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Hybrid Work Models and Employee Productivity in Selected Nigerian Organizations

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Abstract: *This study examines the effect of hybrid work models on employee productivity in selected Nigerian organisations. The shift toward hybrid work has changed how work is organized, structured, and delivered; yet evidence from developing economies remains limited and often fragmented. This study addresses this gap by focusing on the role of flexibility, technological support, and work structure in shaping employee performance. Using a quantitative approach, data was collected from 386 employees across organisations operating hybrid, remote, and on-site work arrangements. The data was analysed using descriptive statistics and chi-square tests to assess the relationship between hybrid work practices and employee performance. The findings show that hybrid work has a positive and statistically significant effect on employee productivity. A large proportion of respondents report improvements in task completion, output quality, and overall performance following the adoption of hybrid work arrangements. Furthermore, work flexibility emerges as a key driver of these outcomes, enabling better time management, reduced stress, and improved work-life balance. Technological support also plays a critical role, as access to ICT tools, reliable internet connectivity, and functional digital platforms enhances communication, coordination, and efficiency. The presence of clear hybrid work policies further strengthens performance by reducing role ambiguity and improving work organisation. The study concludes that hybrid work improves productivity when supported by reliable technology and clear organisational structures. The findings contribute to the literature by providing evidence from Nigeria and by showing that performance gains depend on how hybrid systems are implemented rather than on flexibility alone.*

Keywords: Hybrid work, employee productivity, work flexibility, technological support, Nigeria

INTRODUCTION

The structure of work has shifted in recent years, with hybrid arrangements becoming a common feature across organisations. These models combine remote and on-site work, allowing employees to divide their time between home and the workplace while maintaining task continuity through

digital systems (Igomu, Ozah, & John, 2023; Choudhury et al., 2021). Evidence from recent studies suggests that such arrangements can improve employee output by reducing commuting time, increasing flexibility, and supporting more focused work patterns (Maity & Lee, 2025; Firayani, 2025). At the same time, hybrid work places new demands on coordination, communication, and technology use, which may affect how work is carried out and evaluated.
In Nigeria, the adoption of hybrid work has taken place within a setting shaped by infrastructural and institutional constraints. Empirical studies show that hybrid arrangements are associated with improved employee performance and engagement in sectors such as education, manufacturing, and public administration (Akhigbe & Chiekezie, 2024; Magaji et al., 2025; Jiddah et al., 2025). Employees often report better work-life balance and reduced stress, which support sustained effort and task completion (Adias & Raimi, 2025). However, these outcomes are not consistent across organisations. Limitations such as unstable electricity, weak internet connectivity, and uneven access to digital tools continue to affect the effectiveness of hybrid systems (Eze, 2022; Onuorah, 2024). In addition, many organisations operate without clearly defined hybrid work policies, leading to variation in implementation and performance outcomes (Adias & Raimi, 2025).

The problem addressed in this study arises from this mismatch. While existing evidence points to a generally positive link between hybrid work and employee productivity, it does not fully explain the conditions under which this relationship holds. Prior studies often examine flexibility, organisational support, or technology use separately, with limited attention to how these factors interact within a single framework. Theoretical perspectives such as the Job Demands–Resources Framework, Social Exchange Theory, and the Technology Acceptance Model suggest that employee productivity depends on the balance between work pressures, organisational support, and effective use of digital systems (Khatatbeh et al., 2023; Nguyen et al., 2020). Notwithstanding, empirical work in Nigeria has not sufficiently explored these dimensions.

This study, therefore, examines hybrid work models and employee productivity in selected Nigerian organisations, with attention to the mechanisms through which hybrid arrangements influence performance. The specific objectives are to: assess the effect of work flexibility on employee performance, examine the role of technological support in shaping productivity outcomes; determine the effect of work structures on employee productivity. These objectives reflect key dimensions identified in the literature and are consistent with observed patterns in organisational practice, where technology, flexibility, and structured work systems appear to shape employee output.

The rest of the paper is organised as follows. Section Two presents the literature review, including conceptual clarification and the theoretical foundations of the study. Section Three outlines the methodology, describing the research design, data sources, and analytical approach. Section Four presents and discusses the empirical findings. The final section concludes the paper and provides recommendations, along with suggestions for further research.

