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Remote and hybrid work in IT

How we work in 2022



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Purpose and methodology of the study

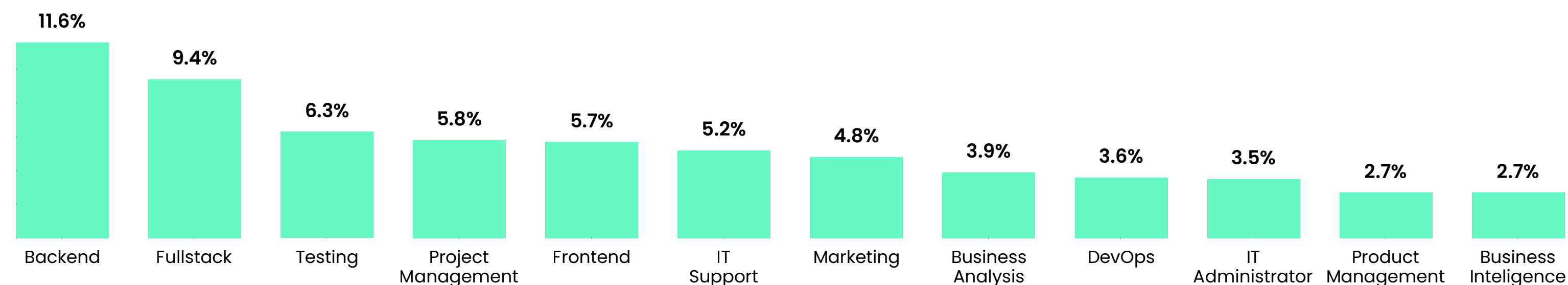
It would seem that 2 years after the beginning of the pandemic, the situation on the labor market is getting back to normal. But is it, really? Isn't there a "new normal", with new employment standards? How do employees and employers deal with this situation?

No Fluff Jobs has conducted research in cooperation with Ringier Axel Springer Polska, checking how IT specialists in Central and Eastern Europe perceive remote and hybrid work, how they assess employers' support and their well-being in the post-pandemic era.

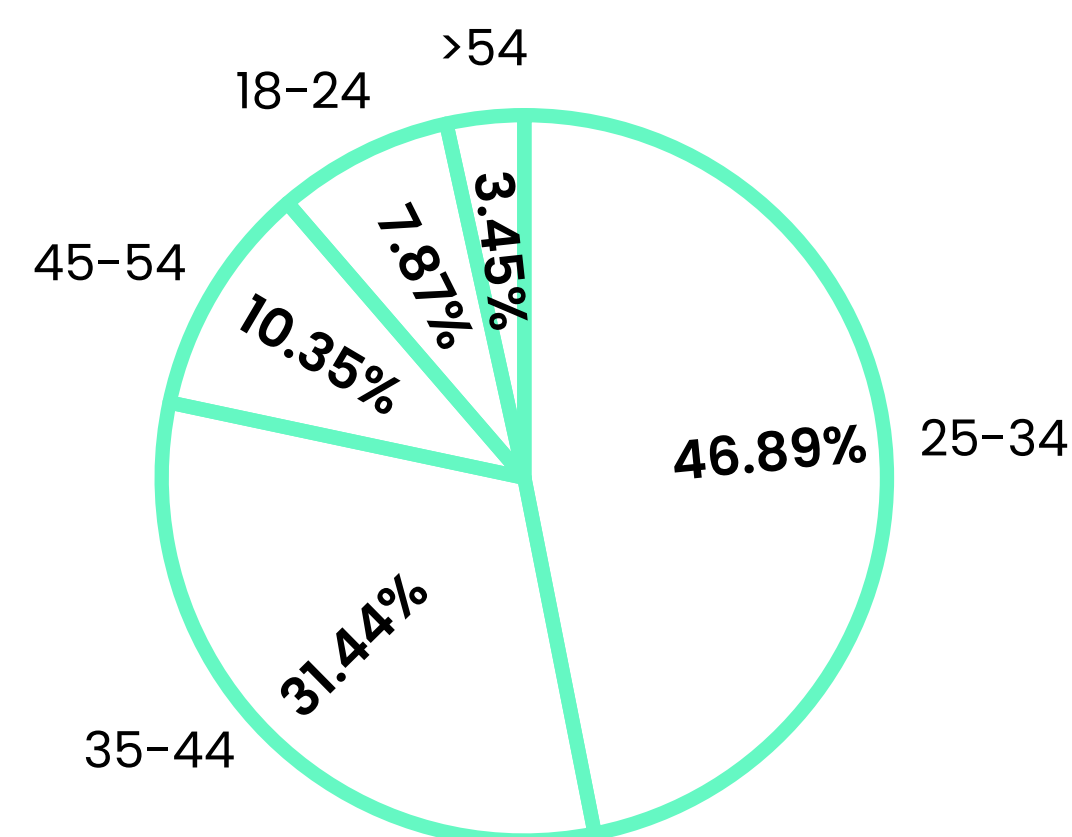


Research period:	04.01.2022–05.20.2022
Method:	CAWI
Countries of residence:	Poland, Czech Republic, Slovakia, Hungary
Test sample:	2569 people
Confidence level:	99%
Maximum error:	3%

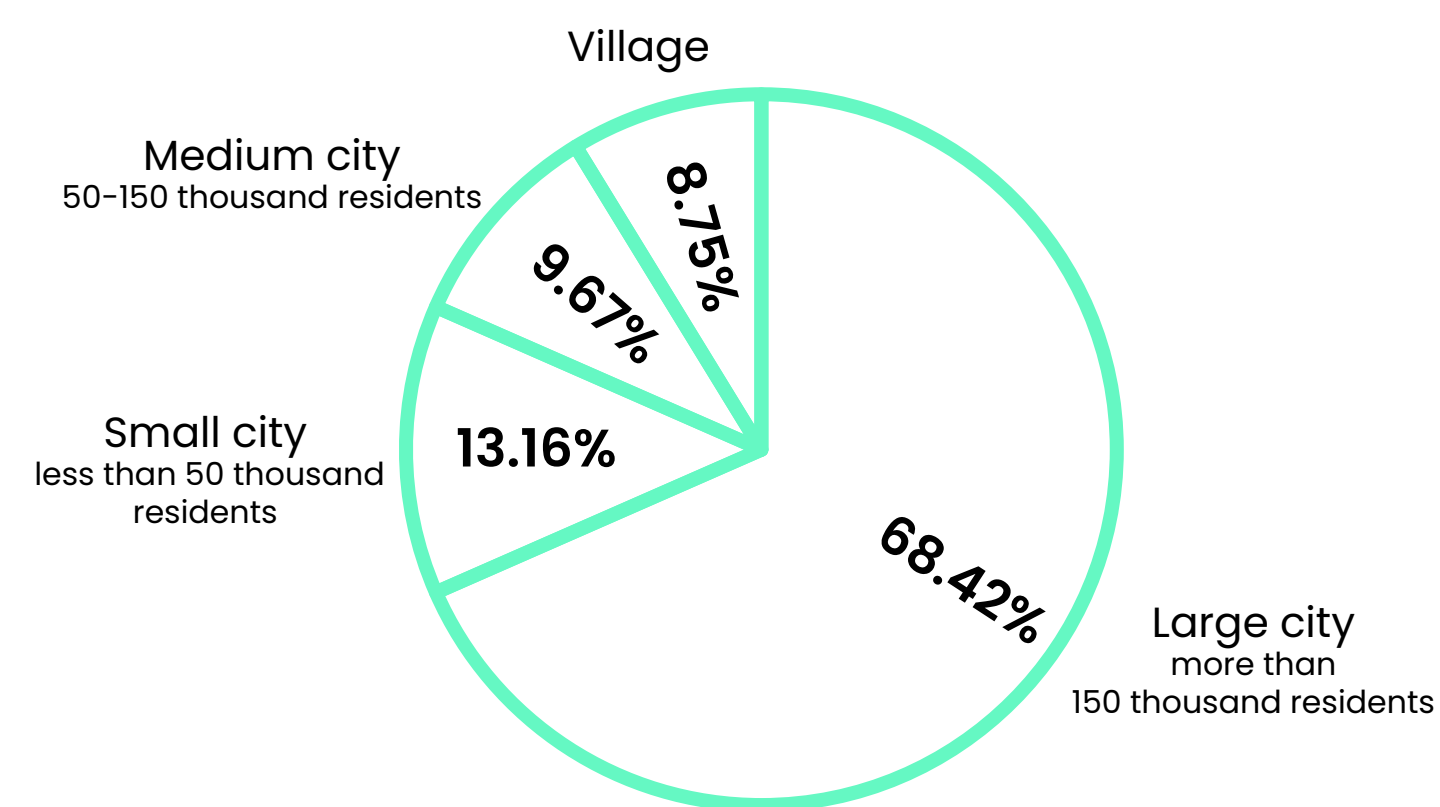
Main specializations represented by the respondents:



Age of respondents



Place of residence



Countries of residence



The new normal

At the beginning of 2020, the IT industry looked like any other: most employees came to their office (often after being stuck in traffic jams), turned on their computers, worked for 8 hours, and then returned home (again, after a long commute). How much could have changed in two years?

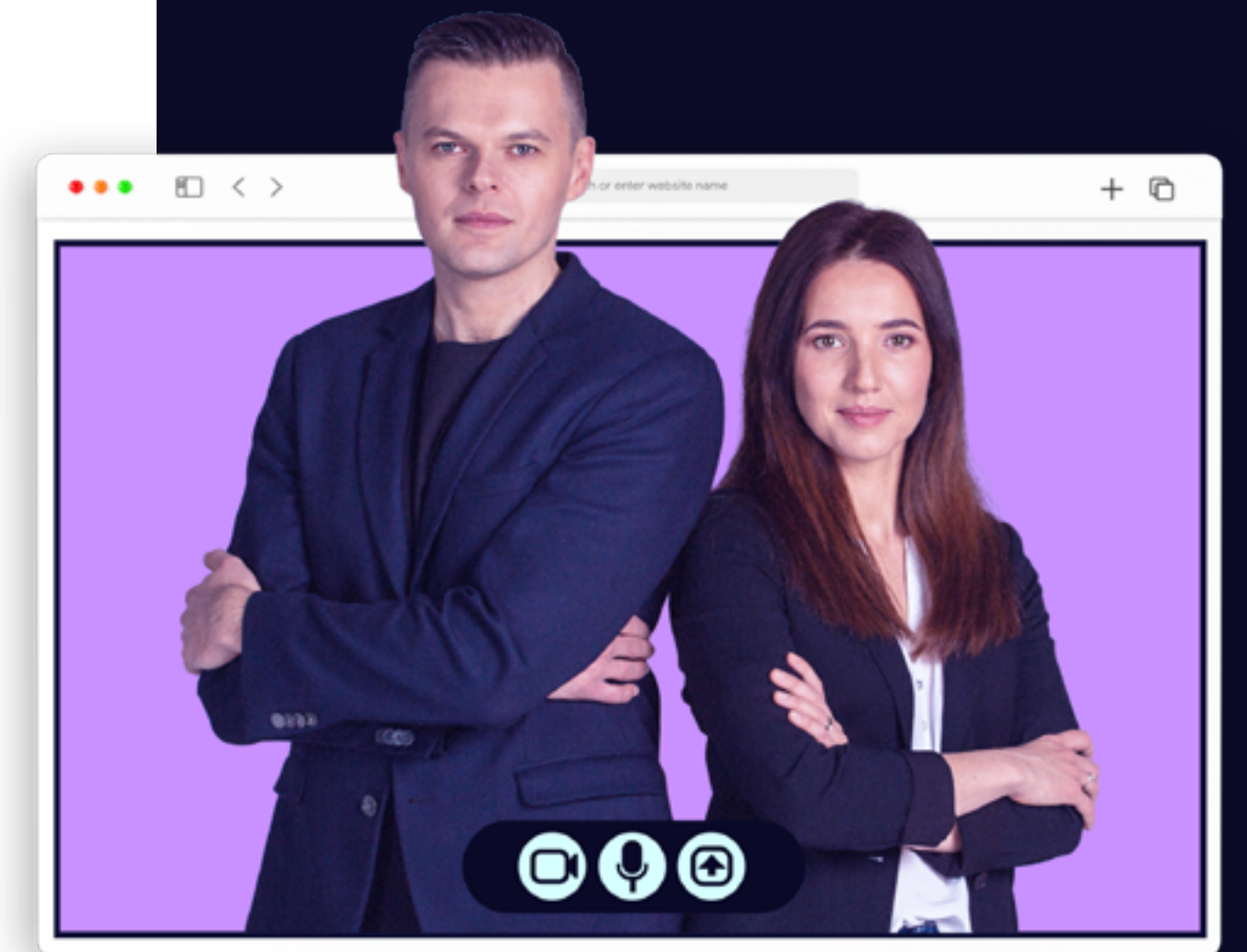
While the whole world was struggling with the deadly virus, companies had no choice but to send their employees to home office. The discussion about where and how long we worked flamed up again.

