

# Hybrid Work Adoption and Employee Performance in Nigerian Federal Ministries, Departments and Agencies (MDAS): A Conceptual Review

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**Abstract:** *The evolution of work in the post-pandemic era has intensified the adoption of hybrid work models, particularly within public sector institutions striving to balance operational continuity with workforce flexibility. This conceptual paper investigates the relationship between hybrid work adoption and employee performance within selected Nigerian Federal Ministries, Departments, and Agencies (MDAs). Anchored in the Job Demands–Resources (JD-R) model, the study explores how components of hybrid work—namely flexible scheduling, ICT infrastructure, virtual supervision, and work-life balance— influence employee outcomes, particularly task performance and organizational citizenship behaviour (OCB). It further proposes ICT competence as a moderating factor that conditions the effectiveness of hybrid systems. Drawing on recent literature and theoretical insights, the paper develops a conceptual framework that reflects the unique dynamics of Nigeria’s public service, where infrastructure limitations, hierarchical cultures, and uneven digital capacity often hinder the success of work reforms. The review reveals that while hybrid work has the potential to enhance performance and adaptability, its impact is significantly influenced by employee preparedness, supervisory clarity, and institutional investment in technology. The study contributes to public administration theory by aligning modern work practices with performance frameworks and highlighting the critical role of individual digital competence in determining organizational success. The paper concludes with a call for empirical validation of the proposed model using tools such as Structural Equation Modelling (SEM), and offers policy implications for HR reform, digital training, and supervisory restructuring in the public sector. It provides a foundation for strategic transformation toward a more flexible and digitally responsive civil service in Nigeria.*

**Keywords:** hybrid work, flexible scheduling, ICT infrastructure, virtual supervision, work-life balance

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## INTRODUCTION

The workplace is experiencing a paradigmatic shift, with hybrid work adoption emerging as a strategic response to post-pandemic realities. Defined by a flexible mix of in-office and remote work arrangements, hybrid models are transforming how organizations operate, particularly in the public sector where traditional, hierarchical structures have long dominated (Naqshbandi, 2025; Gopalsamy & Uyyavanthal, 2025). In Nigeria, federal Ministries, Departments, and Agencies (MDAs) have begun adopting hybrid systems in a bid to improve employee engagement, efficiency, and service delivery (Ilawagbon & Mustapha, 2024; Onuora & Chizoba, 2025). These models typically incorporate elements such as flexible scheduling, virtual supervision, ICT infrastructure, and work-life balance, all of which shape employee experiences and productivity (Ferdous, Ali, & Desouza, 2025; Saluy et al., 2025). These components form the crux of how work is executed and managed, especially in complex bureaucracies like the Nigerian public service.

In this evolving structure, employee performance remains central to organisational success. Institutions are not merely interested in adopting flexible systems they are fundamentally focused on how these systems affect productivity, engagement, and performance outcomes. Recent studies suggest that the structure, clarity, and support systems inherent in hybrid work arrangements significantly influence employee behaviour and output (Akanbi & Bello, 2023; Ilawagbon & Mustapha, 2024). For instance, flexibility in scheduling is known to promote better time management and commitment to tasks. Equally, ICT tools facilitate smoother execution of responsibilities and improve employee autonomy (Okolie & Uche, 2022). The extent to which hybrid models are strategically implemented within MDAs directly shapes outcomes such as task completion, innovation, and organisational citizenship behaviour (Onuora & Chizoba, 2025).

Despite the growing popularity of hybrid work policies, the impact on employee performance in MDAs remains inconsistent and under-theorized. Civil servants frequently report challenges such as unclear task expectations, inadequate digital tools, and weak supervisory structures (Moussa & McMurray, 2025; Goldthorpe, 2025). These issues often lead to diminished task performance, reduced motivation, and a decline in organisational citizenship behaviour (OCB)—a critical but voluntary aspect of effective public service (Magnier-Watanabe, 2025). While hybrid systems promise flexibility and autonomy, their effectiveness is contingent upon ICT competence, managerial support, and institutional readiness (Akbari et al., 2025). As such, the performance paradox within Nigeria's public sector is not necessarily due to hybrid work itself but rather a misalignment between hybrid structures and existing performance management systems (Umeh & Aladejana, 2024). For instance, without adequate digital infrastructure or supervisory clarity, hybrid arrangements can blur role boundaries, delay task execution, and limit collaborative accountability.

