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EFFECT OF HYBRID WORK MODELS ON EMPLOYEE PERFORMANCE AND JOB SATISFACTION

***ALHASSAN YAKUBU ADEKU;**
****FORTUNE OJOCHETULE YUSUFU;**
*****USMAN SHAIBU ABDULAZEEZ; &**
******ABDULAZEEZ ABDULMUMIN OMEIZA**

*Department of Public Administration, Kogi State Polytechnic, Lokoja. alhassanyak32@gmail.com
**Department of Public Administration, Kogi State Polytechnic, Lokoja. Johnmark124224@gmail.com
***Department of Business Administration, Kogi State Polytechnic, Lokoja. usmanitopa@gmail.com ****Kogi State Internal Revenue Service, Lokoja. abdulzeez85@gmail.com
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Abstract

The increasing adoption of hybrid work models has transformed contemporary workplace practices by combining remote and on-site work arrangements to enhance organizational flexibility, employee well-being, and business continuity. While hybrid work has become a prominent feature of the post-pandemic work environment, its influence on employee performance and job satisfaction remains a subject of ongoing scholarly debate. This study examines the effect of hybrid work models on employee performance and job satisfaction through a qualitative research approach using content analysis. The findings indicate that hybrid work models positively influence employee performance by increasing work flexibility, improving autonomy, reducing commuting time, and enhancing work-life balance. The analysis further reveals that employees working under effective hybrid work arrangements generally report higher levels of job satisfaction, organizational commitment, and psychological well-being when supported by inclusive leadership, effective communication, digital infrastructure, and equitable human resource policies. However, the study also identifies several challenges associated with hybrid work, including communication barriers, social isolation,

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technology-related constraints, difficulties in performance monitoring, and concerns regarding career progression and organizational culture. It recommends that organizations develop comprehensive hybrid work policies, strengthen digital competencies, promote inclusive leadership, and invest in employee well-being initiatives to maximize the benefits of hybrid work while mitigating its associated challenges.

Introduction

The workplace has undergone a profound transformation in recent years, driven by technological advancement, globalization, and the widespread disruption caused by the COVID-19 pandemic. These developments have accelerated the adoption of hybrid work models, which combine remote and on-site work to provide employees with greater flexibility while enabling organizations to maintain operational efficiency. Unlike traditional office-based work arrangements, hybrid work offers employees the opportunity to balance professional responsibilities with personal commitments, making it one of the most significant innovations in contemporary human resource management (Bloom, Han, & Liang, 2024).

Organizations across both developed and developing economies have increasingly embraced hybrid work as a strategic approach to improving employee well-being, enhancing organizational resilience, and attracting and retaining talented employees. The hybrid work model enables employees to reduce commuting time, achieve better work-life balance, and exercise greater autonomy over their work schedules. These benefits have been linked to increased job satisfaction, stronger organizational commitment, and improved employee engagement. However, hybrid work also presents challenges such as communication barriers, reduced social interaction, difficulties in monitoring performance, and maintaining organizational culture across geographically dispersed teams (Toscano, González-Romá, & Zappalà, 2025).

Employee performance remains one of the most critical indicators of organizational success. It reflects the extent to which employees effectively accomplish assigned tasks and contribute to organizational objectives. The flexibility associated with hybrid work may enhance productivity by allowing employees to work in environments that support concentration and efficiency. Nevertheless, the effectiveness of hybrid work depends largely on organizational support, leadership practices, technological infrastructure, communication systems, and employees' ability to manage work independently. Consequently, empirical findings on the relationship between hybrid work and employee performance have produced mixed results, indicating the need for further investigation across different organizational and cultural contexts.

Job satisfaction is another essential outcome associated with hybrid work arrangements. Employees who experience flexibility, autonomy, and improved work-life integration generally report higher levels of job satisfaction. Satisfied employees are more likely to demonstrate stronger commitment, reduced turnover intentions, increased motivation, and superior job performance. However, inadequate communication, social isolation, blurred work-life boundaries, and unequal access to career advancement opportunities may negatively influence satisfaction in hybrid work environments if not properly managed.

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STATEMENT OF THE PROBLEM

Although numerous studies have examined remote work and flexible work arrangements, there remains a growing need to understand how hybrid work models influence both employee performance and job satisfaction, particularly within developing countries where digital infrastructure, organizational readiness, and management practices differ considerably from those of advanced economies. As organizations continue to institutionalize hybrid work beyond the pandemic, empirical evidence is required to guide managers and policymakers in designing work arrangements that maximize productivity while promoting employee well-being. Therefore, this study seeks to examine the effect of hybrid work models on employee performance and job satisfaction and to contribute to the growing body of knowledge on the future of work.