What about today? Today we feel as if remote and hybrid work have always been there! We can't imagine coming to the office every day, wasting time on commuting, especially since we have improved our well-being and our productivity is just fine.

Employers, somewhat forced by this situation, have also adapted fairly quickly. Some have discovered

that their organization can function efficiently even with a dispersed team. Others, having gained a new perspective and encouraged by an emerging trend, have additionally recruited beyond the borders. Those who have adapted quickly have earned a good reputation and respect from IT specialists.

The ability to work from nearly anywhere is the new standard in IT, and we all need to understand that. And no, this does not mean that you have to close your office (it does have undeniable advantages). Neither it means that you will have to force people to work in the office. It just means that you will need to reconsider your strategy and your organization's work model. While doing that, you have to consider what your team expects and prefers. That's what specialists expect from employers today.



COO NO FLUFF JOBS

**Magdalena
Gawłowska-Bujok**

CEO NO FLUFF JOBS

Tomasz Bujok

Keeping up with the changes

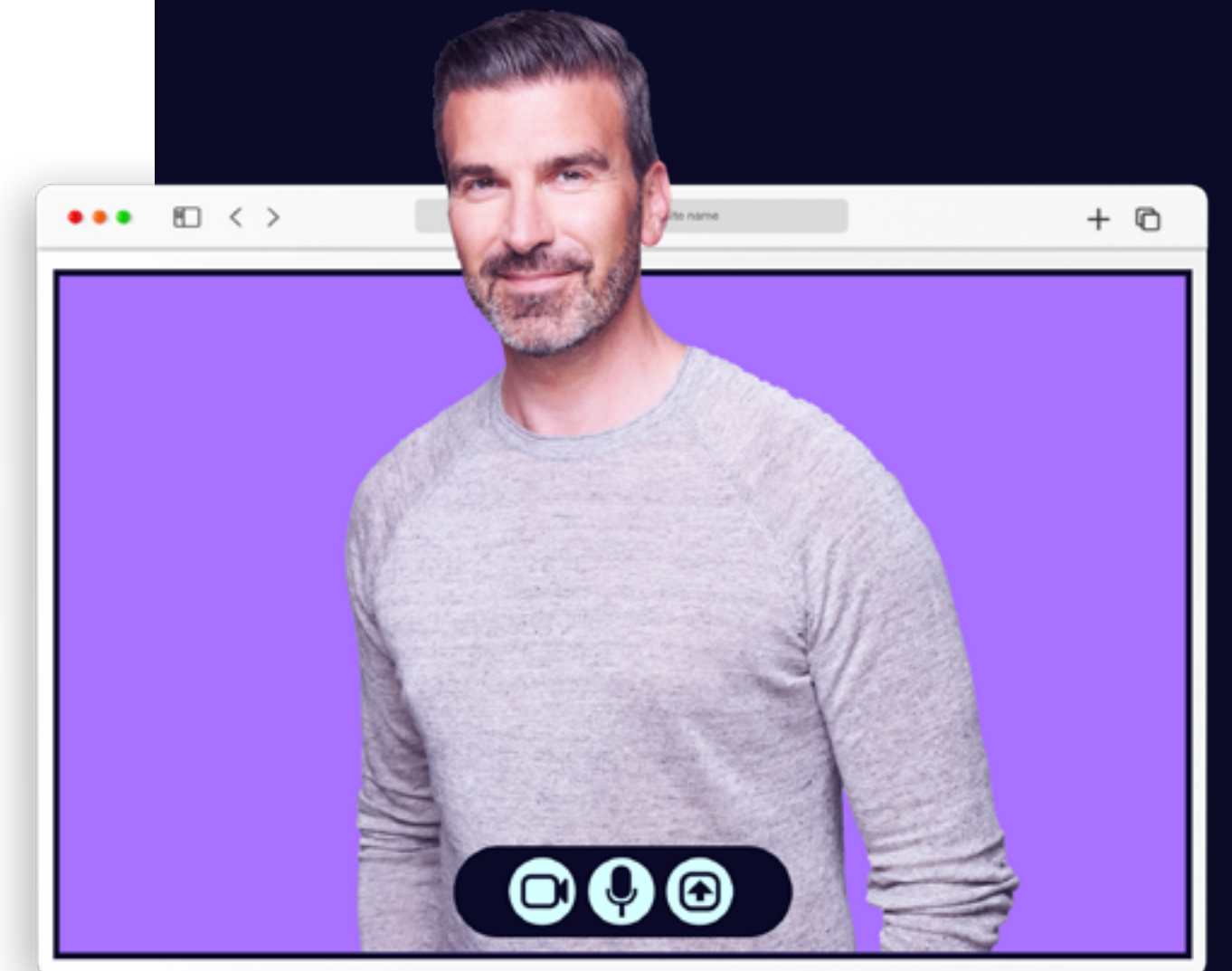
The success of the new work models will not depend on whether we set the mandatory presence in the office at 0, 1 or 3 days a week. In the new reality, we need a new system – new principles of cooperation, taking care of relationships and of our productivity.

At Ringier Axel Springer, we chose *smart work*. Our teams have been given space to experiment, discuss and select the best solution, so that the teamwork model takes into account their specificity, goals to achieve, capabilities and ergonomics. For the majority of technological teams, this means working mostly remotely.

Each team, together with the manager, sets their own rules, but ensuring that the team stays in touch and does well is only the manager's responsibility. *Smart work* gives us the opportunity to work from anywhere

in Poland. We can also work from other European Union countries up to 30 calendar days a year. Our approach also involves meetings in the office once a quarter during *Office Week*, when we work together creatively, and corporate events, such as RAS Festival or People Awards, where we simply have fun and celebrate individual and group achievements together.

Creating an operating system for effective hybrid work is a moving target, but the basics are really simple. Firstly, respect for the need for autonomy and self-determination. Then, spartan discipline in taking care of relationships, as well as the health and well-being of employees. Last but not least, creating a company with a mission is more important than just making money. These three factors will allow us to recalibrate the organizational culture in which the team is willing to be willing.



CEO RINGIER AXEL SPRINGER POLSKA

Mark Dekan

61% of IT specialists
work fully remotely
(5 days a week)



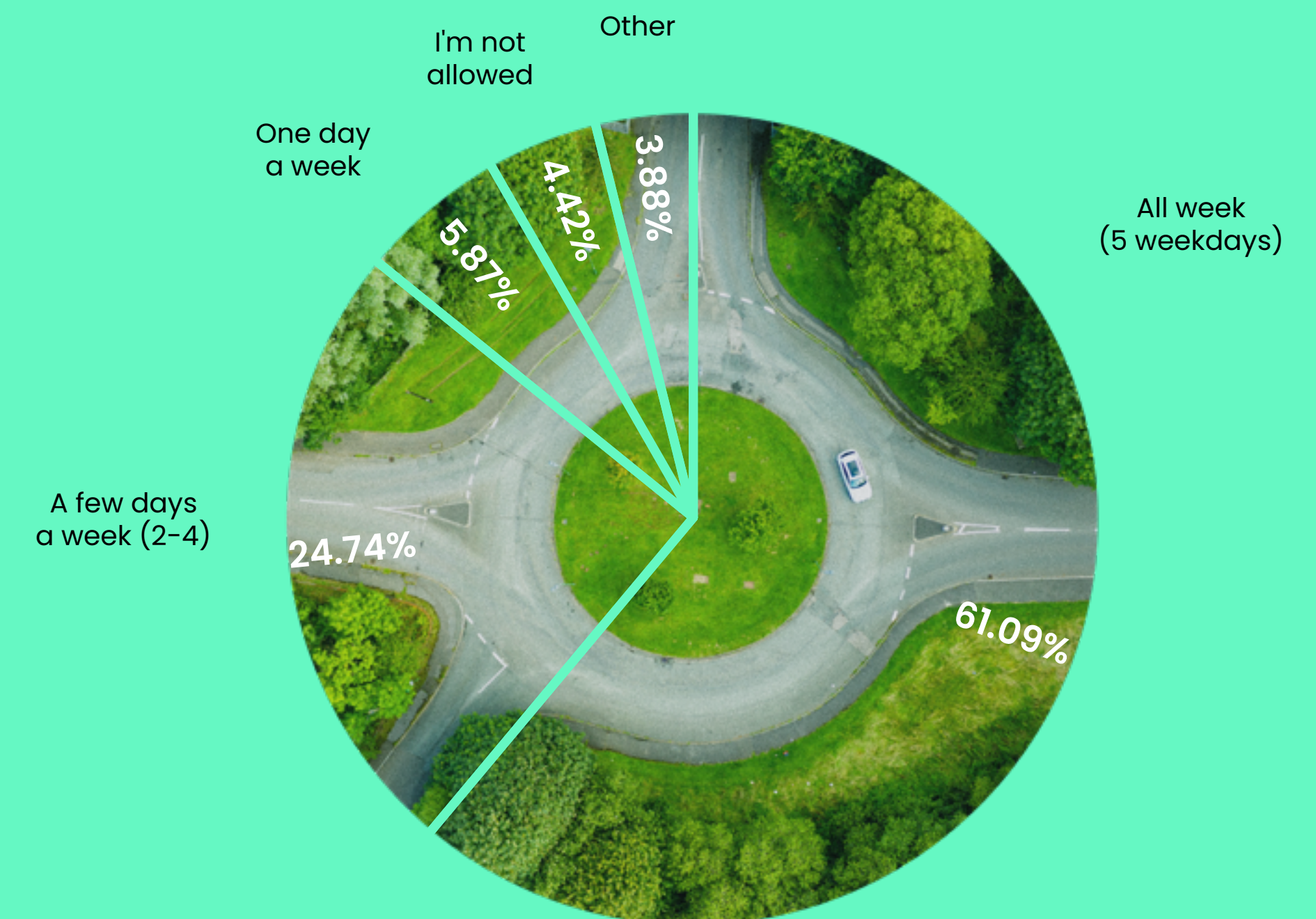
When did we start working remotely and how do we work now?