This paper therefore aims to conceptually explore the relationship between hybrid work adoption and employee performance within Nigerian MDAs. Guided by the Job Demands–Resources (JD-R) model, the study focuses on how flexible scheduling, virtual supervision, and ICT tools impact

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performance metrics such as task completion and OCB. Furthermore, it introduces ICT competence as a moderating variable, proposing that employees' digital skills can strengthen or weaken the effectiveness of hybrid systems. The conceptual paper is structured around four key objectives, specifically, the paper seeks to:

1. Examine the influence of flexible work arrangements on task performance.
2. Assess the role of virtual supervision in shaping employee outcomes.
3. Investigate how hybrid work practices affect overall employee performance.
4. Evaluate the moderating effect of ICT competence on the hybrid work–performance relationship.

By bridging theory and practice, this conceptual paper provides insight for public administrators, HR managers, and policymakers seeking to optimize hybrid work policies for sustainable employee productivity in the Nigerian civil service.

## **LITERATURE**

### **Employee Performance**

Employee performance is a multifaceted construct central to organizational effectiveness, especially in the public sector. Traditionally, it has been assessed based on task performance, which refers to how well employees execute assigned duties and achieve set objectives (Borman & Motowidlo, 1993). However, contemporary literature emphasizes that performance transcends mere task completion to include organisational citizenship behaviour (OCB) and adaptive performance, particularly in dynamic and technology-driven work environments (Ferdous, Ali, & Desouza, 2025; Goldthorpe, 2025). Task performance relates to core job responsibilities and the direct contribution an employee makes to achieving organizational goals. In public sector institutions, especially Ministries, Departments, and Agencies (MDAs), task performance involves service delivery, policy execution, documentation, and accountability (Ilawagbon & Mustapha, 2024). Studies have shown that when job expectations are clear and support systems are in place, task performance improves significantly (Lamba & Jain, 2025). For instance, Arora (2025) found that clearly structured goals and feedback mechanisms contribute to higher execution efficiency in government agencies.

Organisational citizenship behaviour (OCB) encompasses voluntary, discretionary behaviours that support the social and psychological environment of the organization. These include helping colleagues, being punctual, volunteering for extra tasks, and upholding organizational values (Organ, 1997). Research by Gopalsamy and Uyyavanthal (2025) noted that hybrid work structures tend to reduce informal interactions that often stimulate OCB, unless virtual culture-building activities are intentionally integrated. Adaptive performance, a more recent inclusion in performance discourse, refers to an employee's capacity to adjust to change, learn new technologies, and respond effectively to evolving work demands (Pulakos et al., 2000). This is

particularly relevant in the context of Nigeria's digital public service reforms, where employees are expected to navigate e-governance platforms, adapt to shifting policies, and work across decentralized teams (Jum, 2025; Okafor & Yusuf, 2022).

Therefore, employee performance in modern public institutions is best understood as a synergistic interplay between task execution, collaborative attitudes, and adaptive flexibility. This holistic view is essential for assessing the effects of hybrid work arrangements on the productivity of federal civil servants.

### **Hybrid Work Adoption**

Hybrid work refers to a deliberate integration of remote and on-site work schedules, typically enabled by digital tools and flexible human resource policies (Naqshbandi, 2025). It gained widespread adoption following the COVID-19 pandemic, but it has since become a long-term operational model across both public and private sectors. The hybrid work model's success depends heavily on structural components such as flexible scheduling, ICT infrastructure, virtual supervision, and work-life balance.