LITERATURE REVIEW

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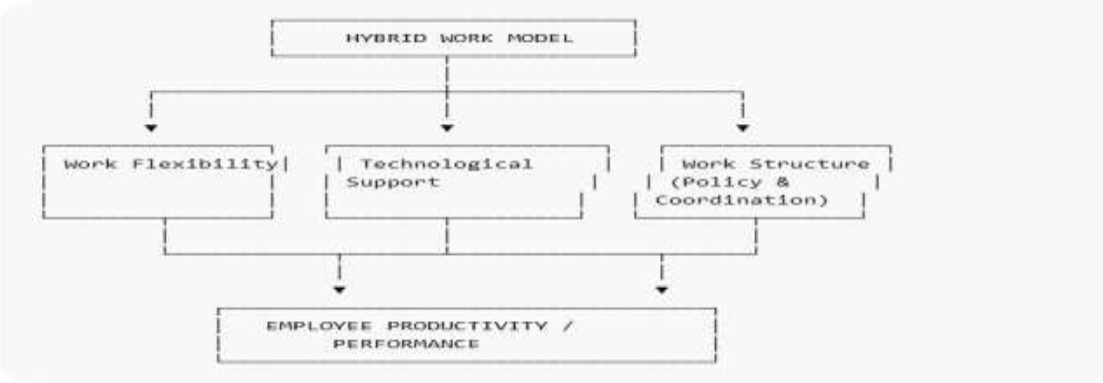
Hybrid Work Models and Employee Productivity

A hybrid work model refers to an arrangement in which employees divide their time between remote work and physical office presence. In practice, this often involves a mix of working from home and attending the workplace on designated or flexible days, depending on organisational needs (Igomu, Ozah, & John, 2023). The model is designed to combine the advantages of direct, face-to-face interaction with the convenience of technology-supported remote work. Golden et al. (2021) describe hybrid work as a system that blends physical and virtual interaction, supported by digital tools that enable coordination and communication across locations.



Source: Author's Compilation (2026)

Figure 1: Conceptual Framework of Hybrid Work and Employee Productivity

Hybrid work includes several forms such as fixed-day schedules, flexible arrangements based on employee choice, and team-based rotations. These variations influence how work is organised and how employees interact. Choudhury, Foroughi, and Larson (2021) explain that the structure of hybrid work shapes collaboration patterns, particularly in how teams share knowledge and manage tasks. In many organisations, in-person time is reserved for activities that benefit from physical presence, such as planning, mentoring, and complex problem-solving, while routine tasks are handled remotely through digital platforms (Nwambuko, Ugwu, & Orusaibogha, 2025). The value of hybrid work is often linked to its effect on employees' daily experience. Reduced commuting and greater control over work schedules can ease pressure and improve the balance between work and personal life. Studies show that such conditions are associated with improved well-being, stronger job satisfaction, and more consistent work output when supported by effective communication systems and access to technology (Igomu et al., 2023; Sharma et al., 2021).

Employee productivity refers to how effectively employees perform their assigned tasks and meet expected work standards within a given period. It reflects both the quantity and quality of output produced. Recent studies describe productivity as the outcome of employees' efforts in achieving defined work goals and responsibilities (Adedokun et al., 2023; Greco et al., 2021). It is closely tied to how well employees manage their time, maintain accuracy, and deliver results that meet organisational expectations. Employee performance, which is closely related, refers to the level of

achievement attained by employees in the course of their duties. It captures how efficiently and effectively tasks are completed and how individual contributions support broader organisational goals (Obasi et al., 2024; Mulyanti, Rony, & Ali, 2024). At the organisational level, employee performance remains a key factor in determining operational success, service quality, and overall effectiveness (Uwazurike & Ezenwa-Adiuku, 2021).

In this study, productivity and performance are treated as closely linked concepts that describe work outcomes. Both focus on how employee effort is translated into measurable results. Within a hybrid work setting, the central issue is whether the flexibility and structure of the work arrangement improve or constrain employees' ability to achieve these outcomes.

Theoretical Review

This study is anchored on three relevant theoretical postulations: the Job Demands and Resources framework, Social Exchange Theory, and the Technology Acceptance Model. These theories explain how hybrid work influences employee productivity through work conditions, organisational support, and the use of digital tools.

The Job Demands and Resources framework explains how hybrid work can both support and constrain performance. Job demands include pressures such as communication difficulties, role ambiguity, and technology-related stress. In Nigeria, these demands are often intensified by unstable internet access, weak ICT systems, and frequent power interruptions, which can reduce concentration and slow task completion (Eze, 2022; Okoye & Nwankwo, 2021). Onuorah (2024) also finds that coordination problems and unclear expectations are linked to lower productivity in hybrid settings. These conditions increase strain and weaken performance. At the same time, job resources such as autonomy, flexibility, supportive supervision, and access to digital tools improve engagement and output. Where these resources are available, employees are better able to manage work demands and sustain performance (Adebayo & Lucky, 2021). Choudhury et al. (2021) similarly show that flexibility combined with proper work support strengthens productivity. This framework is therefore useful because it captures both the pressures and the support systems that shape performance in hybrid work environments.