Almost 2/3 of IT specialists started working remotely **during the pandemic**. Our Autumn 2021 survey* also confirmed this – only 17% of respondents indicated that they had been working remotely before the start of the pandemic, and after it began, the percentage increased to over 63%.

As it turns out, nowadays as many as **61% of representatives of the IT community work fully remotely (work from anywhere but the company's office for 5 days a week)**. Among the surveyed countries, the rate was the highest in Poland (74.6% working fully remotely), and the lowest in Hungary (45.5%). Still, fully remote work claimed victory **among the possible work** models in each of the countries.

* IT specialists in Central and Eastern Europe, No Fluff Jobs, <https://nofluffjobs.com/insights/wp-content/uploads/2021/09/specialist-raport-en.pdf>

How many days a week are you allowed to work remotely?



RESPONSES: 2569

How do we feel about remote and hybrid work?

The data from the previous page resonate with personal assessments of employees in the technology sector. We have come **to like remote work so much that we evaluate it at 4.5 on a five-point scale**. Such a high evaluation means that a new standard has become fact when it comes to working in IT. *Remote first* is not an empty word in this case – it is **expected**.

Hybrid work is slightly less desirable. Our study shows that the average evaluation of this model of work is **3.5/5**, which is 1 pp less than for fully remote work!

Overall evaluation of remote work

4,5/5 ★★★★★

Overall evaluation of hybrid work

3,5/5 ★★★★★



RESPONSES: 2421

Smart digital transformation

Many organizations have adopted or increased the scope of remote working as a hasty and tactical response to the crisis, often convinced that this solution is only temporary. Today, it is a common belief that hybrid work will become part of future work models and the traditional office will remain an important element of the bigger picture. The workplace should be defined by the type of tasks performed, and not by top-down decisions. However, few companies allow the idea that their future work model should be based on this assumption. This is the golden middle way: *smart work*.

This approach to work organization ensures its greater efficiency and effectiveness, as well as apparent advantages for employees resulting from work flexibility. Key elements of such an approach are: performance management, a culture of trust,

a high level of autonomy, flexibility in terms of the time and place of work, new tools and work environments, less dependence on physical resources, as well as openness to constant change and the possibility of experimenting.

However, in order to fit into such a work model, companies should develop an integrated transformation strategy to ensure that changes in office space or technology are adapted to the changes in work practices, culture and behavior. In other words, organizations need a holistic approach, in which there is one culture with concerted work methods, focusing on the continuous improvement of operation. This will result in improved business results and the creation of a great job for everyone, no matter where they are working from.



PEOPLE & DEVELOPMENT DIRECTOR

RINGIER AXEL SPRINGER POLSKA

**Monika
Remiszewska**

40% of IT employees
think that the lack of daily
commute is the
biggest advantage
of remote/hybrid work



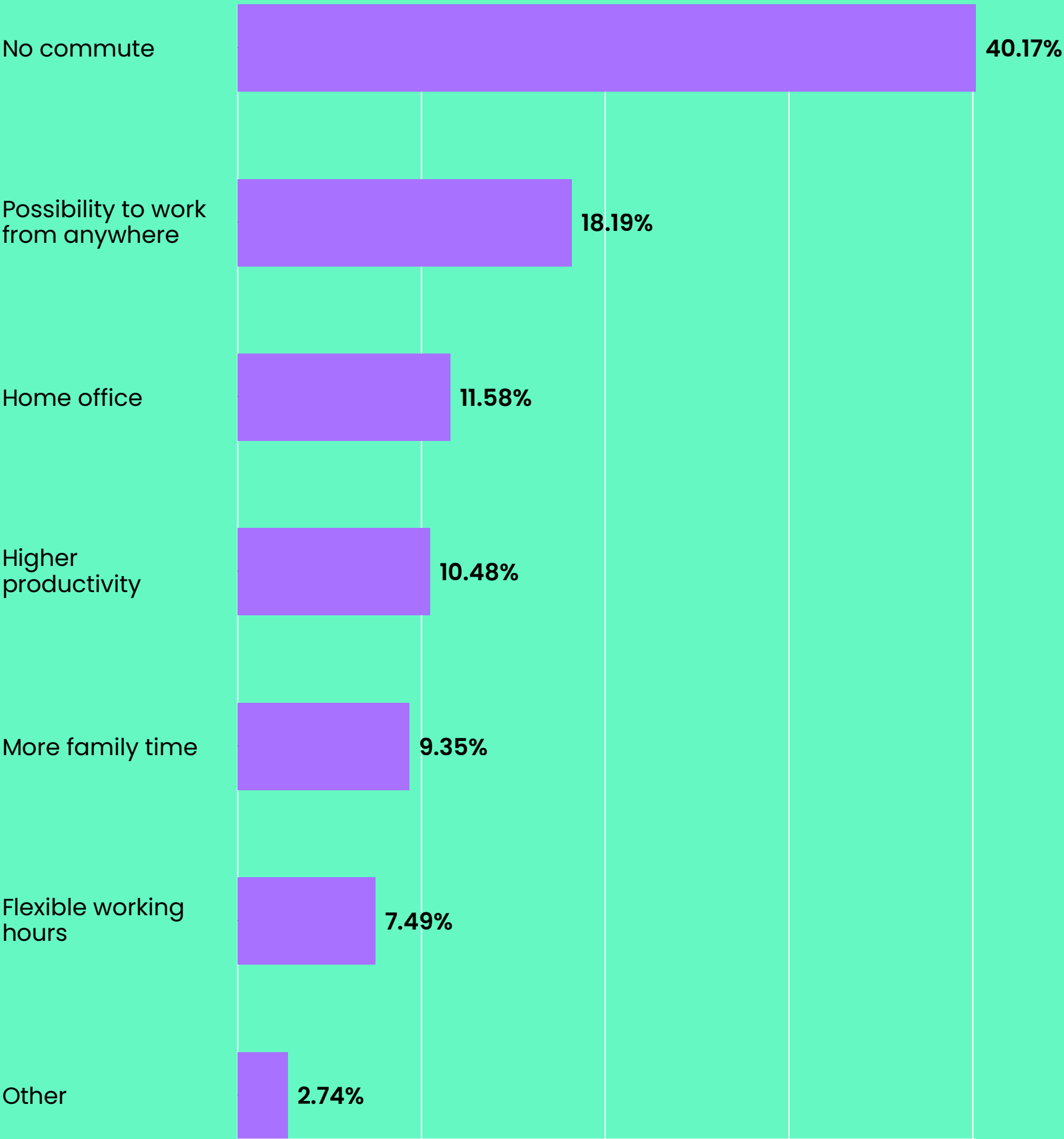
What do we value remote/hybrid work for?

Not having to commute to the office is the greatest advantage of remote/hybrid work for as many as **40% of respondents**. As it turns out, it is the key leverage of this form of work over others. In fact, it is so important, that the second choice – the **ability to work from anywhere** – was only picked by 18.2% respondents, which is twice as few.

Apart from the two most popular answers, respondents included the following (but with a much lower percentages): **the possibility of working from home** (11.6%) and **higher productivity at work** (10.5%). Interestingly, higher productivity was the second most frequently chosen answer in Slovakia (19.7%), while in Poland, the Czech Republic and Hungary it came fourth.



What’s the biggest advantage of remote/hybrid work in your opinion?
(choose one option only)



RESPONSES: 2375

What bothers us in the remote/hybrid work model?

When it comes to inconveniences, the respondents' opinions are more diversified, although three answers seem to prevail.

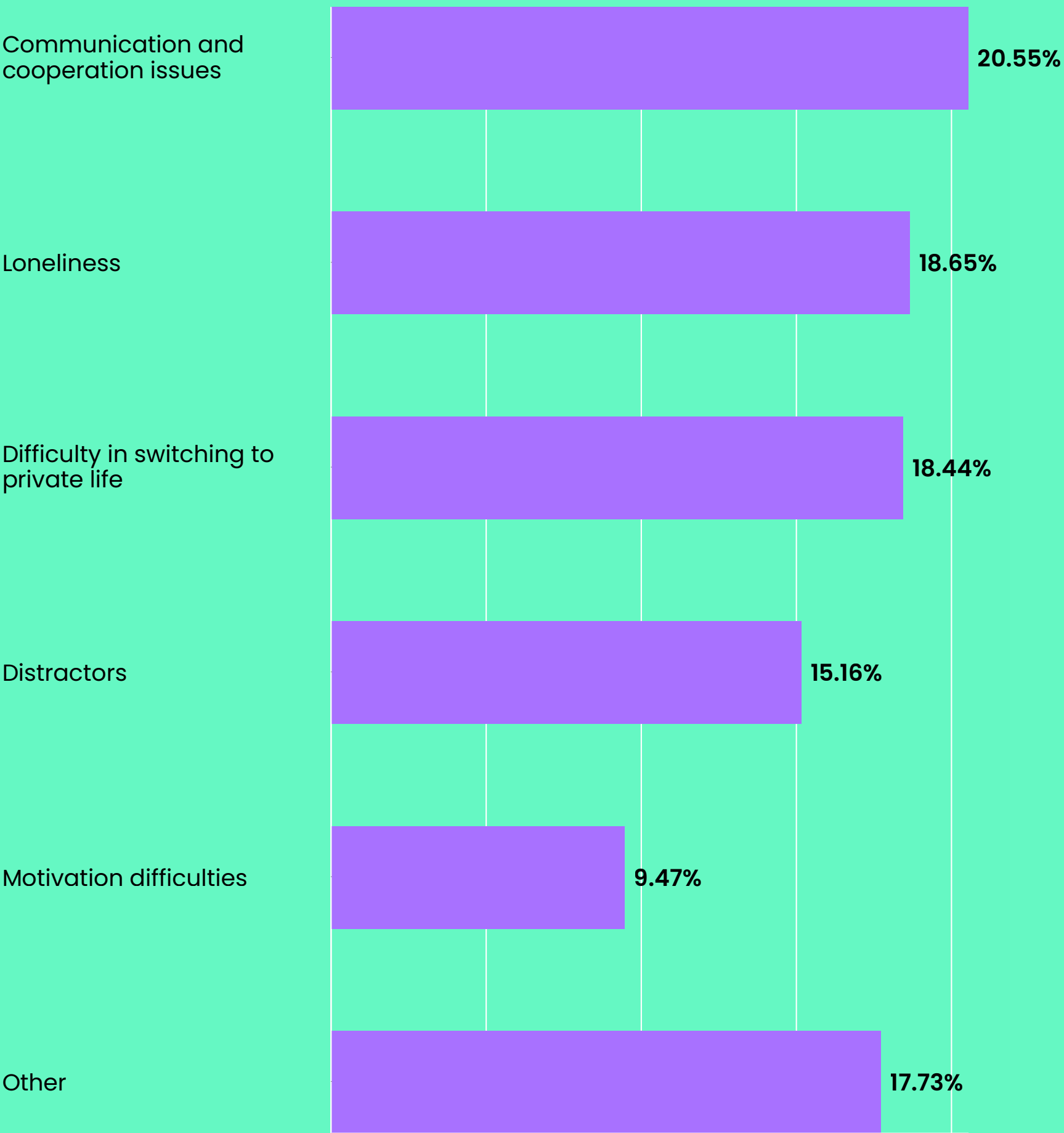
Problems in communication and cooperation with colleagues took the lead by inches (**20.6%**).