### **Flexible Scheduling**

Flexible work arrangements allow employees to determine when and where they work, giving them autonomy over time and space. This promotes intrinsic motivation and personal productivity (Adegoke & Ogunleye, 2023). According to Bhatta et al. (2024), flexible scheduling in hybrid environments leads to better energy utilization, task focus, and reduced burnout. In the Nigerian context, where commuting and urban congestion significantly affect work hours, flexible schedules can mitigate fatigue and improve punctuality and output (Okolie & Uche, 2022).

### **ICT Infrastructure**

Digital enablement forms the backbone of hybrid systems. Tools such as Microsoft Teams, Zoom, Google Workspace, and intranet platforms facilitate communication, collaboration, and document sharing. Goldthorpe (2025) emphasized that the effectiveness of hybrid work is strongly dependent on the maturity of the organization's digital infrastructure. In under-resourced MDAs, poor ICT investment has been shown to create workflow bottlenecks, resulting in missed deadlines and miscommunication (Onuora & Chizoba, 2025). Hence, digital inequality within the public sector poses a serious threat to equitable performance under hybrid models.

### **Virtual Supervision**

Traditional face-to-face oversight is replaced by digital monitoring systems and asynchronous feedback loops. Supervisors now rely on performance dashboards, online meetings, and regular status reports to track employee progress. Saluy et al. (2025) noted that virtual supervision improves transparency and accountability, but only when performance metrics are clearly defined and communication channels are robust. However, in contexts where supervisory capacity is weak

or inconsistent—as in many MDAs—virtual oversight may result in ambiguous role expectations and disengagement (Umeh & Aladejana, 2024).

### **Work-Life Balance**

One of the touted benefits of hybrid work is improved work-life integration. Employees have more flexibility to attend to personal responsibilities without compromising productivity. Kılınç, Yücel, and Yücel (2025) found a positive correlation between hybrid work and affective commitment, particularly among employees with caregiving roles. Nevertheless, blurred boundaries can sometimes lead to overwork or family-work conflict, especially in environments lacking digital disconnection policies (Moussa & McMurray, 2025).

Despite these advantages, hybrid work is not a one-size-fits-all solution. Its implementation requires contextual sensitivity. Smacchia et al. (2024) warn that without proper institutional alignment, hybrid structures can exacerbate workplace inequalities, increase stress, and decrease collaboration. In developing countries, institutional inertia, rigid bureaucracies, and limited infrastructure often undermine hybrid work's potential (Chinedu & Atuma, 2023). Therefore, the adoption of hybrid work in Nigerian MDAs must be accompanied by intentional investment in digital infrastructure, policy realignment, and leadership development, if it is to meaningfully enhance employee performance.

### **ICT Competence as a Moderating Variable**

ICT competence refers to an individual's ability to effectively use digital technologies for task execution, communication, and problem-solving. It includes both technical skills (e.g., software proficiency) and functional competencies (e.g., managing digital workflows, participating in virtual meetings). In hybrid environments, ICT competence becomes a critical moderating factor, shaping how employees respond to flexibility, supervision, and collaboration demands (Akbari et al., 2025; Moussa & McMurray, 2025). Studies show that when ICT competence is high, employees are more confident in using collaboration tools, adapt more quickly to new digital systems, and exhibit higher productivity (Magnier-Watanabe, 2025). Ferdous et al. (2025) argue that digital fluency enhances communication efficiency and decision-making in remote settings, thereby positively impacting both task and adaptive performance. Conversely, limited digital literacy can severely impair performance under hybrid models. Employees who struggle with basic tech tools may experience anxiety, delays, and frequent errors, undermining their ability to meet deadlines or contribute to team goals. Gopalsamy and Uyyavanthan (2025) found that poor ICT competence led to high dropout rates from virtual training and reduced participation in team-based projects. In the Nigerian federal public service, ICT skill gaps are pronounced. While some MDAs have advanced e-governance systems and offer digital training, others still operate manually or with outdated systems (Okafor & Yusuf, 2022). The disparity in digital readiness between agencies and even between departments within the same agency limits the uniform adoption of hybrid work. Moreover, ICT competence also interacts with employee confidence, autonomy, and digital ethics, making it more than a technical issue. Employees with higher ICT competence are more likely to explore productivity-enhancing features of digital tools and less likely to resist innovation.