Social Exchange Theory explains the role of organisational support in influencing employee effort. The theory suggests that when employees perceive fairness, trust, and recognition, they respond with stronger commitment and higher work effort. In hybrid settings, where direct supervision is limited, communication and feedback become central to maintaining motivation and performance. Employees who receive regular feedback and support are more likely to remain engaged and productive. However, this perspective has limits. It does not fully account for structural constraints such as unreliable infrastructure and institutional rigidities, which can affect productivity even when support is present (Eze, 2022; Onuorah, 2024). This makes it necessary to consider broader contextual factors alongside relational dynamics.

The Technology Acceptance Model explains how employees adopt and use digital tools in their work. It focuses on two key perceptions: usefulness and ease of use. In hybrid work settings, these perceptions are critical because communication, coordination, and reporting depend on digital platforms. When employees see these tools as useful and easy to operate, they are more likely to adopt them and perform effectively (Khatatbeh et al., 2023; Nguyen et al., 2020; Sjarifudin et al., 2023). Continued use of such tools can also strengthen performance over time (Worthington et al., 2020). Management support further improves adoption by helping employees understand and use these technologies effectively (Kim & Chang, 2022). This is particularly relevant in Nigeria, where the success of hybrid work depends on access to technology and the ability to use it effectively.
These perspectives show that employee productivity under hybrid work depends on the balance between job demands, organisational support, and effective use of technology, which correspond to flexibility, technological support, and work structure examined in this study.

Empirical Review
The literature on hybrid work has expanded rapidly since the COVID-19 period, reflecting changes in how organisations structure work and manage performance. Much of this work focuses on the relationship between hybrid arrangements and employee productivity, with attention to flexibility, digital infrastructure, organisational practices, and employee well-being. While the global evidence base is growing, studies from developing economies, particularly Nigeria, remain relatively recent and still evolving. This section reviews the existing literature using a thematic approach, with the aim of identifying patterns, areas of agreement, points of divergence, and the extent to which current evidence captures the realities of Nigerian organisations.

The first strand of the literature is about hybrid work models and employee productivity outcomes. A consistent theme across recent studies is the positive association between hybrid work arrangements and employee productivity. Studies focusing on tertiary institutions, fast-moving consumer goods firms, and state-owned organisations report statistically significant improvements in performance and productivity under hybrid systems (Akhigbe & Chiekezie, 2024; Jiddah et al., 2025; Magaji et al., 2025). These findings are supported by survey-based evidence from Lagos, where a majority of respondents perceive hybrid work as performance-driven and not detrimental to output (Kolawole et al., 2025). Empirical work in the UAE and other regions also confirms a strong positive relationship between remote or hybrid work and productivity outcomes (Chmeis & Zeine, 2024; Rañeses et al., 2022). Systematic reviews reinforce this position, showing that hybrid models tend to outperform fully remote or fully on-site arrangements by combining flexibility with opportunities for collaboration (Maity & Lee, 2025; Firayani, 2025).

The strength of this evidence, however, varies according to the methodology adopted. While regression and structural equation models often report strong statistical significance, descriptive studies rely more on perception-based measures. This introduces a degree of subjectivity, especially in studies where productivity is self-reported rather than objectively measured. Despite this limitation, the convergence of findings across methods and contexts suggests that hybrid work

has a broadly positive effect on productivity, though the magnitude of the effect may depend on organisational conditions.