Difficulty in separating professional and private life, as well as a sense of **loneliness**, took the 2nd and 3rd places (**18% each**).

Looking at the results by the region, loneliness was most often noticed by Hungarians (1st place on the list in this country – 23.1%) and the Slovaks (2nd place on the list – 27.3%).



What's the biggest disadvantage of remote/hybrid work model? (choose one option only)



RESPONSES: 2375

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96% of IT professionals
want to work in fully remote
or hybrid model



Which model of work do we prefer?

More than **96%** of employees in the industry **do not want to return to their offices**. It's a pretty clear signal of how much we've changed our habits over the last two years and how much we've enjoyed it. We don't have good news for employers who hoped that IT specialists would take a much more favorable view of hybrid work, either. The dominant percentage (**55.8%**) of the group that does not want to return to their offices would prefer to **work fully remotely**.

But these are only a few of our intriguing conclusions. **56%** of IT employees claim that they would start looking for a new job **if they were no longer allowed to work remotely**. The results are very much the same in the case of **hybrid work** – **55%** would start looking for a job if they lost the possibility of the hybrid work model.

In a perfect world, what would be your go-to work model?



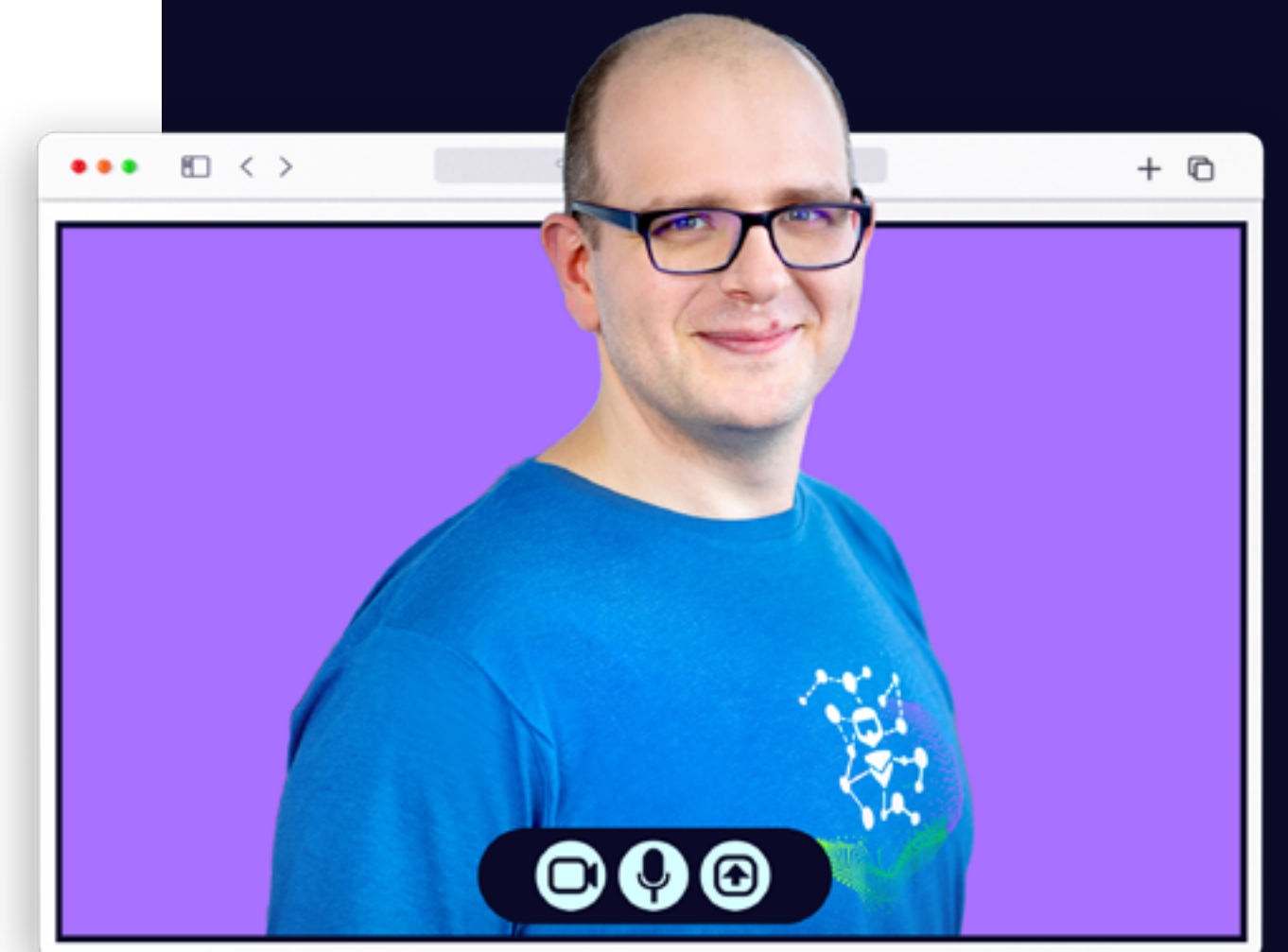
RESPONSES: 2347

Flexible approach to work

Both work at home and in the office has its advantages and disadvantages, which is why we believe that you cannot limit yourself to one of them. When joining Dynatrace, you can choose between 3 flexible models, depending on the specificity of your position, your preferences and your roles in the team. The first model allows you to work in the office from 3 to 5 days a week at your dedicated desk. The second one offers the possibility of working in the office 1-2 days a week or for a chosen uninterrupted period once a month. The third model is mostly remote, addressed to people living far from the office, who are a prized addition to the team because of their unique skills.

At the same time, our experience shows that the most effective employees are those who use the benefits of remote work (unlimited location-wise) and of appropriately arranged office space. The role of the latter is particularly important in our industry.

A properly arranged office must be divided into common and intimate zones, provide traditional office desks and the so-called *hot desks* for temporary work. Innovations can only be stimulated, if we create a place tailored to the employees' tasks and character, where the principle of participation is important and people are free to exchange knowledge and share experiences.

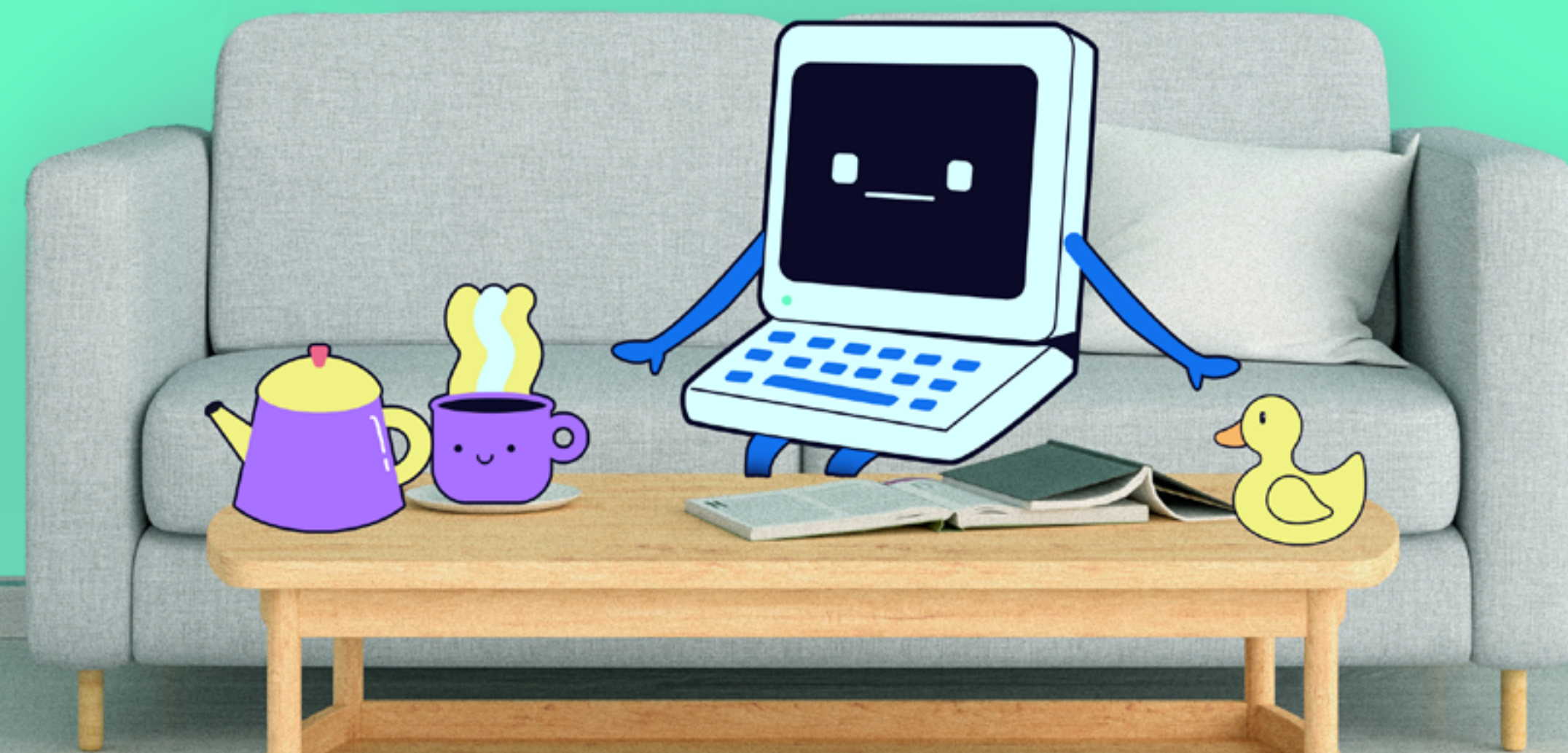
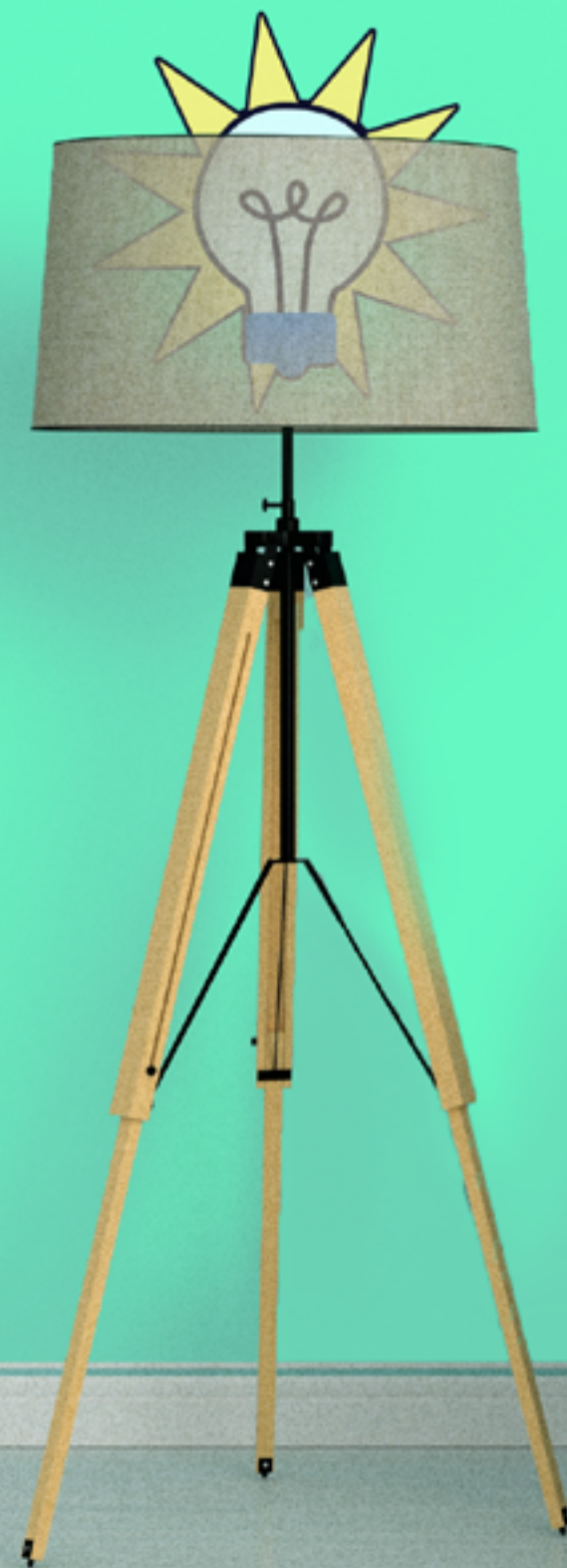


SENIOR DIRECTOR SOFTWARE DEVELOPMENT & LAB LEAD

DYNATRACE

Adam Jakubowski

**37.5% of IT specialists
work remotely from
their living rooms**



How do we assess the preparation of employers and our own conditions?