(Henchey, Schweitzer, & Lyons, 2025). As such, it is both a performance enabler and a change-management tool.

This paper posits that ICT competence can moderate the relationship between hybrid work adoption and employee performance. Where competence is high, the benefits of hybrid systems flexibility, autonomy, and speed are fully realized. Where competence is low, those same systems can become barriers to performance, creating digital exclusion and inefficiency.

### **Theoretical Review**

This study is anchored in the **Job Demands–Resources (JD-R) model**, which serves as a robust lens for understanding how organizational conditions shape employee performance, particularly in hybrid work settings. The JD-R model, originally developed by Demerouti et al. (2001) and refined by Bakker and Demerouti (2017), posits that employee well-being and performance are the results of a dynamic interaction between **job demands** (e.g., workload, stress, time pressure) and **job resources** (e.g., autonomy, ICT infrastructure, supervisory support). When job resources are sufficient, they can **buffer the negative effects of high job demands**, improve engagement, and enhance performance outcomes.

In hybrid work environments, demands may include increased digital communication, blurred work-life boundaries, and lack of physical supervision. However, these demands can be mitigated by resources such as **flexible scheduling, digital collaboration tools, and virtual supervisory systems** (Ferdous, Ali, & Desouza, 2025). Research by Henchey, Schweitzer, and Lyons (2025) confirms that when employees are provided with the right technological tools and autonomy, they are more capable of adapting to workload pressures and maintaining high performance. Thus, the JD-R model provides a useful structure for analyzing how **hybrid work adoption** interacts with organizational support systems to shape **task performance** and **organizational citizenship behaviour (OCB)**.

To complement the JD-R framework, the study integrates insights from four additional theories:

### **Technology Acceptance Model (TAM)**

Developed by Davis (1989), TAM explains how employees' **perceived usefulness** and **ease of use** of digital tools influence their acceptance of technology. In hybrid contexts, ICT adoption is crucial for performance. Employees who find collaboration tools easy to use are more likely to integrate them into daily workflows, enhancing communication and task completion (Moussa & McMurray, 2025).

### **Sociotechnical Systems Theory (STS)**

Originating from Trist and Bamforth (1951), STS theory emphasizes the **interdependence between social systems (people, roles) and technical systems (technology, workflows)**. Effective hybrid work systems require both technological capability and human adaptability. A

mismatch—such as modern tools without adequate training—can lead to poor outcomes despite strong digital infrastructure (Goldthorpe, 2025).