OBJECTIVES OF THE STUDY

The main objective of this study is to examine the effect of hybrid work models on employee performance and job satisfaction. The specific objectives are to:

1. Examine the characteristics and implementation of hybrid work models in contemporary organizations.
2. Explore the influence of hybrid work models on employee performance in public and private sector organizations.
3. Investigate the effect of hybrid work models on employees' job satisfaction and overall workplace well-being.
4. Identify the opportunities and challenges associated with the adoption of hybrid work models in organizations.

Hybrid Work Model

A hybrid work model is a flexible employment arrangement in which employees divide their working time between remote locations, such as their homes or co-working spaces, and the traditional physical workplace. Unlike conventional work arrangements that require employees to be present at the office every working day, hybrid work combines the advantages of both on-site and remote work to improve organizational flexibility, employee well-being, and operational efficiency (Allen et al., 2023; OECD, 2023). The rapid adoption of digital technologies, cloud computing, virtual collaboration platforms, and lessons learned from the COVID-19 pandemic have accelerated the widespread implementation of hybrid work across both public and private sector organizations.

Hybrid work is increasingly viewed as a strategic human resource management practice because it provides employees with greater autonomy over when and where work is performed while enabling organizations to maintain productivity and business continuity. Organizations implement different hybrid work models depending on operational needs, including fixed hybrid schedules, flexible hybrid arrangements, team-based hybrid systems, and role-based hybrid work. Successful implementation depends on digital infrastructure, effective communication, supportive leadership, organizational trust, and clear performance expectations (Allen et al., 2023).

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Research indicates that hybrid work can improve work-life balance, employee engagement, organizational commitment, and productivity by reducing commuting time and increasing flexibility. However, organizations also face challenges such as communication barriers, social isolation, reduced knowledge sharing, cybersecurity concerns, and difficulties in supervising remote employees. Consequently, the effectiveness of hybrid work depends on well-designed HR policies, inclusive leadership, digital competence, and continuous employee support (OECD, 2023; Wang et al., 2024).

Employee Performance

Employee performance refers to the extent to which employees effectively accomplish assigned tasks and contribute to organizational goals through their knowledge, skills, behaviours, and productivity. It reflects both the quality and quantity of work performed within a specified period and remains one of the most important indicators of organizational effectiveness (Aguinis, 2023). Contemporary HRM views employee performance as a multidimensional construct that includes task performance, contextual performance, adaptive performance, innovation, teamwork, and organizational citizenship behaviour.

Employee performance is influenced by numerous organizational and individual factors, including leadership style, employee motivation, training and development, organizational culture, technology, work environment, compensation, and flexible work arrangements. In hybrid work environments, performance is increasingly evaluated based on outcomes, innovation, collaboration, and goal achievement rather than physical presence in the workplace. This shift has encouraged organizations to adopt digital performance management systems and data-driven evaluation methods (CIPD, 2024).

Studies indicate that organizations providing employees with adequate technological support, flexible work arrangements, psychological safety, and effective managerial communication generally achieve higher employee performance. Conversely, inadequate organizational support, role ambiguity, poor communication, and excessive workload may reduce employee productivity and effectiveness (Aguinis, 2023).

Job Satisfaction

Job satisfaction refers to the positive emotional and psychological state employees experience as a result of evaluating their jobs, work environment, and overall employment conditions. It reflects the degree to which employees feel fulfilled, motivated, appreciated, and content with various aspects of their work, including compensation, leadership, career development opportunities, organizational culture, interpersonal relationships, and work-life balance (Robbins & Judge, 2023). Job satisfaction is recognized as one of the strongest predictors of employee commitment, organizational citizenship behaviour, productivity, and retention. Employees who are satisfied with their jobs tend to demonstrate higher motivation, lower absenteeism, stronger organizational loyalty, and greater willingness to contribute beyond formal job requirements. Conversely, dissatisfied employees are more likely to experience stress, burnout, disengagement, and turnover intentions.

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In hybrid work environments, job satisfaction is influenced by employees' perceptions of flexibility, autonomy, managerial support, communication effectiveness, digital collaboration, and opportunities for career advancement. Research suggests that hybrid work generally enhances job satisfaction when organizations provide equitable access to resources, maintain effective communication, and ensure that remote employees receive similar opportunities for recognition and promotion as office-based employees (Allen et al., 2023; CIPD, 2024).