What about IT employers – **were they prepared to implement remote and hybrid work models? Indeed, they were – the respondents’ evaluation reached 4.2 out of 5.** It might result from the fact that remote work has been present in the IT industry for quite a long time now. Before the pandemic, 35.7% of people in IT **had already worked remotely, which means that some of the employers had been ready.**

Tech specialists themselves have also achieved readiness. They assessed their conditions for remote work at **4.3** on a five-point scale, which is **quite high**. There’s the matter of having a place to work at home/an apartment (more details on the next page), and the equipment. In 2021, laptops were offered 9 times more frequently in job advertisements than desktop computers.* Even this result shows that **companies stood up to their task** in the times of increasing employee mobility.

* The IT job market in Poland in 2021, No Fluff Jobs, <https://nofluffjobs.com/insights/report-it-job-market-in-poland-in-2021-salaries-technologies-and-requirements-in-job-ads/>

Employer’s preparation for transition to remote/hybrid work

4,2/5 ★★★★★

Responses: 2253

Remote/hybrid work conditions

4,3/5 ★★★★★

Responses: 2269



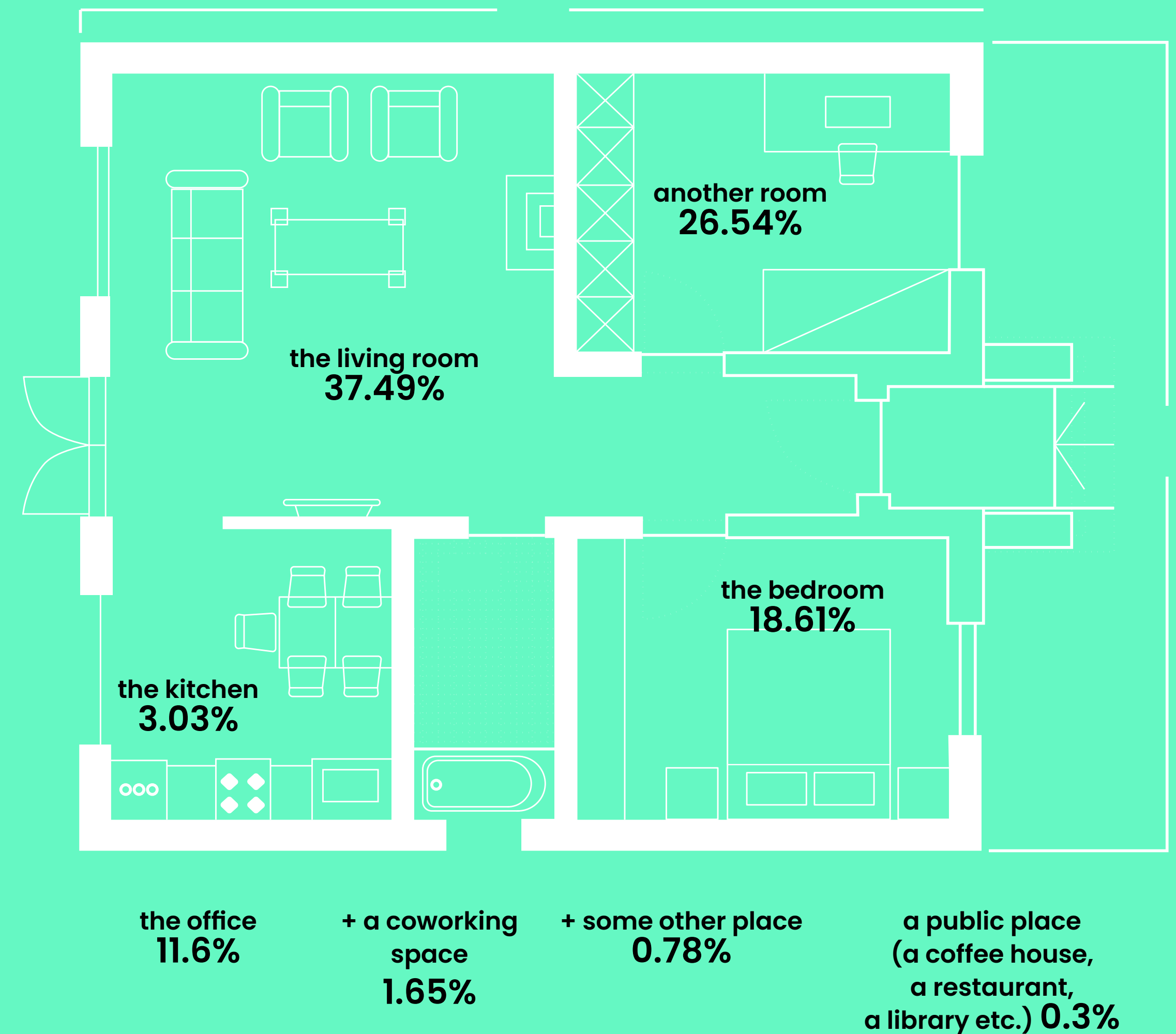
Where at home do we prefer to work?

The living room is the **most common place to work from home**. **37.5% of IT specialists indicate this room as the main “substitute for the office”**.

However, a large part of the respondents have their own „quiet corners” for work – **a separate room** in their house or apartment (**26.5%**).

As it turns out, the famous jokes about working in your pajamas are not unfounded. Nearly **1/5 of the respondents** indicated that they usually work in their bedrooms.

I usually work in...



RESPONSES: 2310

The only legitimate model of work?

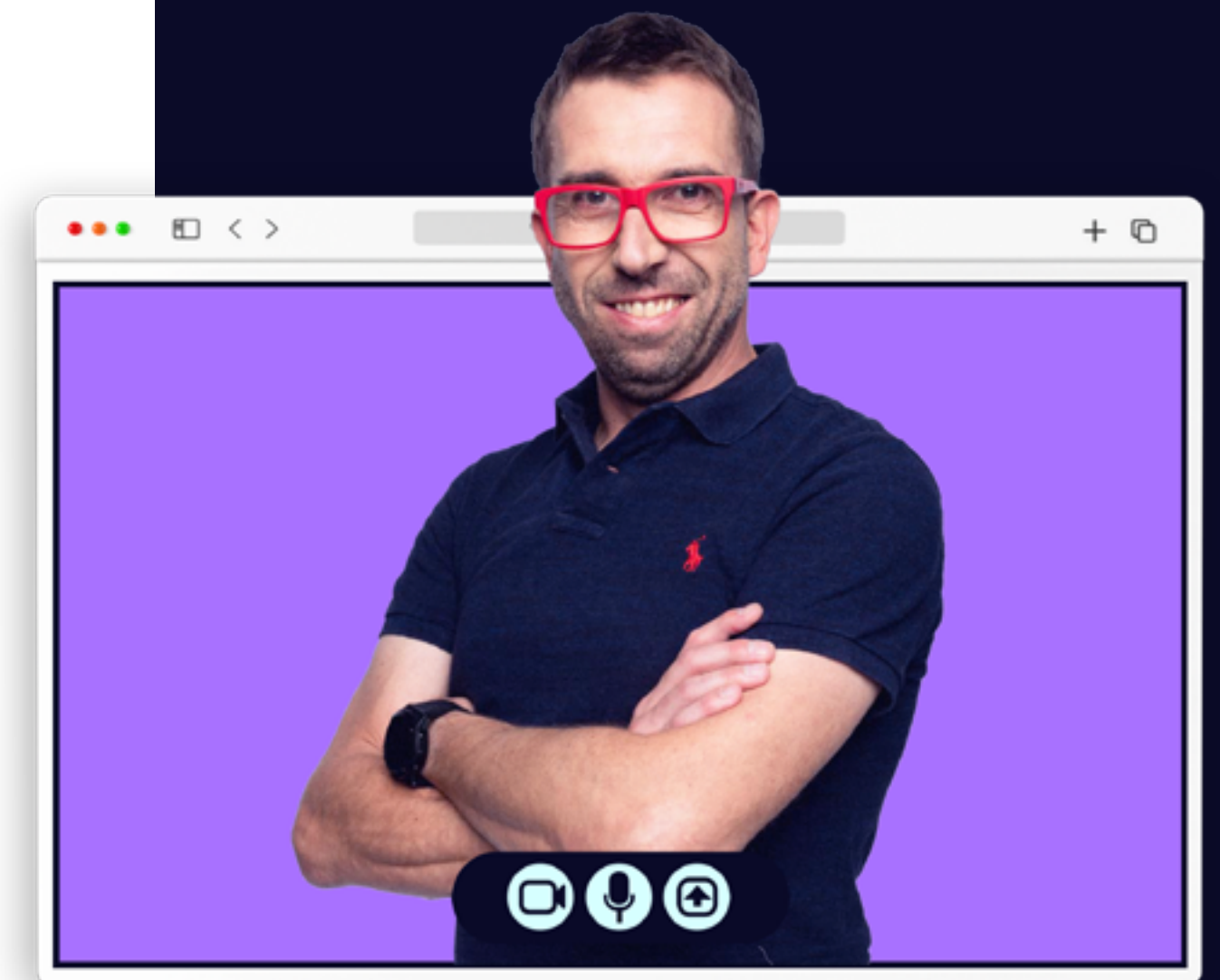
For digital companies, the sudden transition to remote work was a shock (although certainly smaller than for the non-digital ones), but remote creation of virtual products quickly became the new standard. Our 1,600 employees, including 300 engineers, went into remote mode in 3 days, without any interruption in the flow of work. It turned out that remote and hybrid work have become our second nature.

After the last two years, we have developed different ways of cooperation for particular areas. This is dictated by their specificity of work – a development team working in Scrum has different needs than a team of graphic designers submitting a printed newspaper once a month. It's hard to talk about being prepared for an unexpected crisis like Covid-19, but our focus on open communication in the company,

team autonomy, and playing #together have certainly helped in a quick transition to a new style of work.

Looking ahead, however, the technology sector has to remember that there are roles and teams whose work cannot be done remotely. They can be our customers, or our colleagues from other departments in the company. To give an example, it is impossible to exchange a hard drive in a computer remotely, just as it is impossible to treat a person without seeing them in person, or transport goods only virtually.

Therefore, an effective work model for an organization must also bear in mind the physical world, and not just the digital one.



