challenges in hybrid work, (5) benefits and advantages of hybrid arrangements, and (6) future outlook.

Participants are referenced anonymously as follows:

- **C-R1:** Legal and Marketing Intern, Cambodia
- **C-R2:** Executive Assistant, Cambodia
- **H-R1:** Procurement Intern, Hungary
- **H-R2:** Data and Process Intern, Hungary

Theme 1: Adoption and Implementation of Hybrid Work

In Hungary, participants H-R1 reported that hybrid work emerged as an organizational norm, rather than an emergency measure as she mentioned “*Hybrid has become an essential trend for corporate companies worldwide; my company followed this shift*”, reflecting global corporate alignment and structured digital readiness. Similarly, H-R2 described how her company

implemented a soft return-to-office policy with only two office days per week for full-time employees, emphasizing that flexibility was institutionalized rather than exceptional.

In contrast, C-R1, who works in a law firm, shares that the adoption was in response to necessity and leader's decision rather than a formal policy *“to maintain productivity and safety while continuing operations during COVID-19.”* For C-R2 who works in a start-up accelerator in technology industries, his hybrid work comes up mainly due to his CEO travel schedule and the nature of flexible project-based tasks: *“My CEO travels a lot due to the nature of her work, so online communication and hybrid work fit our varied tasks.”*

The qualitative evidence reinforces that Hungary's adaptation to hybrid work is embedded in corporate systems and policy, as well as moving toward the global change in the way of work, while Cambodia's approach remains situational and based on leader driven.

Theme 2: Employee Satisfaction, Motivation, and Productivity

Cambodian participants valued hybrid work primarily for its practical benefits particularly flexibility, time management, and reduced stress. C-R2 explained, *“I feel less busy, less stressed, and have more time for myself,”* while C-R1 noted that hybrid work *“gives me structure and freedom; it feels more balanced and modern.”* Both emphasized the enhancement toward work-life balance, where it driven by the flexibility and reduced commuting time.

Managers and employees emerged as essential to making hybrid work function effectively. Cambodian participants emphasized how managerial trust motivated productivity. As one executive assistant explained, *“I'm trusted to organize my own work as long as results are delivered that makes me motivated.”* (C-R1)

In Hungary, participants linked satisfaction to autonomy, efficiency, and focus. H-R2 stated, *“I'm more productive and less distracted at home. I can start early when I feel focused and manage my energy better.”* Similarly, H-R1 highlighted the financial and time-saving benefits, noting that hybrid work *“helps me save both time and money.”*

Four of the participants express a very positive satisfaction toward the hybrid work mode, yet the sources of satisfaction are difference between countries. Cambodia, it is associated with

comfort and reduced pressure, whereas in Hungary, it reflects empowerment and performance control.

Theme 3: Organizational Culture, Decision-Making, Support System and Trust

In Hungary, participants described a results-oriented and trust-based culture. H-R2 emphasized that *“people are trusted to manage their own work; the culture is open and results-oriented.”* H-R1 similarly highlighted that management *“welcomes feedback from employees regarding work arrangements,”* sharing that she was permitted to work remotely from her home country for two weeks without issue. Such autonomy suggests low power distance and individualistic orientation, consistent with Hofstede’s cultural dimensions, where decision-making is more participatory and accountability is emphasized. Furthermore, H-R2 reported a strong sense of organizational trust built into the company culture. *“Our company culture is very open. Managers trust you to do your job; no one checks when you log in, only your results matter,”*

In Cambodia, by contrast, organizational culture remains hierarchical yet adaptive. C-R1 described as *“professional but open to flexibility,”* where interns and employees could express preferences, but decisions ultimately rested with top management. C-R2 also acknowledged that *“most decisions are made by top management... trust and transparency are moderate,”* but added that communication between staff and the CEO is *“open and respectful, with no big gap between leadership and staff levels.”* Beside that, C-R1 described that the feedback is sometimes slow and delays in coordination *“In the office I can ask quickly, but online it takes more time for answers.”*

These insights show that organizational hierarchy in Cambodia continues to shape how hybrid work is managed, while Hungarian organizations rely more on mutual trust and self-governance, facilitating smoother hybrid implementation.

Theme 4: Challenges of Hybrid Work

C-R1 noted that *“remote feedback can be slow and delay progress,”* while C-R2 described how *“urgent replies can conflict with personal schedules,”* indicating coordination difficulties common in time-sensitive work. In Hungary, similar barriers exist, though largely technical. H-R1 recalled, *“Once my laptop had an IT issue, and because I was working remotely, I couldn’t*

contact the IT team immediately and was unable to work that day.”. Moreover, Hungary respondent H-R2 also explained about the loss of spontaneous collaboration and response *“Online communication is the norm now, but it feels less spontaneous than in-person discussions.”*

The qualitative insights add depth by showing that Cambodian barriers are interpersonal, communication and structural resolve problem, while Hungarian barriers are technological digital issue as well as the efficiency of the communication within organization.

Theme 5: Perceived Benefits of Hybrid Work

C-R1 observed that *“writing and research about law work are more efficient from home,”* while C-R2 appreciated that *“I can plan office and out-of-office tasks around weather and travel; it’s great not to worry about commuting every day.”* Similarly, H-R1 emphasized that hybrid work *“saves a lot of time and reduces commuting costs,”* and H-R2 noted that working remotely *“gives me flexibility and a good work-life balance.”*

Beyond individual well-being, some participants identified broader organizational and environmental benefits. For instance, C-R1 mentioned that hybrid work *“enables regional collaboration without constant travel,”* and H-R1 recommended that companies *“adopt hybrid work to reduce commuting and traffic congestion in big cities.”* These highlights the flexibility, time saving and sustainability as a key satisfaction perceived benefits from hybrid work.