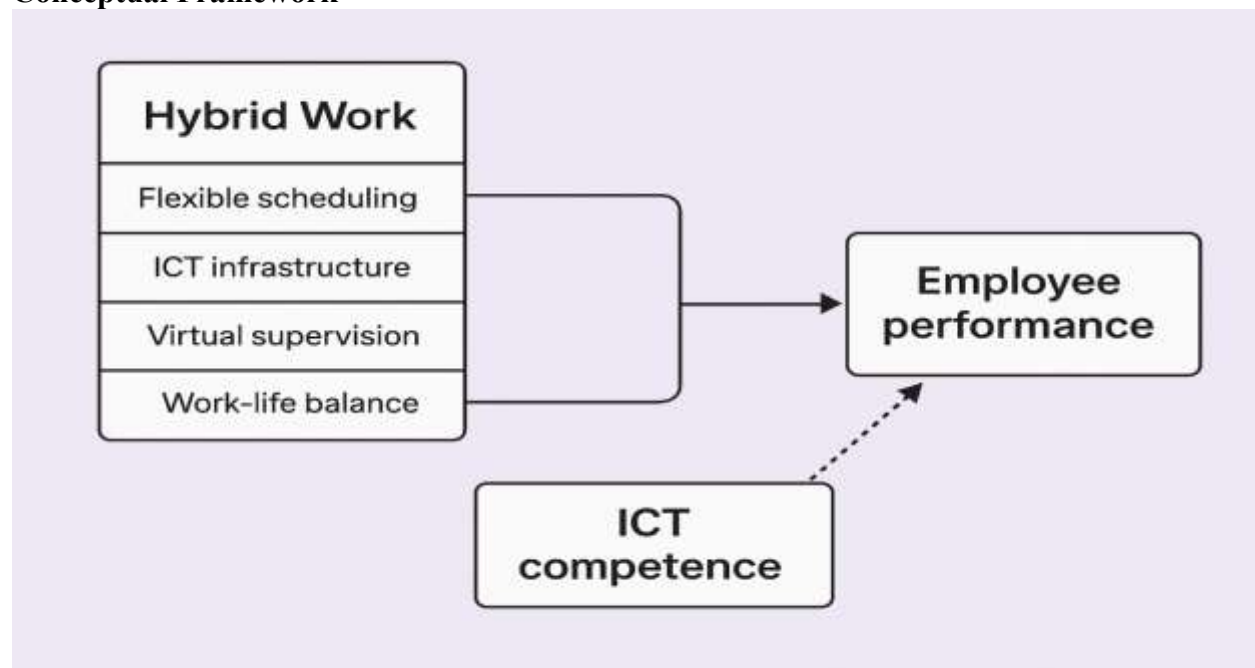
### Social Exchange Theory (SET)

Blau's (1964) Social Exchange Theory posits that workplace behaviours are shaped by perceived reciprocity. When employees believe that their organization supports them through flexibility, digital access, or autonomy they are more likely to reciprocate through **higher engagement and discretionary behaviours** such as OCB (Gopalsamy & Uyyavanthal, 2025). This theory reinforces the importance of managerial trust and supportive hybrid policies.

### Goal-Setting Theory

Locke and Latham (1990) emphasize that clear, specific, and challenging goals improve performance. In decentralized hybrid environments, virtual supervision must ensure that employees have **clarity about expectations and performance metrics**. Ambiguity in task goals, common in remote settings, can reduce efficiency unless mitigated by strong goal-setting practices (Arora, 2025). The integration of these theories offers a **comprehensive framework** for understanding how hybrid work structures, digital tools, and employee capabilities interact to shape performance outcomes. While JD-R provides the foundational structure, TAM, STS, SET, and Goal-Setting Theory enrich the analysis by focusing on technology use, system alignment, reciprocal motivation, and task clarity respectively.

### Conceptual Framework



At the core of the framework is the idea that hybrid work systems comprising elements such as flexible scheduling, ICT infrastructure, virtual supervision, and work-life integration have the potential to improve task performance. This dimension of performance are particularly critical within Ministries, Departments, and Agencies (MDAs), where efficiency, adaptability, and discretionary effort are essential to public service delivery. Empirical and conceptual literature has already begun to establish the links between these variables. For example, Ferdous, Ali, and Desouza (2025) developed an integrated framework for remote and hybrid work adoption, showing that well-structured hybrid systems when supported by institutional policies and technological tools enhance performance outcomes, particularly in distributed work environments. Their study emphasized the role of internal systems such as supervision models and flexibility policies in shaping performance behaviours.

Similarly, Goldthorpe (2025) found that hybrid work arrangements, when supported by robust digital collaboration platforms and outcome-based management practices, tend to improve employee accountability and adaptive performance. The study specifically noted that task completion rates and engagement levels increase when employees have greater control over their work arrangements and when digital systems are effectively embedded into day-to-day operations. In the African context, Onuora and Chizoba (2025) examined digital transformation initiatives in Nigerian federal civil service institutions and concluded that remote work tools and flexible working conditions if paired with strategic supervision and capacity building can lead to more agile and responsive public servants. However, their study also highlighted that performance improvements are inconsistent across MDAs, primarily due to disparities in ICT competence among employees.