The second strand of the literature is on flexibility, autonomy, and performance. Flexibility emerges as a central mechanism through which hybrid work influences productivity. Empirical studies show that flexible work arrangements improve employee engagement, satisfaction, and task performance (Akhigbe & Chiekezie, 2024; Sari & Rofiqoh, 2026). The ability to choose when and where to work appears to enhance focus and efficiency, partly by allowing employees to align work tasks with their most productive periods (Firayani, 2025). Nonetheless, the relationship is not uniform across all settings. Evidence from Nigerian fast moving consumer goods (FMCG) firms indicates that flexibility alone may not significantly improve engagement unless supported by broader organisational factors such as work enablers and employee experience (Oloidi et al., 2025). Similarly, structural models show that flexibility often operates indirectly through mediating variables such as organisational and technological support (Sari & Rofiqoh, 2026). This suggests that flexibility should not be treated as a standalone driver of productivity. Rather, it functions within a wider system of organisational practices. Studies that treat flexibility as an isolated variable risk overstating its direct effect. A more balanced interpretation recognises that flexibility enhances performance when it is embedded within supportive institutional structures.
The third strand of the literature is on technology, digital infrastructure, and remote collaboration. The role of technology is central in shaping the effectiveness of hybrid work systems. Empirical evidence from Nigeria shows that access to digital infrastructure and effective communication channels significantly improve employee productivity (Igomu et al., 2023). These findings are consistent with cross-country evidence, which highlights the importance of organisational and technological resources as key enablers of performance in hybrid settings (Sari & Rofiqoh, 2026). Conversely, gaps in digital readiness remain a major constraint, particularly in developing economies. Evidence from Nigeria indicates that only a small proportion of firms have formalised remote work frameworks, with many relying on informal or ad hoc arrangements (Adias & Raimi, 2025). This lack of structure leads to uneven outcomes across sectors and organisations.

Systematic reviews also point to persistent challenges such as communication breakdowns, cybersecurity risks, and coordination difficulties in hybrid environments (Maity & Lee, 2025). These issues are more pronounced in small and medium-sized enterprises, where technological capacity and managerial systems may be limited. The literature therefore presents a conditional relationship. Technology enhances productivity, but only when supported by adequate infrastructure, clear communication systems, and institutional readiness. Without these elements, the benefits of hybrid work may not fully materialise.

The fourth strand of the literature focuses on organisational culture, leadership, and coordination costs. Organisational factors play a decisive role in determining how hybrid work affects productivity. Leadership style, communication quality, and team dynamics are repeatedly identified as critical variables. Studies show that empowering and agile leadership significantly improves adaptive performance and overall effectiveness in hybrid settings (Kim & Yoon, 2025;

Ghozali et al., 2024). Leadership also influences knowledge sharing and employee agility, which in turn affect productivity outcomes. In terms of communication, research indicates that even highly engaged employees require structured communication systems to perform effectively in hybrid environments (Anuradha et al., 2025). Poor communication can increase coordination costs and reduce efficiency, particularly when teams are geographically dispersed.

There is also evidence of trade-offs. While hybrid work can improve individual performance, it may complicate supervision and monitoring. Some employees report difficulties in assessing performance and managing tasks remotely (Kolawole et al., 2025). These challenges reflect the need for new management approaches that balance autonomy with accountability. The literature suggests that hybrid work shifts the burden of coordination from physical presence to managerial systems. Organisations that fail to adapt their leadership and communication practices may struggle to realise the full benefits of hybrid arrangements.

The last strand in the literature centres around work-life balance, employee well-being, and productivity trade-offs. A large body of evidence links hybrid work to improvements in work-life balance and employee well-being. Reduced commuting time, greater schedule control, and lower stress levels contribute to higher levels of satisfaction and productivity (Mateen et al., 2025; Dewi et al., 2025). Studies consistently show that work-life balance has a positive and significant relationship with employee performance (Vitaharsa & Wasino, 2025). This relationship, however, comes with its own complications because while hybrid work can reduce stress, it may also introduce new forms of strain, including digital fatigue and blurred boundaries between work and personal life. Empirical findings indicate that mental health variables such as stress and anxiety negatively affect productivity, while emotional stability enhances performance (Ariyanti et al., 2025). The foregoing, therefore, points to a dual effect. Hybrid work can improve well-being and productivity, but only when organisations actively manage the risks associated with digital overload and boundary erosion. Studies that focus solely on positive outcomes tend to overlook these emerging challenges.
The literature presents a largely consistent narrative in which hybrid work enhances employee productivity through flexibility, improved well-being, and technological enablement. At the same time, the evidence points to important conditions and constraints that shape this relationship, particularly in developing contexts such as Nigeria. These insights provide a foundation for identifying gaps and guiding further empirical investigation.

Literature Gap
The literature shows a consistent link between hybrid work and improved employee performance, driven by flexibility, technological support, and better work organisation (Akhigbe & Chiekezie, 2024; Igomu et al., 2023; Adias & Raimi, 2025; Maity & Lee, 2025). However, several gaps remain as there are areas that are still unexplored. First, existing studies focus on outcomes but give limited attention to the underlying mechanisms. Flexibility, technology, and organisational support are often examined in isolation, with little effort to explain how they interact to shape performance. Second, the Nigerian literature does not adequately explain variation across organisations. While

infrastructure and institutional constraints are acknowledged, there is limited analysis of why some organisations achieve stronger productivity gains than others under similar hybrid arrangements. Third, the empirical base remains narrow. Many studies are sector-specific, which limits generalisation across different organisational settings. Fourth, measurement is largely perception-based, with few studies linking employee views to observable performance outcomes. Finally, there is limited attention to implementation conditions. Existing work recognises the role of policy and infrastructure but does not examine them in a structured way. The gap, therefore, lies in explaining how and under what conditions hybrid work improves productivity in Nigeria. This study addresses this by examining the combined role of flexibility, technological support, and work structure in shaping employee performance.