Theme 6: Future Outlook

Four of the respondent would like to have a hybrid working model in their corporate work as they mentioned that it has more advantages to both individual performance and organizational benefits. C-R1 stated confidently that, *“I believe my company will continue with hybrid work. It’s efficient, practical, and aligns with modern teams especially for me as an intern so I can manage with my school schedule”* Likewise, H-R1 confirmed that *“hybrid work has been running smoothly, and no major issues have arisen in my company so far.”* Additionally, C-R2 strongly mentioned a sustainable model for the future *“I don’t think our company will go back to full-time office. The hybrid model fits our culture and how we work with our CEO,”*

These future perspectives reflects a shared belief of hybrid work that could enhances both individual performance and organizational efficiency when supported by adequate infrastructure and leadership trust like C-R1 emphasized that *“flexibility doesn’t reduce productivity, it often improves it when managed well,”*

4.3 Discussion and Integration with Quantitative Findings

In a number of ways, the qualitative data enhances and validates the quantitative findings. First, both approaches show that productivity and satisfaction with work are higher in Hungary than in Cambodia, mostly as a result of disparities in organizational culture and trust. Second, although infrastructure and technology are important, cultural factors like individuality and power distance account for a large portion of the variance in hybrid work adaptability. While Hungarian workers thrive on autonomy and self-direction, Cambodian workers cherish structure, direction, and social belonging. When taken as a whole, these observations show that hybrid work is more than just a practical solution; rather, it serves as a reflection of persistent organizational and cultural values that shape how workers view contemporary work.

5. Analysis and Discussion

This chapter discusses the findings of the research are in line with the literature reviewed in the first 2 Chapters. The discussion integrates both quantitative and qualitative results to interpret how internal and external factors influence the adoption of hybrid work in Hungary and Cambodia and how the cultural, technological, and regulatory differences shape employees’ perceptions, motivations, and experiences in each country. The findings are analyzed in line and answer back to the five research questions and the overall research aim in order to explore the factors influencing hybrid work adoption in corporate service firms after 2020 through a comparative lens study.

5.1 Adoption and Adaptation of Hybrid Work Models

The first research question aimed to explore how each country adapted to hybrid work after the COVID-19 pandemic. The findings have definitely proved that Hungary has made a smoother change and a more structured transition compared to Cambodia. Based on the quantitative data revealed that most of Hungarian respondents continue to work either fully or partly in hybrid arrangements; in contrast, majority of Cambodian respondents have returned to full-time office work. These results confirm that hybrid work has become an institutionalized and common

norm in Hungary, while in Cambodia it remains situational and based on managerial decision in each organization. Refer back to the qualitative interviews reinforced these distinctions by Hungarian participants emphasized that their organizations followed global digitalization and standardized remote-work policies. Conversely, Cambodian participants explained that hybrid work was implemented mainly as a temporary or practical response to leadership needs rather than as a formalized system.

The results of the adaptation are consistent and align with the literature studies by Sparrow, Brewster and Chung (2017) and Garg (2022) who have emphasized that Hungary has integrated hybrid work through deliberate and formal policy, organizational culture, and technological evolution. while Anderson (2021) noted that Cambodian organizations remain in early adoption stages, often lacking formal policies or regulations and relying on leadership and managerial discretion. Overall, it is reflect that Hungarian is adapt well to the future of work along with a systematic, yet Cambodia is reactive and personalized approach to this arrangement. The difference describes the line of culture and economic and technology situation, such as Hungary's digital infrastructure is more advanced, legal amendment and clarity, and organization behavior which all enable a sustained hybrid system, in comparison to Cambodia's practice depends heavily on interpersonal and authority.

5.2 Internal Factors: Employee Motivation, Satisfaction, and Productivity

Regarding with the flexibility and reduced commuting time emerged as the strongest satisfaction drivers in both contexts and the results align with Self-Determination Theory (Deci & Ryan, 2000), suggesting that autonomy and control over time are key motivators. Though qualitative evidence highlighted cultural distinctions in what satisfaction means. For example, in Cambodia, satisfaction is tied to comfort, reduced stress, and supportive relationships, consistent with collectivist and high-context cultures. On the other hand, satisfaction in Hungary linked to autonomy and efficiency, where employees find motivation in measurable outcomes and independence. This confirm and align with Demetriades, Cabrita and Eiffe (2023), who observed that Hungarian employees associate hybrid work with empowerment and productivity, while Cambodian employees value relational stability and practical well-being.

Furthermore, interviews reveal the underlying causes between Hungarian participants, they credited focus and self-management as productivity enablers, while Cambodian participants

pointed to delays in feedback and coordination. This aligns with Hofstede's cultural dimensions where Hungary's low power distance and high individualism encourage self-direction but Cambodia hold high power distance leads to dependence on managerial instruction and in-person supervision. In this sense, motivation and productivity are culturally combined together, Hungarian employees thrive on independence and trust, whereas Cambodian employees perform best within guided, relationally supportive environments. These findings affirm and prove statement with the literature that organizational trust and autonomy (De jong, 2015; Petz, 2025) are vital enablers of hybrid work success.