This inconsistency further supports the theoretical basis for introducing ICT competence as a moderator. Moussa and McMurray (2025) and Magnier-Watanabe (2025) propose that hybrid work models do not operate in a vacuum; rather, their success is contingent on the individual capabilities of employees, especially their ability to effectively engage with technology. An employee's performance under hybrid conditions depends on how competently they can navigate remote platforms, collaborate virtually, and maintain self-discipline in the absence of physical supervision. Therefore, the conceptual framework of this study suggests a direct relationship between hybrid work adoption and employee performance, and a conditional effect of ICT competence. Where ICT competence is high, hybrid work practices are more likely to lead to improved task efficiency, proactive behaviour, and adaptability. Where ICT competence is low, the same practices may result in poor coordination, delayed tasks, and disengagement. This framework not only reflects the realities of hybrid work implementation in the Nigerian public sector but also aligns with global findings that advocate for a balanced integration of structural enablers (work design) and individual capabilities (competence and adaptability) to achieve sustainable performance outcomes in digital-era work environments.



### **Research Propositions (Hypotheses)**

Although empirical testing is beyond this paper, the following are proposed:

**H<sub>1</sub>:** Flexible work scheduling significantly affects task performance.

**H<sub>2</sub>:** Virtual supervision positively influences employee performance.

**H<sub>3</sub>:** Hybrid work adoption improves performance outcomes.

**H<sub>4</sub>:** ICT competence moderates the hybrid work–performance relationship.

### **Implications for Public Sector Reform**

The conceptual review strongly suggests that hybrid work models, while promising in theory, can only drive efficiency and performance improvements in Nigeria’s federal Ministries, Departments, and Agencies (MDAs) when three critical enablers are properly aligned: digital infrastructure, virtual supervisory systems, and employee ICT competence. In many MDAs, efforts to implement hybrid systems have focused on work flexibility without addressing underlying capacity issues such as weak digital connectivity, poor monitoring frameworks, and wide gaps in digital literacy among staff (Onuora & Chizoba, 2025; Ilawagbon & Mustapha, 2024). For public sector policymakers, these findings highlight the need for a strategic and integrated approach to digital transformation. Investing in ICT infrastructure should go beyond procurement of devices and must include the deployment of secure, user-friendly platforms that enable seamless communication, collaboration, and performance monitoring. Moreover, ICT systems should be tailored to the workflow realities of MDAs especially those with complex, hierarchical bureaucracies (Goldthorpe, 2025).

For HR practitioners and administrative leaders, the paper underscores the urgency of implementing targeted digital training programs that address ICT skill gaps among employees. As Gopalsamy and Uyyavanth (2025) observe, digital competence is not just about knowing how to use software it includes the ability to adapt to new tools, collaborate virtually, and manage self-driven work. Failure to build these capacities could create digital exclusion, where only tech-savvy employees thrive, further deepening inequality in public service delivery. In addition, supervisory models in public institutions must be redesigned to suit the hybrid environment. Traditional command-and-control approaches may no longer be effective in virtual settings. Instead, managers should adopt outcome-based performance monitoring, foster trust-based relationships, and provide regular digital feedback—elements shown to enhance employee engagement and organisational citizenship behaviour (Saluy et al., 2025; Moussa & McMurray, 2025).

Thus, institutional reform efforts must recognize hybrid work as a strategic lever for administrative innovation, not just a logistical adjustment. Achieving this requires policy coherence across digital infrastructure, employee capacity building, supervision models, and performance management systems.

## METHODOLOGY

As a conceptual paper, this study does not rely on empirical data collection or statistical testing. Instead, it adopts a theory-driven, literature-integrated approach to develop a conceptual model linking hybrid work adoption to employee performance, moderated by ICT competence. This approach is particularly appropriate when the aim is to clarify concepts, build theoretical linkages, and identify avenues for future empirical testing (Jaakkola, 2020; Gilson & Goldberg, 2015). Through a rigorous review of interdisciplinary literature in public administration, organizational behaviour, and digital work systems, the study synthesizes key insights to propose a coherent conceptual framework suitable for the Nigerian public sector context.