METHODOLOGY

This study adopts a quantitative approach to examine the effect of hybrid work models on employee productivity in selected Nigerian organisations. The design is suited to analysing relationships between hybrid work practices, technological support, flexibility, and employee performance using structured data. The study employs a cross-sectional survey design. Data were collected at a single point in time from employees working under hybrid, fully remote, and fully on-site arrangements. This approach allows for the identification of patterns in responses and the assessment of relationships among key variables under the study objectives. The population comprises employees in selected Nigerian organisations where hybrid work arrangements are operational. These organisations include financial institutions, fintech companies, consulting and professional service firms, and selected non-governmental organisations. These sectors are characterised by work structures that allow for digital task execution and remote coordination. A total of 386 respondents were sampled and includes employees working under different work arrangements, with a majority operating within hybrid systems. This ensures that the analysis is grounded in practical experience of hybrid work models.

In the absence of a clearly defined sampling frame, the sample size is justified using the Yamane (1967) formula for large or unknown populations:

$$n = \frac{N}{1 + N(e)^2}$$

Where: n represents the sample size, N the population size, and e the level of precision. At a 5% margin of error, the formula yields a sample range of approximately 300–400 for large populations. A sample size of 400 was initially targeted for the study. However, following data collection and retrieval of questionnaires, 386 valid responses were obtained and used for the analysis. This represents a high response rate and falls within the acceptable range for statistical inference.

The distribution of respondents across organisation types is presented in Table 1.

Table 1: Distribution of Questionnaires by Organisation Type

Organisation Type	Frequency	Percentage (%)
Financial Institutions	119	30.8
Fintech Companies	98	25.5

Consulting/Professional Services	73	18.9
Non-Governmental Organisations	75	19.4
Others	21	5.4
Total	386	100.0

Source: Author's computation, 2026

Primary data were collected using a structured questionnaire. The instrument was designed to capture respondents' views on hybrid work arrangements and their effects on performance. It consisted of two sections. The first covered demographic characteristics such as gender, age, and educational qualification. The second focused on hybrid work practices, technological support, flexibility, and employee performance. Responses were measured on a five-point Likert scale ranging from strongly disagree to strongly agree. This format allows for consistent measurement and supports statistical analysis.

The study includes one dependent variable and three key explanatory variables. Employee performance is the dependent variable. It is measured using indicators such as timely task completion, improvement in productivity, quality of output, consistency in meeting expectations, and overall performance. Hybrid work model is measured through respondents' assessment of policy clarity, coordination, communication effectiveness, balance between remote and on-site work, and work efficiency. Technological support is captured through access to ICT tools, internet reliability, availability of technical support, functionality of digital platforms, and speed of resolving technical issues. Work flexibility is measured through employees' ability to schedule tasks, manage work and personal responsibilities, reduce stress, exercise autonomy, and derive satisfaction from flexible work arrangements. These measures are aligned with the conceptual and theoretical foundations of the study.

Descriptive statistics were used to summarise respondent characteristics and response patterns. Frequencies and percentages provide a clear view of how respondents perceive hybrid work and its effects. The chi-square (χ^2) test was used to examine the relationship between hybrid work practices and employee performance, as well as between technological support, flexibility, and performance outcomes. The test compares observed responses with expected frequencies to determine whether differences are statistically significant. All hypotheses were tested at a 5% level of significance. The null hypothesis was rejected where the calculated chi-square value exceeded the critical value.
Content validity was ensured by aligning questionnaire items with constructs identified in recent studies on hybrid work and employee productivity. The questions were framed to reflect practical workplace conditions. Reliability was supported through the use of consistent measurement scales and a structured questionnaire format, which reduced ambiguity and ensured uniform responses. Participation in the study was voluntary. Respondents were informed of the purpose of the study and assured of confidentiality. No personal identifiers were collected, and the data were used solely for academic purposes.