5.3 External Factors: Culture, Technology, and Regulation

Based on quantitative findings prove that 88.7% of Cambodian organizations retain centralized decision-making, compared with 55.77% in Hungary as well as qualitative data confirmed this, as Cambodian participants emphasized top-down structures while Hungarian participants H-R1 described participative processes. This corresponds directly reflects with Hofstede's power distance dimension such as Cambodian firms exhibit high hierarchical dependence, while Hungarian firms demonstrate balanced authority with employee involvement. By (Sparrow et al., 2017) suggestion said hybrid work is more successful in organizational cultures characterized by trust, open communication, and decentralization.

In context about technology, both countries scored high on perceived technological readiness on similar level, with no significant difference. However, qualitative accounts expose variation in type and accessibility as Hungarian employees receive company laptops and VPNs, while Cambodian employees rely on more basic tools such as Telegram or Gmail and not most of the company provide the software and hardware support. This reflects the digital divide described in the literature (Asian Development Bank, n.d.), where Cambodia's infrastructure is improving but uneven, particularly outside urban centers, the digitalization is still limited and under developing. Hungary's higher digital maturity (DESI, 2022) underpins smoother hybrid integration and stable remote operations which enable it to move with a hybrid work arrangement more smoothly.

Regarding regulation, the show a sharp contrast in perceived regulatory support; Hungarian respondents view regulation as supportive, which aligns with Hungarian labor reforms (Noerr, 2021) that have legally recognized remote work, providing clarity on compensation, safety, and

data protection. Cambodia, in contrast, lacks comprehensive regulation, leaving hybrid work largely to company discretion. As a result, Hungary's formal institutional framework and government regulation reinforce trust and compliance, while Cambodia's regulatory vacuum sustains informality and uncertainty causing its slow widespread adoption of a hybrid work arrangement.

5.4 Benefits and Challenges of Hybrid Work

There is broad consensus and strong agreement that hybrid work enhances sustainability, flexibility, and time management. Work-life balance and data security were prioritized by Hungarian employees, but technological convenience and group culture were appreciated by Cambodian personnel. Consistent with the interviewees' perceptions that hybrid work allows them to save time and cut down on commuting expenses without having to worry about daily travel, as well as studies by McKinsey (2022) and Mozammel, Irum and Abdulla (2025) that emphasize time savings and autonomy as universal benefits of hybrid work.

Although challenges vary depending on the situation, they are all rooted in connectivity and communication. While Hungarian employees acknowledged technical and social concerns, Cambodian employees identified infrastructure and feedback delays as important obstacles. This is supported by the quantitative data, which shows that Hungary's happiness was much lower than Cambodia's. While Hungary's problems are relational and technological turning concerns endemic to mature hybrid systems, Cambodia's problems are mostly caused by infrastructure shortages, top-down management, and the lack of regulations. These results are consistent with research (Marlow, Lacerenza and Salas, 2017; Wang et al., 2021) that highlights the need of trust, communication, and cultural adaptability in addition to technology for successful hybrid work.

5.5 Conflicting Result

However, there are some conflicting results for some areas such as in technology perception, it shows the unexpected parity between countries while the Literature suggests Hungary is far more technologically advanced than Cambodia (DESI, 2022; World Bank, 2021), but the qualitative data found no significant statistical difference ($p = 0.158$). This could mean that actual infrastructure readiness and employees' perceptions of technology are different. It's

possible that Cambodian businesses have enhanced post-pandemic digital technologies like Google Workspace and Telegram that address fundamental communication requirements, reducing the perceived gap. On the other hand, Hungarian respondents might rank support less passionately because they take robust infrastructure for granted. Instead of a conflict in reality this implies perceptual bias. Moreover, the literature emphasized that Hungary's legal support has improved awareness of hybrid policies (Noerr, 2021; AZS Partners, 2022), however, over half of the Hungarian respondents "had no idea" about the rule, according to the results. This indicates a communication breakdown between practice and policy. Supportive laws may be advantageous to employees without their knowledge, indicating that regulatory frameworks are in place but have not yet been completely internalized or communicated at the corporate level.

5.6 Synthesis: Linking Findings to Research Aims

Overall, the study achieves its aim of comparing hybrid work adoption between Hungary and Cambodia by identifying the organizational and national cultural and structural of internal and external factors that influence this transformation. For research question 1 on the adoption, Hungary has structurally integrated hybrid work as part of its corporate and legal system; Cambodia's adoption remains adaptive and leader-driven. For research questions 2 and 3 about the internal Factors differences: Motivation and satisfaction are universal but culturally contextualized such as Hungary focuses on autonomy and results, while Cambodia values support and relational harmony. Moreover, for research question 4 about the external Factors differences: Hungary benefits from strong technological and regulatory foundations, while Cambodia faces limitations in policy and infrastructure. Lastly, for research question 5 of benefits and Challenges: Hybrid work improves flexibility and efficiency across contexts but requires cultural and technological alignment to mitigate communication and trust challenges. Together, these results collectively highlight and demonstrate that hybrid work is a reflection of each country's cultural orientation, economic maturity, and organizational philosophy rather than a one-size-fits-all approach.