The methodological orientation is grounded in narrative conceptualization, which involves mapping existing scholarly perspectives on each of the constructs hybrid work, employee performance, and ICT competence and examining how these have evolved in response to organizational and technological changes (MacInnis, 2011). A critical analysis of peer-reviewed journals, theoretical models, and recent case-based insights from Africa and beyond was conducted to ensure the relevance and contemporary nature of the model. Databases such as Google Scholar, Scopus, and ScienceDirect were used to source articles from 2010 to 2025, with a focus on studies published post-2020 to capture post-pandemic shifts in work arrangements.

The paper draws primarily from the Job Demands–Resources (JD-R) model as its anchor theory, due to its utility in explaining how job resources (e.g., ICT tools, flexible schedules) interact with job demands (e.g., workload, remote stress) to shape employee outcomes (Bakker & Demerouti, 2017). To enrich the conceptualization, the paper incorporates insights from complementary theories such as the Technology Acceptance Model (Davis, 1989) to explain technology use, Sociotechnical Systems Theory (Trist & Bamforth, 1951) for system-worker alignment, Social Exchange Theory (Blau, 1964) for motivational reciprocity, and Goal-Setting Theory (Locke & Latham, 1990) to frame performance expectations.

Each construct was operationalized conceptually through themes identified in existing literature. For hybrid work, four core dimensions emerged: flexible scheduling, ICT infrastructure, virtual supervision, and work-life balance (Ferdous, Ali, & Desouza, 2025; Naqshbandi, 2025). Employee performance was conceptualized along two major axes task performance and organisational citizenship behaviour (OCB) while ICT competence was introduced as a moderating construct that shapes how effectively employees engage with hybrid systems (Moussa & McMurray, 2025; Goldthorpe, 2025).

This conceptual mapping culminated in the development of a theoretical model that visually and narratively represents the relationships among the constructs. The model reflects current gaps in practice particularly in the Nigerian federal civil service—where hybrid work structures often lack

alignment with performance systems and employee digital capacities (Onuora & Chizoba, 2025; Okafor & Yusuf, 2022). By grounding the conceptual framework in real-world administrative challenges and proven theoretical foundations, the study provides a platform for future empirical investigations.

Importantly, this methodology ensures that the model is not only theoretically sound but also contextually relevant, taking into account the digital transformation trajectory of Nigerian MDAs. The conceptual paper thus follows a deductive strategy—moving from theory to model—and is structured to guide both scholars seeking to empirically test the model and practitioners interested in reforming digital work systems in the public sector.

## CONCLUSION AND RESEARCH GAPS

This conceptual paper explores the interrelationship between hybrid work adoption and employee performance within Nigeria's federal public sector, particularly MDAs. Drawing on the Job Demands–Resources (JD-R) model and supported by complementary frameworks such as TAM and SET, the study conceptualizes hybrid work through four dimensions flexible scheduling, ICT infrastructure, virtual supervision, and work-life balance and evaluates their influence on performance metrics like task performance and organisational citizenship behaviour (OCB). The inclusion of ICT competence as a moderating variable reflects the reality that hybrid systems are only as effective as the digital skills of the workforce implementing them. While the conceptual linkages appear strong, there is currently limited empirical evidence from developing country contexts especially within African public institutions to confirm the precise mechanisms and outcomes of hybrid work. Many existing studies are either Western-centric or focused on the private sector, thus overlooking the bureaucratic rigidity, infrastructural disparity, and policy fragmentation that typify governance environments in Nigeria (Chinedu & Atuma, 2023; Okafor & Yusuf, 2022).

Future research should therefore pursue empirical validation using robust methodologies such as Structural Equation Modelling (SEM) or Partial Least Squares (PLS), which allow for the testing of complex, multi-variable relationships. Such studies should be conducted across various MDAs to account for contextual variability in digital maturity, job roles, and organisational culture.

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