Human Resource Management

Human Resource Management (HRM) is the strategic process of attracting, developing, motivating, managing, and retaining employees to achieve organizational objectives while simultaneously promoting employee well-being and organizational sustainability. Modern HRM has evolved from a largely administrative function into a strategic organizational partner responsible for creating value through effective workforce management (Armstrong & Taylor, 2023).

The major functions of HRM include human resource planning, recruitment and selection, training and development, performance management, compensation and rewards, employee relations, occupational health and safety, succession planning, talent management, employee engagement, and diversity, equity, and inclusion management. Contemporary HRM also incorporates digital transformation, artificial intelligence, HR analytics, sustainability, and flexible work policies into organizational strategy.

In the context of hybrid work, HR professionals play a critical role in developing flexible work policies, supporting employee well-being, managing virtual teams, strengthening digital competencies, ensuring equitable performance management, and maintaining organizational culture across dispersed workforces. Effective HRM practices enhance employee engagement, organizational commitment, innovation, and long-term organizational performance (Armstrong & Taylor, 2023; CIPD, 2024).

Flexible Work Arrangements

Flexible work arrangements refer to organizational policies that provide employees with discretion regarding when, where, and how work is performed while ensuring that organizational objectives are achieved. These arrangements are designed to improve work-life balance, employee well-being, productivity, and organizational flexibility (ILO, 2023).

Common forms of flexible work arrangements include hybrid work, remote work (teleworking), flexible working hours (flexitime), compressed workweeks, job sharing, part-time employment, and staggered work schedules. Organizations increasingly adopt these arrangements to attract and retain highly skilled employees, improve organizational resilience, reduce operational costs, and enhance employee satisfaction.

Flexible work arrangements offer numerous benefits, including reduced commuting time, improved physical and mental well-being, increased employee autonomy, stronger organizational commitment, and enhanced productivity. Nevertheless, organizations may also encounter challenges such as coordination difficulties, communication gaps, work-life boundary management, cybersecurity risks, and potential inequalities between remote and office-based

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employees. Therefore, successful implementation requires supportive leadership, appropriate technological infrastructure, effective communication systems, transparent performance evaluation, and inclusive organizational policies (ILO, 2023; OECD, 2023).

Overall, flexible work arrangements have become an integral component of contemporary human resource management because they enable organizations to respond effectively to changing workforce expectations while promoting sustainable employee performance, job satisfaction, and organizational competitiveness.

Gaps in the Literature

Despite the growing body of research on hybrid work, several important gaps remain.

First, much of the existing literature focuses on the immediate effects of remote and hybrid work during and immediately after the COVID-19 pandemic, with relatively fewer studies examining hybrid work as a long-term strategic human resource management practice in contemporary organizations (Allen et al., 2023).

Second, previous studies have largely employed quantitative research designs based on surveys and statistical analyses. Consequently, there is limited qualitative evidence synthesizing existing knowledge through content analysis to provide deeper insights into how hybrid work influences employee performance and job satisfaction across different organizational contexts.

Third, many empirical studies concentrate primarily on private sector organizations and multinational corporations, while comparatively fewer studies examine hybrid work within public sector institutions or compare experiences across both sectors.

Fourth, although hybrid work has been associated with increased flexibility and improved work-life balance, existing studies report inconsistent findings regarding its long-term effects on employee performance, collaboration, organizational culture, career progression, and job satisfaction. These inconsistencies suggest the need for further comprehensive evidence synthesis.

Finally, contemporary developments such as artificial intelligence, digital collaboration technologies, employee well-being, inclusive leadership, and organizational resilience are rapidly reshaping hybrid work environments. However, these emerging issues have not been sufficiently integrated into many existing studies, particularly within developing economies.

This study addresses these gaps by adopting a qualitative content analysis of recent scholarly literature to examine the effect of hybrid work models on employee performance and job satisfaction. By synthesizing contemporary evidence, the study contributes to the evolving Human Resource Management literature and provides practical insights for organizational leaders, policymakers, and HR practitioners seeking to optimize hybrid work arrangements.