6. Conclusion

This research explored how internal and external factors influence the adoption of hybrid work in Hungary and Cambodia. Using a mixed-methods approach combining quantitative survey data (N = 105) and qualitative interviews (N = 4), the study provided an integrated understanding of how culture, motivation, technology, and regulation shape hybrid work

experiences. The findings demonstrate that Hungary has achieved a mature and institutionalized hybrid work culture, characterized by autonomy, trust, and technological readiness. Cambodia, in contrast, remains in a transitional phase where hybrid work depends on managerial discretion and is constrained by hierarchical decision-making, uneven technology access, and limited legal support. Despite these differences, employees in both contexts prefer Hybrid work in their working arrangement the the corporate service firm and they perceive hybrid work as beneficial for flexibility, work-life balance, and time efficiency. However, cultural orientation mediates how these benefits are experienced: Hungarian employees equate flexibility with productivity, while Cambodian employees associate it with well-being and reduced stress. Ultimately, the study concludes that hybrid work adoption is deeply influenced by cultural values and organizational maturity. Successful implementation depends not only on infrastructure but on trust, communication, and adaptive leadership that reflect the social norms of each country. The post-pandemic world has made hybrid work not just an option but a new form of organizational identity. As this study demonstrates, its success relies on the alignment of human values, cultural context, and organizational capability. For hybrid work to thrive, firms must move beyond logistical adaptation toward cultivating a culture of trust, digital inclusion, and empathy which shows values that sustain not only productivity but also the humanity of work in the modern era.

7. Recommendation

Based on the comparative analysis, several practical recommendations are proposed for organizations, policymakers, and future researchers. These recommendations aim to strengthen the effectiveness, inclusivity, and sustainability of hybrid work arrangements in both national contexts. For organizations, the findings proves the significance of fostering a culture of trust, flexibility, and open communication. Managers should move away from emphasizing physical presence and instead adopt performance-based management systems that focus on results and accountability. Establishing transparent goals and regular feedback mechanisms can help maintain motivation while reinforcing fairness and clarity in performance evaluation. To support employees working in hybrid settings, companies should invest not only in technological tools such as collaboration platforms and secure digital systems but also in emotional and social support initiatives that maintain engagement and belonging. Encouraging consistent communication through structured online meetings, shared digital workspaces, and informal virtual interactions can minimize the risk of isolation and ensure smooth collaboration

between remote and on-site teams. Furthermore, organizations are advised to develop formal hybrid work policies that outline clear expectations regarding work hours, data protection, and performance standards. These guidelines will help standardize hybrid practices and reduce ambiguity, especially in firms transitioning from traditional working arrangements. From a policy perspective, governments play an essential role in creating enabling environments for hybrid work. In Cambodia, where hybrid work adoption remains limited, the government should prioritize the development of a clear legal and regulatory framework that recognizes remote and hybrid work as legitimate employment forms. This includes specifying provisions for compensation, occupational safety, data privacy, and employee benefits to provide clarity for both employers and workers. Policymakers could also introduce financial or tax incentives to encourage companies, particularly small and medium enterprises, to invest in digital infrastructure and upskill employees for technology-enabled work. Expanding national broadband access and promoting digital literacy programs, particularly in rural areas, would further help bridge the digital divide that currently constrains hybrid work feasibility. In Hungary, where regulatory and technological conditions are more advanced, policy efforts should focus on refining existing frameworks to enhance cybersecurity, data protection, and flexible working standards while ensuring equity and inclusion across sectors.

8. Future Research

This study provides important insights on the comparison between Hungary and Cambodia on the internal and external factors that influence the adoption of hybrid work, however, there are still several areas that this study could be further explored. This study lacks responses from older respondents, 35 years and above. This result mainly reflects what the younger, and less work experience employees 34 years and below who share experience and think about the factors influencing hybrid work in corporate service after the pandemic. Future research could concentrate further on how elderly individuals view this working arrangement. Last but not least, the long-term effects of hybrid work on employee well-being and organizational performance should also be investigated and explored for the Cambodia and Hungary contexts. Longitudinal studies with a bigger sample size would offer more thorough insights into the changing dynamics of hybrid labor in various cultural situations. A more comprehensive implication of hybrid employment may also be obtained by looking at the experiences of workers in several sectors rather than just corporate services.