CTO RINGIER AXEL SPRINGER POLSKA

Paweł Leżański

35.7% of respondents indicated that they received additional equipment from the employer to be able to work comfortably from outside the office



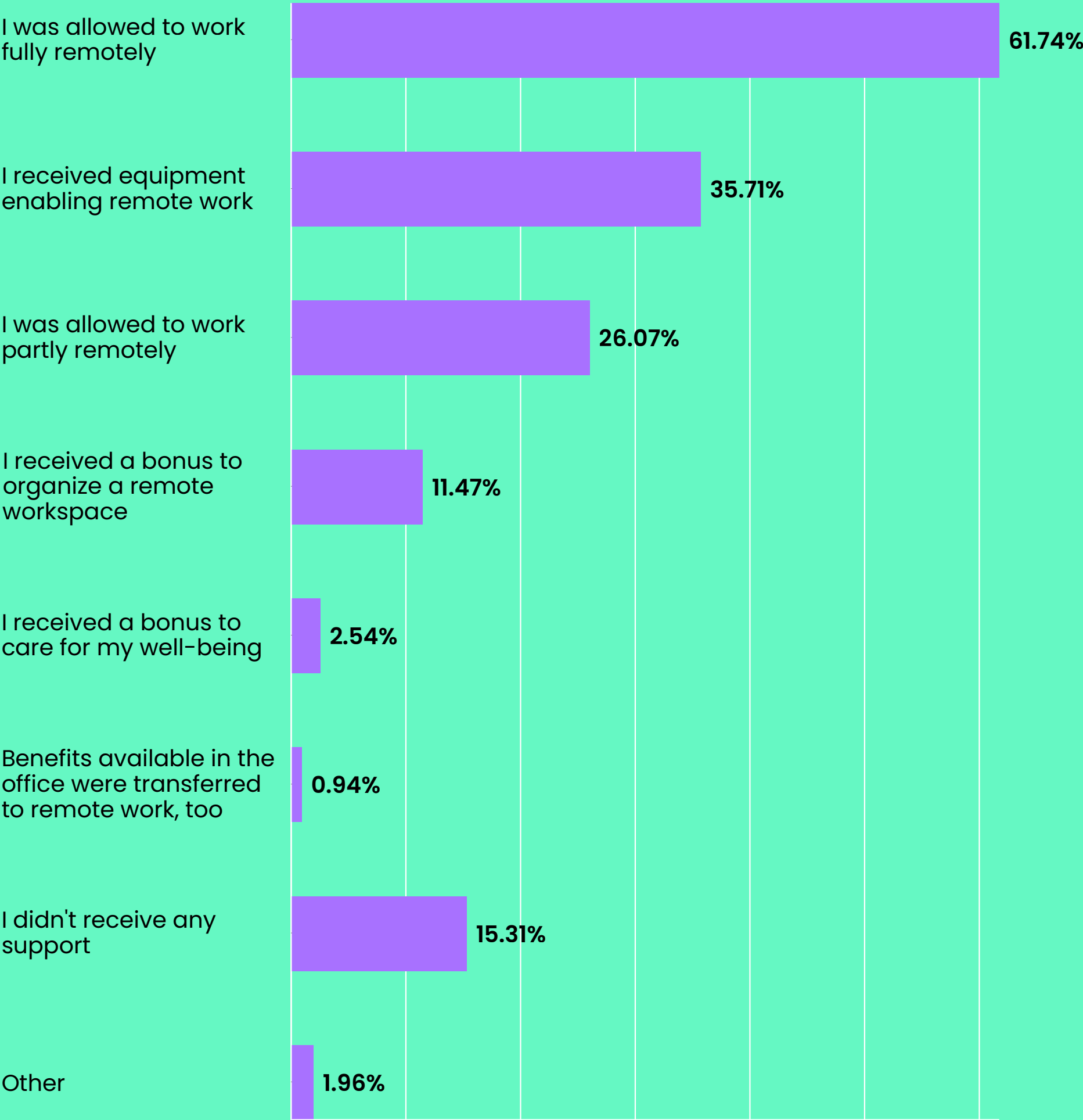
How did the employers help?

The opportunity to work from outside the office full-time is the most frequently indicated form of help (61.7%) that IT specialists have received from companies over the last 2 years. 26% of the respondents, in turn, obtained the option of partial remote work.

Slightly more than 1/3 of those working in the industry indicated that they received additional equipment (with the highest percentage in Poland – 39.6%) to be able to work remotely.

Unfortunately, the other forms of support remained untended, and 15.3% of the respondents reported that they did not receive any help from the companies in which they work.

What support did you receive from your employer in organizing remote/hybrid work?
(multiple choice)



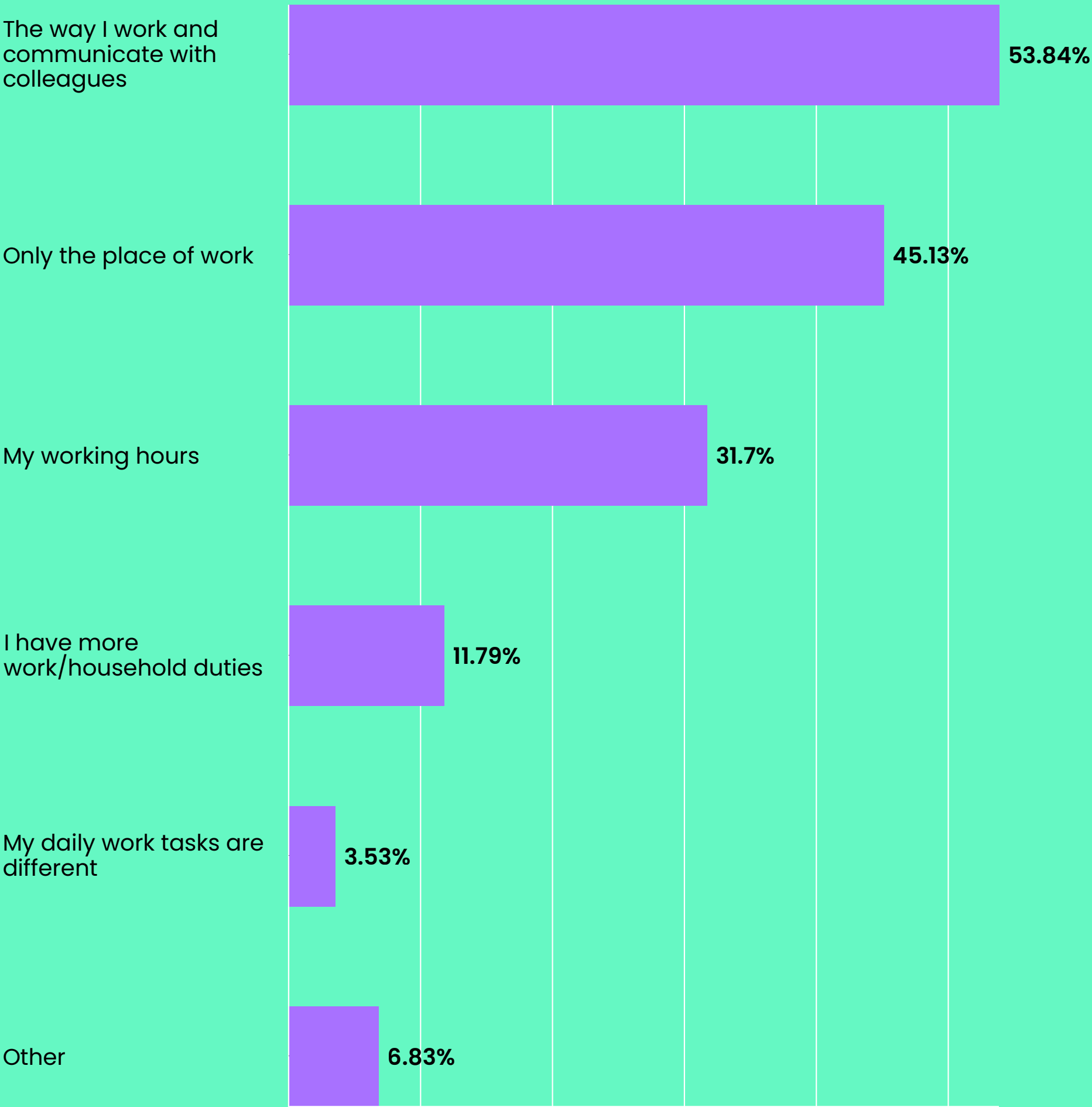
RESPONSES: 2240

How has our work changed?

45% of IT employees state that the only thing which changed after switching to remote/hybrid work is the **work location**. This is good news, since it shows that managers understand the essence of this change – work from outside the office is exactly the same work, only performed elsewhere. This is also confirmed by only 3.5% of people indicating that **their tasks changed after switching to** remote/hybrid work.

Above all, however, the most important change in our non-office professional life seems to be the **new way of communication and cooperation** with colleagues. Over half (53.8%) of the respondents felt its force.

What has changed since you started working remotely or in a hybrid work model?
(multiple choice)