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RESULTS AND DISCUSSION

Hybrid Work Model and Employee Performance

Responses on the hybrid work model show that a large majority of respondents report that hybrid arrangements are structured and supportive of performance. About 75.7% indicate that their organisations have clearly defined hybrid work policies. This suggests that many firms have moved beyond informal arrangements and now operate with some level of structure. This aligns with earlier findings that formalised hybrid policies improve role clarity and productivity (Akhigbe & Chiekezie, 2024; Adias & Raimi, 2025).

Hybrid work Model and its Influence on Worker Performance

S/N	Statement	SD (%)	D (%)	U (%)	A (%)	SA (%)	Total
1	Clearly defined hybrid work policy	22 (5.7%)	38 (9.8%)	34 (8.8%)	176 (45.6%)	116 (30.1%)	386
2	Improves work coordination	18 (4.7%)	32 (8.3%)	26 (6.7%)	184 (47.7%)	126 (32.6%)	386
3	Balance is effective	20 (5.2%)	40 (10.4%)	30 (7.8%)	170 (44.0%)	126 (32.6%)	386
4	Communication remains effective	25 (6.5%)	35 (9.1%)	28 (7.3%)	180 (46.6%)	118 (30.6%)	386
5	Improves work efficiency	16 (4.1%)	30 (7.8%)	24 (6.2%)	186 (48.2%)	130 (33.7%)	386

Source: Author's computation, 2026

Perceptions of coordination are also strong with over 80% of respondents agreeing that hybrid work improves coordination within teams. This reflects the role of digital communication tools in maintaining workflow across locations. Similar patterns have been reported in recent studies where technology-supported collaboration improves team alignment (Igomu et al., 2023; Jiddah et al., 2025). The balance between remote and on-site work is also viewed positively, with 76.6% of respondents expressing satisfaction. This suggests that the hybrid structure is not seen as disruptive but rather as a workable arrangement that supports daily tasks. Communication remains effective under this model, with 77.2% of respondents reporting positive outcomes. These results indicate that hybrid work, when properly structured, does not weaken coordination or communication.

The strongest result relates to work efficiency. About 81.9% of respondents agree that hybrid work improves efficiency. This points to a direct link between flexible work arrangements and task execution. Reduced commuting, better time control, and fewer interruptions may explain this outcome. The finding is consistent with evidence that hybrid systems can improve productivity when supported by appropriate work structures (Maity & Lee, 2025; Firayani, 2025). The chi-square test confirms that these perceptions are not random.

The calculated value of 1290.89 is far above the critical value of 9.488, leading to the rejection of the null hypothesis. This indicates a statistically significant relationship between hybrid work arrangements and employee performance.

Summary of Chi Square

Response	**O**	**E**	$(\boldsymbol{O-E})$	$(\boldsymbol{O-E})^{\boldsymbol{2}}$	$\frac{(\boldsymbol{O-E})^{\boldsymbol{2}}}{\boldsymbol{E}}$
SD	101	386	-285	81,225	210.43
D	175	386	-211	44,521	115.34
U	142	386	-244	59,536	154.24
A	896	386	510	260,100	673.83
SA	616	386	230	52,900	137.0
Total					**1290.89**

Source: Author's computation, 2026

Technological Support and Employee Performance

The results show that technological support plays a central role in shaping performance under hybrid work. Most respondents report adequate access to ICT tools, with 80.3% expressing positive views. This suggests that organisations have made the necessary investments in digital infrastructure to support hybrid systems. Internet connectivity is also viewed as largely supportive, with 77.7% of respondents reporting positive experiences. Given that most hybrid work activities depend on stable online access, this result is important. It indicates that connectivity, while often cited as a constraint in Nigeria, may be less binding within the organisations studied.

Technological Support in Enhancing Worker Performance Under the Hybrid Work Model

S/N	**Statement**	**SD (%)**	**D (%)**	**U (%)**	**A (%)**	**SA (%)**	**Total**
6	I have access to adequate ICT tools for work	18 (4.7%)	32 (8.3%)	26 (6.7%)	184 (47.7%)	126 (32.6%)	386
7	Internet connectivity supports effective work delivery	22 (5.7%)	36 (9.3%)	28 (7.3%)	176 (45.6%)	124 (32.1%)	386
8	My institution provides sufficient technical support	20 (5.2%)	38 (9.8%)	30 (7.8%)	178 (46.1%)	120 (31.1%)	386
9	Digital platforms used are reliable and user-friendly	16 (4.1%)	34 (8.8%)	24 (6.2%)	186 (48.2%)	126 (32.6%)	386
10	Technical challenges are resolved promptly	24 (6.2%)	40 (10.4%)	32 (8.3%)	170 (44.0%)	120 (31.1%)	386