References

- Aaron, O. (2025) *Cambodia: Distribution of employment by economic sector from 2013 to 2023*. Available at: <https://www.statista.com/statistics/438733/employment-by-economic-sector-in-cambodia/?srsltid=AfmBOop1nGk5AJ1SyB4F2AHanw9Jg3xYf6bXI4FuiZ5zgRyJYen8g8-L> (Accessed: 12 October 2025).
- Aaron, O. (2025) *Hungary: Share of economic sectors in gross domestic product (GDP) from 2013 to 2023*. Available at: <https://www.statista.com/statistics/339742/share-of-economic-sectors-in-the-gdp-in-hungary/> (Accessed: 12 October 2025).
- Anderson, E.O., 2021 General trends: Future of work post pandemic in Cambodia. *Journal of Accounting, Finance, Economics, and Social Sciences*, 6(2), pp.31-40. [https://doi.org/10.62458/jafess.160224.6\(2\)31-40](https://doi.org/10.62458/jafess.160224.6(2)31-40).
- Arrindell, W.A. (2003) 'Culture's consequences: Comparing values, behaviors, institutions, and organizations across nations,' *Behaviour Research and Therapy*, 41(7), pp. 861–862. [https://doi.org/10.1016/s0005-7967\(02\)00184-5](https://doi.org/10.1016/s0005-7967(02)00184-5).
- Asian Development Bank. (n.d.) *Cambodia overview*. Available at: <https://www.adb.org/where-we-work/cambodia/overview> (Accessed: 13 October 2025).
- AZS Partners. (2022) *New final rules of remote work have been published in Hungary*. Available at: <https://azspartners.com/en/news/new-final-rules-of-remote-work-have-been-published-in-hungary> (Accessed: 14 October 2025).
- Berry, J.W. (1989) 'IMPOSED ETICS—EMICS—DERIVED ETICS: THE OPERATIONALIZATION OF a COMPELLING IDEA,' *International Journal of Psychology*, 24(6), pp. 721–735. <https://doi.org/10.1080/00207598908247841>.
- Blaskovics, B. *et al.* (2023) 'Differences between Public-Sector and Private-Sector Project Management Practices in Hungary from a Competency Point of View,' *Sustainability*, 15(14), p. 11236. <https://doi.org/10.3390/su151411236>.
- Bloom, N. *et al.* (2014) 'Does Working from Home Work? Evidence from a Chinese Experiment*,' *The Quarterly Journal of Economics*, 130(1), pp. 165–218. <https://doi.org/10.1093/qje/qju032>.
- Bryman, A. and Bell, E. (2015) *Business research methods*. Oxford University Press, USA.
- Chandler, D. (1992) *The tragedy of Cambodian history: Politics, war, and revolution since 1945*. New Haven: Yale University Press.
- Culture Amp. (2024) *Zooming in: What data reveals about remote, hybrid, and in-office work*. Available at: <https://www.cultureamp.com/blog/remote-vs-hybrid-vs-in-office> (Accessed: 22 October 2025).

- De Jong, B.A., Dirks, K.T. and Gillespie, N. (2015) "Trust and Team Performance: A Meta-Analysis of Main Effects, Contingencies, and Qualifiers," *Academy of Management Proceedings*, 2015(1), p. 14561. <https://doi.org/10.5465/ambpp.2015.234>.
- Demetriades, S., Cabrita, J. and Eiffe, F.F. (2023) 'The future of telework and hybrid work,' *Eurofound* [Preprint]. <https://doi.org/10.2806/234429>.
- DESI. (2022) The Digital Economy and Society Index (DESI). Available at: <https://digital-strategy.ec.europa.eu/en/policies/desi> (Accessed: 17 October 2025).
- Dirks, K.T. and Ferrin, D.L. (2002) 'Trust in leadership: Meta-analytic findings and implications for research and practice.,' *Journal of Applied Psychology*, 87(4), pp. 611–628. <https://doi.org/10.1037/0021-9010.87.4.611>.
- Ec, K.D.S., Cprw, (2024) 'How return to office policies are impacting employees in 2024,' *EC*, 11 July. <https://www.forbes.com/sites/karadennison/2024/07/10/how-return-to-office-policies-are-impacting-employees-in-2024/>.
- Gagné, M., & Deci, E. L. (2005) Self-determination theory and work motivation. *Journal of Organizational Behavior*, 26(4), 331–362. <https://doi.org/10.1002/job.322>.
- Garg, A., (2022) The Future of Work. *A Hybrid Model*, 7(2), pp. 65-75. <https://www.proquest.com/docview/2833746518?fromopenview=true&pq-origsite=gscholar&sourcetype=Scholarly%20Journals>.
- Gautam, K. & Lin, D.-Y. (2022) *The future of (hybrid) work*. [podcast] Published 2 September 2022. Available at: <https://www.mckinsey.com/featured-insights/future-of-asia/future-of-asia-podcasts/the-future-of-hybrid-work> (Accessed: 16 October 2025).
- Gudykunst, W.B. and Kim, Y.Y. (1997) *Communicating with Strangers: An Approach to Intercultural Communication*. McGraw-Hill Humanities, Social Sciences & World Languages.
- Hofstede Insights. (n.d.) *Country comparison: Hungary. The Culture Factor Group*. Available at: <https://www.theculturefactor.com/country-comparison-tool?countries=hungary> (Accessed: 20 October 2025).
- Hungary Today. (2024) *Despite high demand, home office opportunities are on the decline*. Available at: <https://hungarytoday.hu/despite-high-demand-home-office-opportunities-are-on-the-decline/> (Accessed: 15 October 2025).
- Hungary Today. (2024) *Working from home in the EU: Differences between East and West*. Available at: <https://hungarytoday.hu/working-from-home-in-the-eu-differences-between-east-and-west/> (Accessed: 8 November 2025).
- International Labour Organization (2021) *World Employment and Social Outlook: Trends 2021*. ILO. Available at: https://www.ilo.org/sites/default/files/wcmsp5/groups/public/@dgreports/@dcomm/@publ/documents/publication/wcms_795453.pdf (Accessed: 16 October 2025).