RESPONSES: 2240

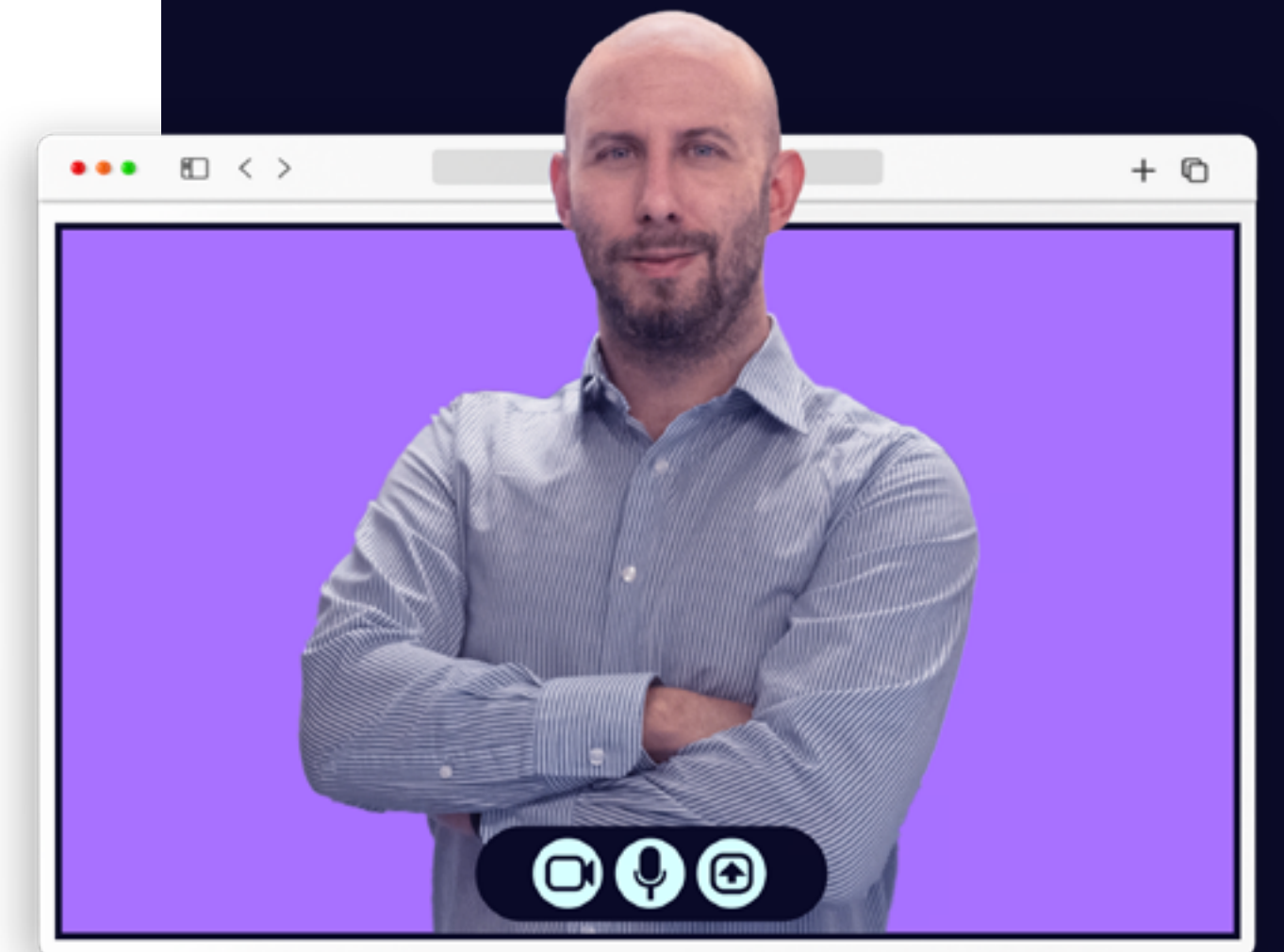
Communication redefined

There's a plethora of traps awaiting us during virtual interactions. For example, it's easy to have a run-in in a chat room. In the traditional situation of misunderstanding, attention is paid to body language first, then to the tone of voice and only at the end to what the interlocutor says. I was once reminded to add emoticons in a chat, because what's the easier way to express good intentions than putting a smiling face instead of a passive-aggressive period mark?

Emojis are important due to the differences in inter-generational communication. In March, the world media, including *Newsweek* and *The Independent*, published materials about the (not-so-)courteous forms of address in Generation Z's communication (the discussion started after the video by @ninetyeightl published on TikTok).

Insufficient interactions in reality are sometimes transferred to online meetings. The enormous number of calls can result in not enough time for, well, work. What's the silver bullet? I am still looking for it, but these are certainly helpful: 1. reducing the number of instant messengers used in the organization, 2. rethinking if the „good old email” is not a better way to handle the matter, rather than an hour's meeting, 3. inviting as few people as possible to meetings.

On Skype, shouting is even less effective than in reality (here the introverts will certainly not speak). Last but not least: in remote work, the basis of communication is trust – if we manage to assume good intentions and a common goal (a project, a product, etc.), the communication will be much more effective.



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Lech Wikaryjczyk

62.8% of IT specialists noticed an increase in their well-being after switching to remote/hybrid work



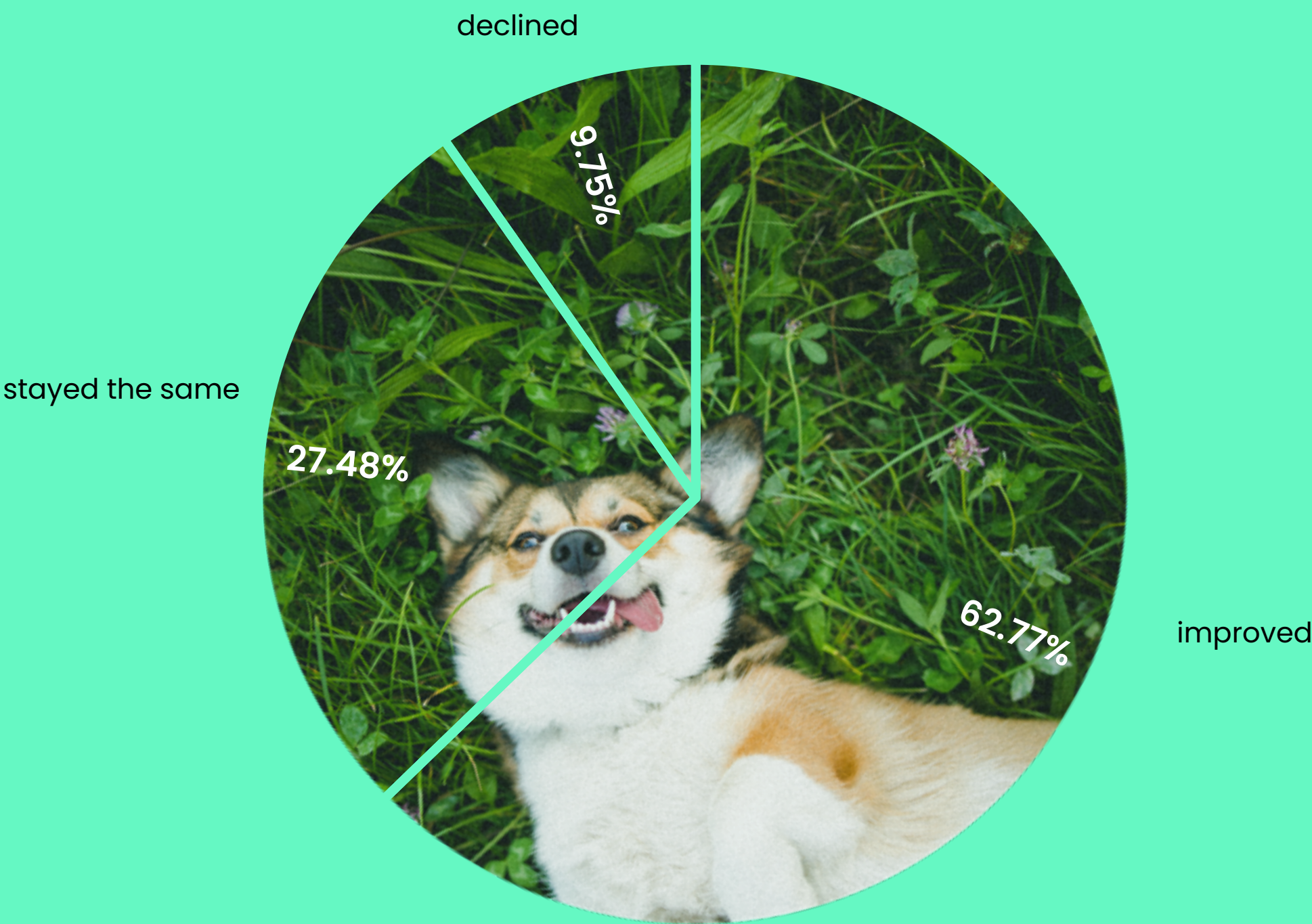
Our well-being in remote and hybrid work models

Earlier in the report, we have learned that industry employees highly appreciate various aspects of remote/hybrid work models and its undeniable advantages.

As proven by the data, the effects of these models have a significant impact on our approach to life.

One **in four people did not notice any changes** (which should also count as a plus, especially since adapting to a new model of work usually consumes quite a lot of energy), and less than 10% indicated a decrease in their well-being.

After starting remote/hybrid work, your well-being has...



Has our productivity increased?

Employers may have had concerns about whether IT specialists would adapt to the new models of work. After all, few people had worked remotely before the pandemic began.

However, these concerns proved to be unfounded. The vast **majority of respondents** indicated that their productivity was **at least the same** as in the case of working in the office.

As many as **57.7%** rated it as **higher compared to office work**, and **29.3%** admitted that their level of productivity was exactly the same as in stationary work.

The highest productivity growth was recorded in Slovakia (64.8%) and the Czech Republic (62.2%).

Compared to work in the traditional office, your productivity in remote/hybrid work model is...



RESPONSES: 2211

Combining dispersed needs

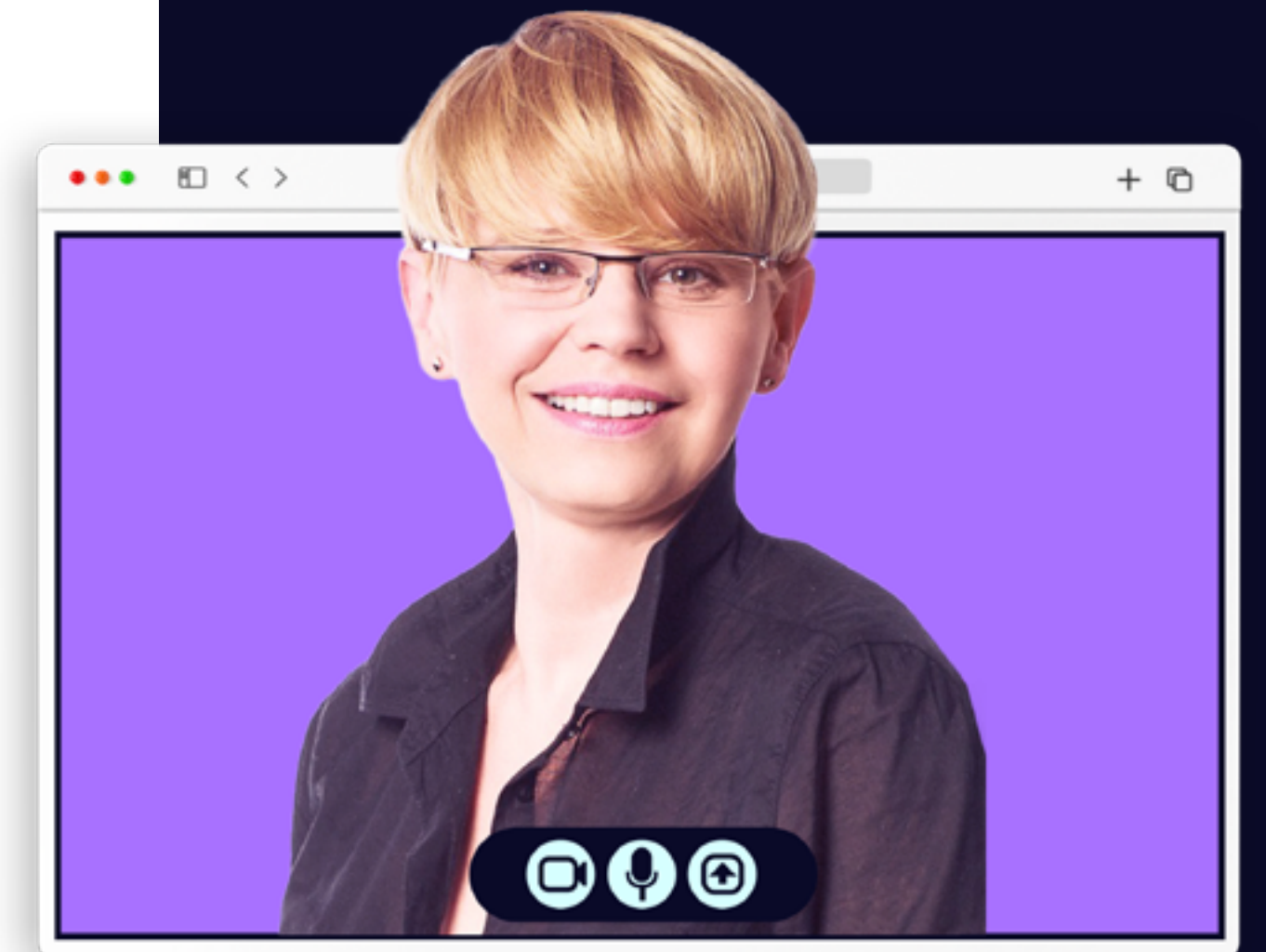
Taking care of the employee's well-being should be based on trusting and supporting them by creating a work environment tailored to their needs. That's why I like the *smart work* philosophy, in which you choose the place of work according to the activities: independent work from home, training in the office, open-air brainstorming. The employer's responsibility is to create a space for it. This requires reorganizing the office, since we need fewer desks and more space for creative work, workshops or events.