Source: Author's computation, 2026

Technical support is also rated positively, with 77.2% of respondents indicating that their organisations provide sufficient assistance. This reduces downtime and helps maintain workflow

continuity. The highest level of agreement relates to the reliability and ease of use of digital platforms, with 80.8% of respondents expressing positive views. This supports the argument that user-friendly systems improve task execution and collaboration (Firayani, 2025; Maity & Lee, 2025; Mateen et al., 2025). The lowest, though still positive, response relates to the speed of resolving technical issues (75.1%). This suggests that while support systems exist, there may be delays in practice. Even so, the overall pattern indicates that technological support is strong across the sample.

The chi-square result of 1284.35 confirms that technological support has a statistically significant effect on employee performance. This aligns with the Technology Acceptance Model, which emphasises the importance of system usability and perceived usefulness in driving work outcomes.

Summary of Chi Square

Response Category	**O**	**E**	$\frac{(O-E)^2}{E}$
SD	100	386	211.87
D	180	386	109.95
U	140	386	156.73
A	894	386	668.75
SA	616	386	137.05
Total			1284.35

Source: Author's computation, 2026

Work Flexibility and Employee Performance

Work flexibility emerges as one of the strongest drivers of performance. A large majority of respondents report that hybrid work allows them to schedule tasks more effectively (82.9%). This suggests that employees are able to organise their work around periods of higher productivity. Work-life balance is also improved, with 82.4% of respondents reporting positive outcomes. This reflects the ability to combine professional and personal responsibilities more effectively. Evidence from recent studies shows that improved balance is associated with better performance and well-being (Ariyanti et al., 2025; Dewi et al., 2025; Vitaharsa & Wasino, 2025).

Work flexibility and its Influence on Worker Performance

S/N	**Statement**	**SD**	**D**	**U**	**A**	**SA**	**Total**
11	The hybrid work model gives me flexibility in scheduling tasks	14 (3.6%)	28 (7.3%)	24 (6.2%)	190 (49.2%)	130 (33.7%)	386
12	I am able to balance work and personal responsibilities better	16 (4.1%)	30 (7.8%)	22 (5.7%)	186 (48.2%)	132 (34.2%)	386
13	The work model reduces stress and fatigue	20 (5.2%)	34 (8.8%)	26 (6.7%)	178 (46.1%)	128 (33.2%)	386

14	I have autonomy in completing assigned tasks	12 (3.1%)	26 (6.7%)	20 (5.2%)	194 (50.3%)	134 (34.7%)	386
15	The flexibility improves my job satisfaction	15 (3.9%)	29 (7.5%)	24 (6.2%)	188 (48.7%)	130 (33.7%)	386

Source: Author's computation, 2026

About 79.3% of respondents indicate that hybrid work reduces stress and fatigue. This is likely linked to reduced commuting and greater control over work schedules. In the Nigerian context, where commuting can be time-consuming, this effect is particularly relevant. Autonomy records the highest positive response at 85.0%. This suggests that employees feel trusted to manage their tasks independently. Autonomy is known to improve responsibility and effort, which in turn supports higher productivity. Job satisfaction is also high, with 82.4% of respondents reporting positive effects.

The chi-square value of 1553.74 confirms that flexibility has a statistically significant effect on employee performance. This result supports the view that flexibility is a key mechanism through which hybrid work improves outcomes.

Summary of Chi Square

Response Category	**O**	**E**	$\frac{(O-E)^2}{E}$
SD	77	386	247.36
D	147	386	147.93
U	116	386	188.86
A	936	386	783.42
SA	654	386	186.17
Total			**1553.74**

Source: Author's computation, 2026

Employee Performance under Hybrid Work

The final set of results focuses directly on performance outcomes. A large majority of respondents report that they complete tasks within expected timelines (82.1%). This suggests that hybrid work does not reduce time discipline.