- IOR World. (n.d.) *Traditional Hungarian Worldview*. Available at: <https://www.iorworld.com/resources/hungary/> (Accessed: 20 October 2025).
- Jindain, C. and Gilitwala, B. (2023) 'The factors impacting the intermediating variable of employee engagement toward employee performance in a hybrid working model,' *Rajagiri Management Journal*, 18(2), pp. 167–179. <https://doi.org/10.1108/ramj-08-2023-0237>.
- Khan, M.A. (2025) 'Examining the influence of organizational structure and leadership on innovation in hybrid work settings: The mediating role of organizational culture in enhancing team collaboration and innovation outcomes,' *Journal of Intercultural Management*, 17(1), pp. 31–70. <https://doi.org/10.2478/joim-2025-0002>.
- Khmer Times. (2024) *Is WFH model viable post pandemic?* Available at: <https://www.khmertimeskh.com/501447865/is-wfh-model-viable-post-pandemic/> (Accessed: 16 October 2025).
- Khorakian, A. *et al.* (2023) 'Remote working and work performance during the COVID-19 pandemic: the role of remote work satisfaction, digital literacy, and cyberslacking,' *Behaviour and Information Technology*, 43(10), pp. 1938–1956. <https://doi.org/10.1080/0144929x.2023.2235026>.
- Kounthiea, S. (2023) 'Harmonizing Tradition and Progress: Organizational management and culture in Cambodia,' *Journal of Asian Multicultural Research for Economy and Management Study*, 4(2), pp. 15–24. <https://doi.org/10.47616/jamrems.v4i2.420>.
- Kumar, R. (2014) *Research methodology: A Step-by-Step Guide for Beginners*. SAGE.
- LCH Global Ventures. (2024) *From Megacities to Home Offices: Navigating Asia's Remote Work Boom*. Available at: <https://lchglobalventures.com/2024/08/from-megacities-to-home-offices-navigating-asias-remote-work-boom/> (Accessed: 21 October 2025).
- LinkedIn. (2024). *Global State of Remote and Hybrid Work*. Retrieved from *LinkedIn Economic Graph* <https://economicgraph.linkedin.com/content/dam/me/economicgraph/en-us/PDF/global-state-of-remote-and-hybrid-work-sept-2024.pdf> (Accessed: 12 October 2025).
- Marlow, S.L., Lacerenza, C.N. and Salas, E. (2017) 'Communication in virtual teams: a conceptual framework and research agenda,' *Human Resource Management Review*, 27(4), pp. 575–589. <https://doi.org/10.1016/j.hrmr.2016.12.005>.
- McKinsey Global Institute. (2021) *The future of work after COVID-19*. <https://www.mckinsey.com/featured-insights/future-of-work/the-future-of-work-after-covid-19> (Accessed: 12 October 2025).
- Messenger, J.C. (2019) *Telework in the 21st century: An Evolutionary Perspective*. Edward Elgar Publishing.
- Mozammel, S., Irum, S. and Abdulla, I.S. (2025) 'Impact of remote work on organizational culture and employee performance,' *Journal of Posthumanism*, 5(7). <https://doi.org/10.63332/joph.v5i7.2803>.

- Ng, P.M.L., Lit, K.K. and Cheung, C.T.Y. (2022) 'Remote work as a new normal? The technology-organization-environment (TOE) context,' *Technology in Society*, 70, p. 102022. <https://doi.org/10.1016/j.techsoc.2022.102022>.
- Noerr. (2020) *Hungary: New rules for remote work* Available at: <https://www.noerr.com/en/insights/hungary-new-rules-for-remote-work> (Accessed: 17 October 2025).
- Petitta, L. and Ghezzi, V. (2023) 'Remote, disconnected, or detached? Examining the effects of psychological disconnectedness and cynicism on employee performance, wellbeing, and Work–Family interface,' *International Journal of Environmental Research and Public Health*, 20(13), p. 6318. <https://doi.org/10.3390/ijerph20136318>.
- Petz, R. (2025) *Back to the Office – What Lies Ahead for Remote Work?* [online] Available at: <https://gki.hu/language/en/2025/10/10/back-to-the-office-what-lies-ahead-for-remote-work/> (Accessed: 17 October 2025).
- Royal Government of Cambodia. (2021) *Digital Economy and Social Policy Framework of Cambodia 2021–2035* Available at: https://data.opendevelopmentcambodia.net/library_record/digital-economy-and-social-policy-framework-of-cambodia-2021-2035 (Accessed: 20 October 2025).
- Ryan, R.M. and Deci, E.L. (2000) 'Self-determination theory and the facilitation of intrinsic motivation, social development, and well-being.,' *American Psychologist*, 55(1), pp. 68–78. <https://doi.org/10.1037/0003-066x.55.1.68>.
- Sari, A.P. and Wening, N. (2025) 'The impact of hybrid work system implementation on employee performance in the digital era,' *Journal of Social Work and Science Education*, 6(2), pp. 773–788. <https://doi.org/10.52690/jswse.v6i2.1217>.
- Saunders, M., Lewis, P., & Thornhill, Adrian. (2019) *Research methods for business students* (Eighth edition). Pearson Education.
- Schein, E.H. (2010) *Organizational culture and leadership*. John Wiley & Sons.
- Sparrow, P., Brewster, C. and Chung, C. (2017) *Globalizing human resource management*.
- Talent4U (2025) *Cambodian job market after COVID*. Available at: <https://thetalent4u.com/insights/cambodian-job-market-after-covid> (Accessed: 12 October 2025).
- Tardos, K. (2024) 'Teleworking in Hungary in the Post-COVID Era: A Comparison of Management, Employee and Trade Union Perspectives', in *The Labour Market as a Consequence of Teleworking, Challenges for Full Integration*. Las Rozas de Madrid: Editorial Aranzadi, pp. 695–732. ISBN 9788411622431.
- United Nations Development Programme (2020) *Digital literacy for employability and entrepreneurship among Cambodian youth*. Available at:

<https://www.kh.undp.org/content/cambodia/en/home/library/assessment-of-digital-literacy-for-employability-and-entrepreneu.html> (Accessed: 20 October 2025).