Employers have to make sure their teams have the space and time to meet in person, regardless of the chosen form of work. This way we have an opportunity to build relationships and experience being #together,

which is crucial for building an organizational culture. In our case, *Office Weeks* are the way to do that.

Managers play a vital role in dealing with the challenges of remote work, which is why employers should help them develop the competences necessary to manage dispersed teams.

Finally, retreating to the online world can have a negative impact on well-being, which is why it is so important to build employees' awareness and support them when it comes to health care. Access to psychological assistance for those who need it proves that we are a reliable and thoughtful employer.



PEOPLE PARTNER RINGIER AXEL SPRINGER TECH

Magdalena Kędra

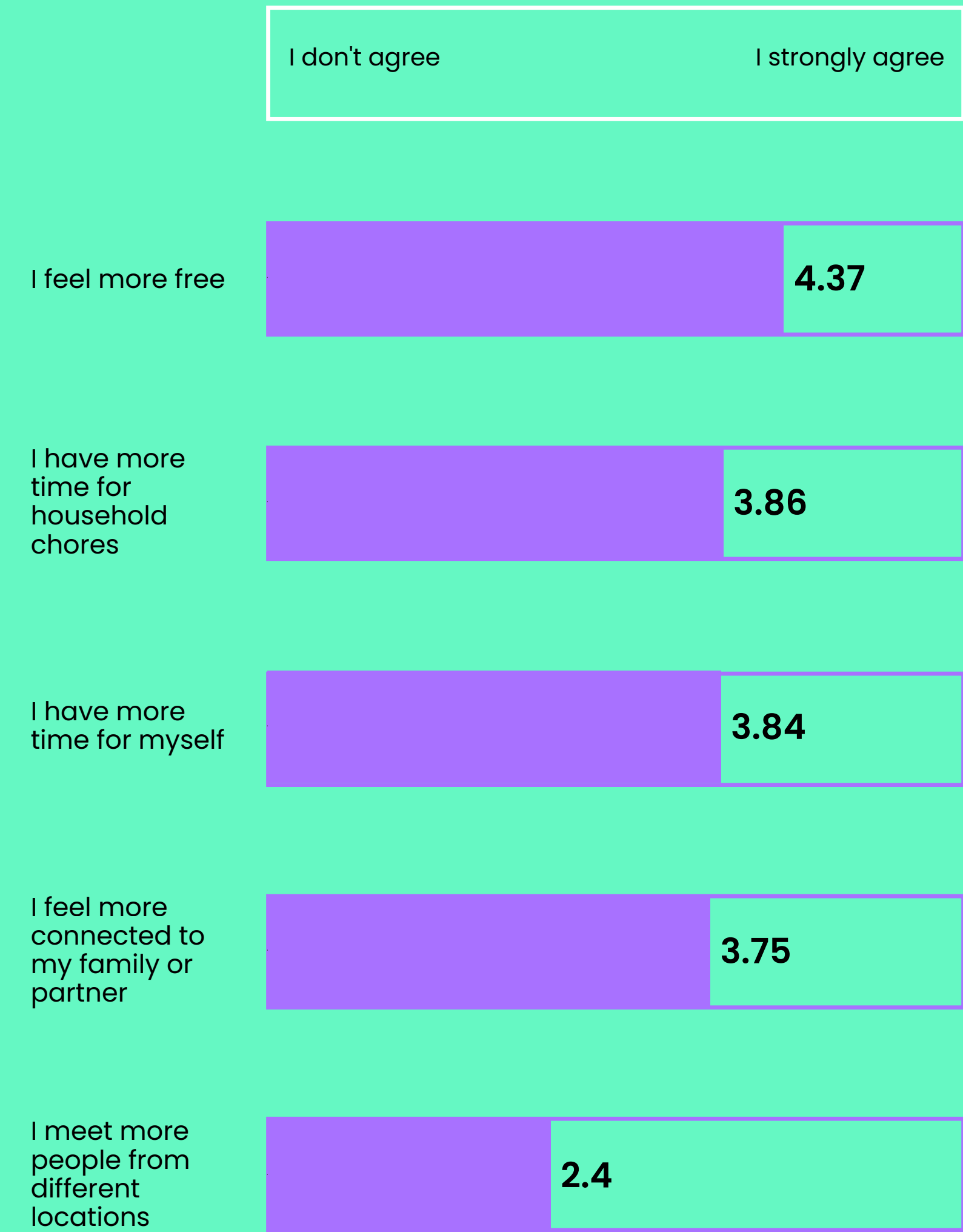
61% of respondents indicate that after switching to remote/hybrid work, they **feel more free**, and **42%** have more time for themselves



What are the positive effects of remote/hybrid work?

Remote and hybrid work **generate many positive experiences**. Period. In fact, this could put an end to all the dilemmas on this subject, especially when we look at the conclusions of the study.

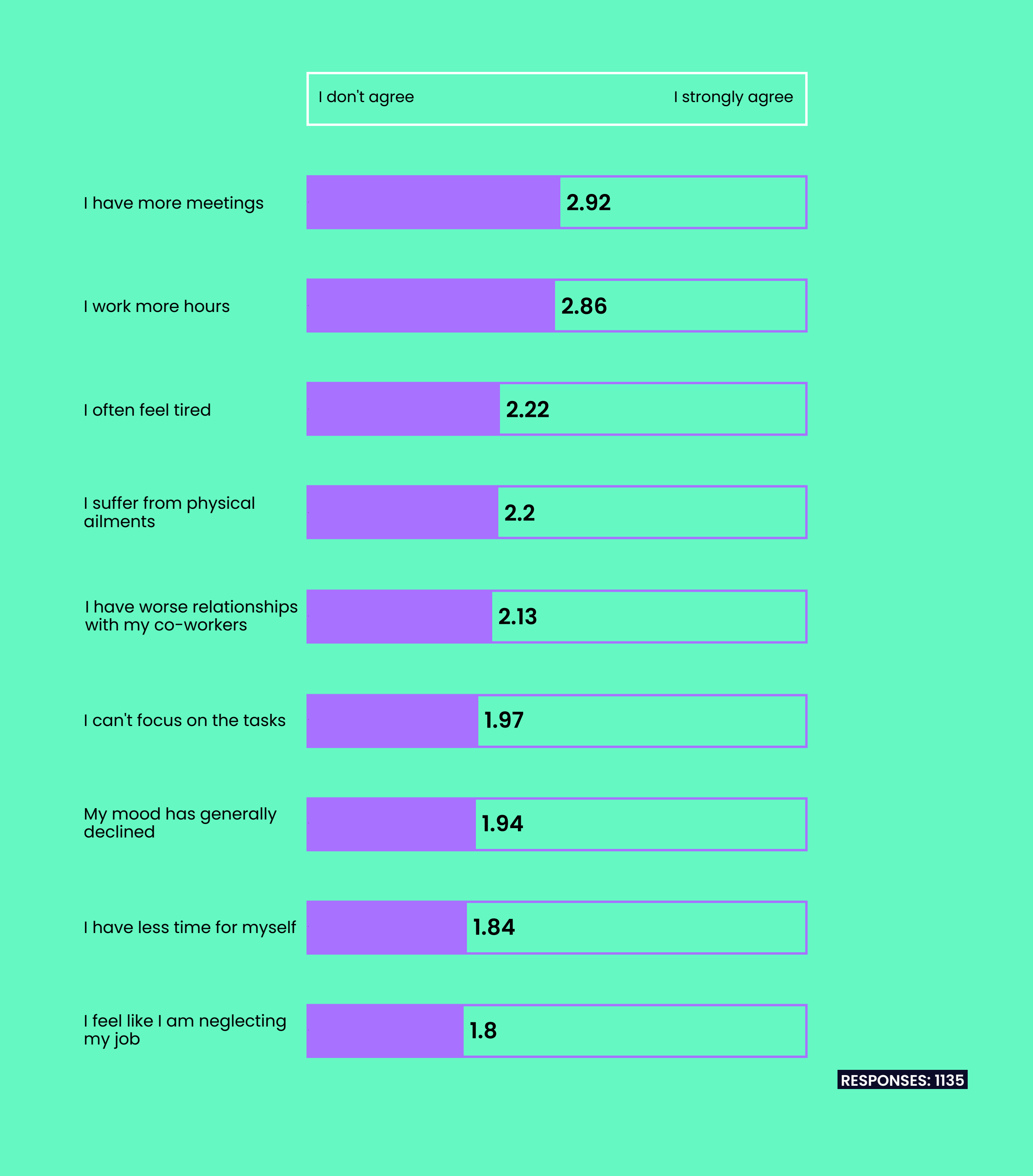
Of all the options rated by the respondents, **only one** was below the weighted average of 3.00 („I’m meeting more people”). Others oscillated very **close to the result of 4.00 on a five-point scale**, and one of the options exceeded it: „I’m feeling more free” – **4.37**.



What negative effects do we notice?

Researching the negative effects, we deliberately proposed more options. We've had assumptions about IT specialists' opinions on remote and hybrid work, and we wanted to examine as widely as possible whether they actually occur when working outside the office.

Our premises had been correct. People working in the tech industry indicated that **these negative effects occur rarely or very rarely**. Two options had the highest weighted averages: „I have more meetings” (2.92) and „I work more hours” (2.86). The other options were rated around 2.00 out of 5, which clearly shows that they either do not bother IT professionals, or do not occur at all.



When the advantages override the disadvantages

Remote work is multidimensional, so it is difficult to make a clear-cut assessment if it's good or bad. For some, it is a dream come true, for others it is the biggest nightmare. Much has already been said about saving time on commuting and the associated positive impact on the environment. Others appreciate the possibility of throwing laundry in the washing machine or preparing a better quality lunch in their own kitchen.

Certainly, the benefits also include the freedom to work from different places, so that when we've finished for the day, we can feel like you're on holiday. If we work in convenient conditions, in peace and quiet, it can certainly have a positive impact on our creativity or concentration level.

However, many people will admit that not everything is that rosy in the garden. We are drawn to people

because the conditions at home aren't as good as we'd like to (crying babies and drilling in the background are still the standard). Distractors are at our fingertips, because the Internet is not stable, and every conversation must be intentionally started – they do not happen „by the way”, so we miss a lot of information. Training processes take longer, since it's critical to learn a new form of communication, which takes more time. In addition, it is difficult to „leave work” when you work from home, employees cease to feel the company's culture, and some of them do not have enough self-discipline for productive work.

Many of us have been working fully remote model effectively for a long time, so we know that it's possible with the proper conditions and the right approach. Then the model we choose depends primarily on our personality.



CHIEF PEOPLE AND OPERATIONS OFFICER NO FLUFF JOBS

Paulina Król

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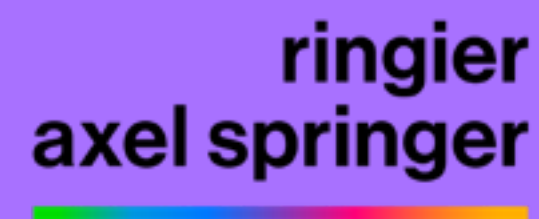


+3 200



+5 300

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