Employee Performance Under the Hybrid Work Model

S/N	**Statement**	**SD**	**D**	**U**	**A**	**SA**	**Total**
16	I complete my tasks within expected timelines	15 (3.9%)	30 (7.8%)	24 (6.2%)	188 (48.7%)	129 (33.4%)	386
17	My productivity has improved under the hybrid work model	18 (4.7%)	34 (8.8%)	26 (6.7%)	184 (47.7%)	124 (32.1%)	386

18	The quality of my work output has improved	16 (4.1%)	32 (8.3%)	28 (7.3%)	190 (49.2%)	120 (31.1%)	386
19	I consistently meet performance expectations	14 (3.6%)	28 (7.3%)	22 (5.7%)	196 (50.8%)	126 (32.6%)	386
20	The hybrid model enhances my overall performance	12 (3.1%)	26 (6.7%)	24 (6.2%)	192 (49.7%)	132 (34.2%)	386

Source: Author's computation, 2026

The results also reveal that perceived productivity has improved for 79.8% of respondents. This reflects gains in efficiency and focus, which is likely driven by flexible work conditions. Similarly, 80.3% of the respondents report improvements in the quality of their work output. This indicates that hybrid work may support more careful and deliberate task execution. Consistency in meeting performance expectations is also high at 83.4%. This is important, as it shows that reduced physical supervision does not weaken accountability. The strongest result is for overall performance, with 83.9% of respondents reporting improvement.

The chi-square value of 1549.80 confirms that these outcomes are statistically significant. The null hypothesis is rejected, indicating that hybrid work has a meaningful effect on employee performance in the organisations studied.

Summary of Chi Square

Response Category	**O**	**E**	$\frac{(O-E)^2}{E}$
SD	75	386	250.14
D	150	386	144.12
U	124	386	178.06
A	950	386	821.71
SA	631	386	155.77
Total			**1549.80**

Source: Author's computation, 2026

DISCUSSION OF FINDINGS

The results presented reveal that hybrid work improves employee performance through three main channels. First, it provides flexibility, which enhances time management, reduces stress, and supports work-life balance. Second, it relies on technological systems that enable communication, coordination, and task execution. Third, it operates within organisational structures that define roles and expectations. These findings align with the Job Demands–Resources framework, where flexibility and technological support act as resources that offset work pressures. They also reflect the role of organisational support highlighted in Social Exchange Theory, as well as the importance of system usability emphasised in the Technology Acceptance Model. Furthermore, the results

suggest that the benefits of hybrid work are not automatic. They depend on the presence of supporting conditions, particularly reliable technology and clear work structures. Where these are in place, hybrid work appears to improve both efficiency and output quality within Nigerian organisations. The evidence indicates that hybrid work is not merely a temporary adjustment but a viable work model with measurable performance benefits when properly implemented.

CONCLUSION AND RECOMMENDATIONS

This study examined the effect of hybrid work models on employee productivity in selected Nigerian organisations. The findings reveal that hybrid work is associated with improved employee performance, better task completion, higher output quality, and stronger adherence to performance expectations. There are three factors that stand out in shaping these outcomes. First, work flexibility improves how employees manage time and responsibilities. The respondents report better work-life balance, reduced stress, and greater autonomy in carrying out tasks. These conditions support sustained effort and contribute to higher productivity. Second, technological support such as access to ICT tools, stable internet connectivity, reliable digital platforms, and timely technical assistance plays a central role and contributes to effective work delivery. Where these systems function well, employees are able to coordinate tasks, communicate clearly, and maintain workflow across locations.

Third, the structure of hybrid work itself matters. Organisations that have clear policies, defined expectations, and effective communication systems better support coordination and reduce uncertainty. This is because employees perform better when the hybrid model is organised and predictable. The statistical results using the Chi-square test reinforce these observations and shows that hybrid work arrangements, technological support, and work flexibility each have a significant effect on employee performance.

Based on the findings, the following recommendations were made:

i. Organisations should provide employees with greater flexibility in scheduling tasks and managing work responsibilities while maintaining clear performance expectations.
ii. Organisations should investment in technological infrastructure. Organisations should ensure that employees have access to functional ICT tools, stable internet connectivity, and reliable digital platforms.
iii. Organisations should establish clear hybrid work policies, reporting structures, communication protocols and performance management systems to improve employee productivity.

Suggestions for Further Studies

Based on the basis of the gaps in the literature and the findings of the study, future research should focus on the following. First, there is a need for longitudinal studies that track employee performance over time. This would provide clearer evidence on whether the productivity gains associated with hybrid work are sustained. Second, future studies should incorporate objective

performance indicators, such as output measures and firm-level productivity data, to complement perception-based responses. Third, further research should examine sector-specific differences in greater detail. Hybrid work may operate differently across industries, and a more focused analysis would improve understanding of these variations. Fourth, studies should explore the role of organisational policies and leadership practices in shaping hybrid work outcomes. This would help clarify how management approaches influence performance under flexible work arrangements. Finally, there is a need to examine the long-term implications of hybrid work for organisational outcomes such as innovation, employee retention, and workforce stability in Nigeria.

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