Waizenegger, L. *et al.* (2020) 'An affordance perspective of team collaboration and enforced working from home during COVID-19,' *European Journal of Information Systems*, 29(4), pp. 429–442. <https://doi.org/10.1080/0960085x.2020.1800417>.

Wang, B. *et al.* (2020) 'Achieving effective remote working during the COVID-19 Pandemic: A work design perspective,' *Applied Psychology*, 70(1), pp. 16–59. <https://doi.org/10.1111/apps.12290>.

WERC. (2023) *Adapting to the New World of Work: Remote Work Trends Across Global Regions*. [online] Available at: <https://www.talenteverywhere.org/Mobility-News/Article/adapting-to-the-new-world-of-work-remote-work-trends-across-global-regions> (Accessed: 22 October 2025).

World Bank. (2024) *The World Bank in Cambodia*. Available at: <https://www.worldbank.org/en/country/cambodia/overview> (Accessed: 13 October 2025).

World Bank. (n.d.) *Hungary – Country Data*. [online] Available at: <https://data.worldbank.org/country/hungary> (Accessed: 13 October 2025).

Yang, E., Kim, Y. and Hong, S. (2021) 'Does working from home work? Experience of working from home and the value of hybrid workplace post-COVID-19,' *Journal of Corporate Real Estate*, 25(1), pp. 50–76. <https://doi.org/10.1111/apps.12290>.

Appendices

Qualitative Questionnaires

https://docs.google.com/forms/d/e/1FAIpQLSf1YCLXxR2fSL6nG0IIHsseyzy3pv0WdbCRQxK_hCY_DFK3xA/viewform?usp=dialog

Hybrid/Home Office Work Adoption

Dear Participants, this survey is a part of an academic research study to compare adoption of hybrid work, identify cultural and technological influences, and analyze perceived benefits and challenges in Cambodia and Hungary. Your response will be anonymous and the survey takes about 3 minutes.

Thank you so much for your honest answer and contribution.

* Indicates required question

Demographic

1. What is your country of employment? *

Mark only one oval.

Cambodia

Hungary

2. What is your age group? *

Mark only one oval.

18-28 (Genz born ~1997-2012)

29-44 (Millennials Gen Y, born ~1981-1996)

45-60 (Gen X, Born ~1965-1980)

more than 60+ (Baby Boomer)

3. What is your gender? *

Mark only one oval.

Female

Male

Prefer not to say

4. **Employment type ***

Mark only one oval.

- Full-time
- Part-time/Internship

5. **What kind of sector you work in? ***

Mark only one oval.

- Private Sector
- Public sector

6. **Job role/ Function/ Field of work ***

 Dropdown

Mark only one oval.

- Finance & Accounting
- Human Resources (HR)
- Marketing & Sales
- Operations & Project Management
- Information Technology (IT)
- Procurement and Supply Chain
- Administration & Support
- Corporate Governance & Compliance
- Civil Engineering
- Architecture
- Education
- Health care
- Other

7. Year of Work Experience *

Mark only one oval.

- Less than 1 year
- 1 - 2 years
- 3-5 years
- 5-10 years
- more than 10+ years

8. How long do you take to commute to work? *

Mark only one oval.

- less than 15 mins
- 15-30 mins
- 30 mins- 1 hour
- more than 1 hour

Hybrid Work Adoption

Hybrid working means **employees can work from a variety of different locations** – usually split between the office and home according to the Cambridge Dictionary.

9. During covid 19 shut down, how many days apply remote work? *

Mark only one oval.

- 5 days per week
- No remote work
- 1-2 days per week
- 2-3 days per week
- 3-4 days per week

10. Post Covid-19 pandemic, do your company implement hybrid/home office work? If yes, How many days you have to work in the office? *

Mark only one oval.

- 1-2 days per weeks
 2-3 days per week
 3-4 days per week
 5 days per week
 1 week per month

11. Which hybrid arrangement does your company follow? *

Mark only one oval.

- Fixed schedule
 Flexible schedule
 Ad-hoc (when necessary or project based)

Internal Factors

12. How would you rate your productivity working hybrid/ home office work? *

Mark only one oval.

1 2 3 4 5

Low High

13. How would you rate your productivity working on site in the office? *

Mark only one oval.

1 2 3 4 5

Low High

14. How has hybrid/home office affected your motivation? *

Mark only one oval.

- Improved
- Same
- Declined



15. How satisfied are you with your current work arrangement? *

Mark only one oval.

1 2 3 4 5

Diss Very satisfied

16. Rate your reason of satisfaction from hybrid work *

Mark only one oval per row.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Flexibility	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reduced commute/saving time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Promote sustainability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to focus with fewer people	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Better with indirect communication	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

17. Rate your reason of dissatisfaction from hybrid work *

Mark only one oval per row.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Isolation/Lose connection	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Internet Problem	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lack of resources (working gadget, ...)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Personal working space is not suitable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Get distraction by personal devices or family member	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Miscommunication with the team	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

18. Do you feel connected with co-workers and community while working hybrid?

Mark only one oval.

- More connected
- Same as working on-site
- Less connected

19. Please rate the Likert scale of the factors that you missed while working hybrid *

Mark only one oval per row.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
interaction with people	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
expose to diverse perspective and ideas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
spontaneous response from colleague: communication barrier	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

External Factors

20. Please rate the Likert scale of the prioritization and focused from manager and company culture. *

Mark only one oval per row.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Result of the work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Processing time/ Appear during working hour	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Team collaboration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Individual Productivity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

21. My manager trusts me to work effectively from home *

Mark only one oval.

1 2 3 4 5

Stro Strongly Agree

22. Communication is effective in hybrid settings. *

Mark only one oval.

1 2 3 4 5

Stro Strongly Agree



23. How is decision making going within your company? *

Mark only one oval.

Centralized- hierarchy or authority at the top

Decentralized - distribute power

24. Transparency in decision-making has improved *

Mark only one oval.

1 2 3 4 5

Stro Strongly Agree

25. Company's culture supports hybrid work. *

Mark only one oval.

1 2 3 4 5

Strongly Disagree Strongly Agree

26. Are national regulations supportive or restrictive for remote work in your country? *

Mark only one oval.

Yes, supportive

Restrictive

Have no idea

27. How does your employment country's culture influence your remote/hybrid work experience? *

Mark only one oval per row.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
attitudes toward work-life balance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Family obligations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Power distance: hierarchy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Collective culture: group and harmony	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Time orientation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Infrastructure and technology	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Security consideration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

28. Internet speed and stability support my remote work. *

Mark only one oval.

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

29. The company provides adequate tools for remote work. *

Mark only one oval per row.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
My Company provide Hardware (Laptop, monitor, headset, mouse...) for remote work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My company provide Software support (VPN, cloud storage, Antivirus, data security...) for remote work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My company provide Internet service for remote work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My company provide IT support for remote work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My company have Collaboration and communication platform for remote work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

30. How much do you want to work from office after Covid-19 Pandemics? *

Mark only one oval.

- Always office
- Prefer Hybrid
- Never Office - Prefer Remotely

31. Preference of work arrangement *

Mark only one oval.

- Only remote work
- Hybrid work: 1-2 days on-site
- Hybrid work: 3-4 days on-site
- Always on-site

32. Based on your perspective, what can be the reasons that company could NOT ^{*} adopt the hybrid work after post pandemic?

Mark only one oval per row.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Technology and software limitation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Industry required in person interaction	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
power distance in term of trust and decision making	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Company strictly ask people to appear in person	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Company prefer collectivity and collaboration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employee preference	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
legal and compliance issue	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cost consideration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Data security concern	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

33. What improvements would you recommend for remote/hybrid work policies in ^{*} your organization?

This content is neither created nor endorsed by Google.

Google Forms

Interview Guide

Introduction

This questionnaire aims to explore and understand the experiences, perceptions, and challenges related to hybrid work arrangements in your corporate service firms either in Hungary and Cambodia. The questions are designed to be open-ended to encourage detailed responses and insights. The interview is conducted for approximately 30 minutes. Your responses will be confidential and anonymous in the research paper.

Part 1: Background Information

- Please describe your role and organization's primary function
- How long have you been working in your company so far?
- What was your work arrangement (in-office, remote, hybrid) before and after the COVID-19 pandemic or would say since 2020?

Part 2: Experience of working arrangement

- How has your company implemented the work arrangement or changes since the pandemics?
- Does this change mandatory because of pandemics or not necessary?
- What factors influenced your organization's decision to adopt (or not adopt) hybrid work? Were there any internal or external pressures for it?
- What resources or tools does your company provide you to support hybrid work (technology, guidelines)?

Part 3: Organizational culture

- How would you describe your organization's culture regarding to work flexibility? Is that employees encouraged to voice their preferences regarding work arrangements?
- In your point of view, how does the organizational culture support or not support the adoption of hybrid work?
- How has communication and collaboration changed in your team or workplace since adopting or not adopting hybrid work?
- How is your company making decision, how do u rate the trust and transparency?
- Can you describe the power distance within the organization?
- Is that your company focus on the result and process and how would you describe it perspective toward the success (Long term or short term goal oriented) ?

Part 4: Employee Perception and Satisfaction

- What do you think employees in your organization perceive hybrid work arrangements? Is that they are the same as you?
- Are there differences in perception based on job roles or departments?
- What impact has hybrid work had on employee motivation and productivity in your organization? Can you provide specific examples for it?
- How has hybrid work affected your motivation to perform tasks?
- Has your productivity changed? If so, what factors contributed to it and why?
- How satisfied are you with your current work arrangement? Why?

Part 5: Challenges and Benefits

- Can you share your personal experience with the hybrid work model, if could? What aspects do you enjoy, and what challenges have you faced?
- What challenges does your organization encountered in implementing or could not adopt hybrid work? And how have you tried to overcome them?
- How have these challenges been addressed or mitigated? Or is it necessary to address it?
- What benefits of the adoption of hybrid work arrangements from your point of view?

Part 6: Future perspective

- Looking ahead in the future, do you believe your organization will continue with hybrid work arrangements or still on site? Why or why not?
- What recommendations would you make for other organizations considering hybrid work models? (if your company has not adopted hybrid work yet?)

Closing

Thank you so much for your time and contribution to this qualitative analysis interview. Best wishes. If you have anything to add, feel free to share in this interview.