Theoretical Review

This study is anchored on the Job Demands–Resources (JD–R) Theory, originally developed by Demerouti, Bakker, Nachreiner, and Schaufeli (2001) and subsequently refined by Bakker and Demerouti (2007, 2017). The theory posits that every occupation is characterized by specific job demands and job resources, which jointly determine employees' motivation, well-being, performance, and job satisfaction. Job demands refer to the physical, psychological, social, or

organizational aspects of work that require sustained effort and may lead to stress or exhaustion if not adequately managed. Examples include heavy workloads, role ambiguity, work pressure, technological challenges, and work–family conflict. Conversely, job resources refer to organizational, social, psychological, or physical resources that help employees achieve work goals, reduce job demands, facilitate learning and development, and promote motivation. Such resources include autonomy, managerial support, performance feedback, flexible work arrangements, career development opportunities, and access to appropriate technology (Bakker & Demerouti, 2017).

The JD–R Theory argues that job resources stimulate employee motivation, engagement, and satisfaction, while excessive job demands without corresponding resources increase stress, burnout, and reduced performance. Consequently, organizations that provide sufficient job resources are more likely to enhance employee productivity, organizational commitment, psychological well-being, and overall job satisfaction. The theory has become one of the most influential frameworks in contemporary Human Resource Management and Organizational Behaviour because of its flexibility in explaining employee outcomes across diverse organizational and occupational settings (Bakker & Demerouti, 2017; Schaufeli, 2023).

Within the context of hybrid work, the JD–R Theory provides a robust explanation of how flexible work arrangements influence employee performance and job satisfaction. Hybrid work offers valuable job resources such as greater autonomy, flexible scheduling, reduced commuting time, improved work-life balance, and increased control over work environments. These resources enhance employees' intrinsic motivation, reduce work-related stress, improve psychological well-being, and ultimately strengthen employee performance and job satisfaction. However, hybrid work may also introduce additional job demands, including communication barriers, technological challenges, social isolation, work-home boundary blurring, and coordination difficulties. The overall effectiveness of hybrid work therefore depends on whether organizations provide sufficient resources to offset these demands (Allen et al., 2023; Wang et al., 2024).

Application of the Theory to the Study

The Job Demands–Resources Theory provides an appropriate theoretical foundation for examining the effect of hybrid work models on employee performance and job satisfaction. Hybrid work arrangements provide employees with important organizational resources, including flexibility, autonomy, digital collaboration tools, managerial support, and opportunities for balancing work and personal life. These resources motivate employees, strengthen engagement, improve psychological well-being, and contribute to higher levels of performance and job satisfaction.

At the same time, the theory explains that hybrid work may generate additional demands, including virtual communication difficulties, digital fatigue, feelings of social isolation, role ambiguity, and challenges in supervising remote employees. Where organizations fail to provide adequate technological infrastructure, leadership support, performance management systems, and employee well-being initiatives, these demands may outweigh available resources, thereby reducing employee performance and job satisfaction.

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Accordingly, the JD–R Theory enables this study to explain why hybrid work models produce varying outcomes across organizations. It emphasizes that employee performance and job satisfaction depend not merely on adopting hybrid work arrangements but on the extent to which organizations effectively balance work demands with adequate organizational resources.

METHODOLOGY

This study adopted a qualitative research approach using content analysis to examine the effect of hybrid work models on employee performance and job satisfaction. Qualitative content analysis is a systematic and rigorous research method used to identify, interpret, and synthesize patterns, themes, and meanings from textual data. It is particularly appropriate for studies that seek to explore organizational practices, policies, and emerging phenomena through existing documentary evidence rather than through primary data collection (Schreier, 2021; Creswell & Creswell, 2023).

The study relied exclusively on secondary data obtained from credible and authoritative sources. The reviewed materials included peer-reviewed journal articles, academic books, conference proceedings, government publications, organizational reports, and publications from international organizations such as the International Labour Organization (ILO), the Organisation for Economic Co-operation and Development (OECD), the International Monetary Fund (IMF) where relevant, and the Chartered Institute of Personnel and Development (CIPD). To ensure that the analysis reflected current developments in workplace management, emphasis was placed on literature published between 2020 and 2025, a period during which hybrid work became a prominent organizational practice following the COVID-19 pandemic.

A purposive document selection strategy was employed to identify relevant publications. Documents were selected based on their relevance to the study objectives, methodological quality, scholarly credibility, and their contribution to knowledge on hybrid work, employee performance, job satisfaction, flexible work arrangements, and human resource management. Publications lacking methodological rigor or direct relevance to the study were excluded from the review.

DISCUSSION

The findings from the content analysis indicate that hybrid work models have significantly transformed contemporary workplace practices and have become an important strategic human resource management approach for improving employee performance and job satisfaction. The reviewed literature consistently demonstrates that organizations adopting well-designed hybrid work arrangements experience improvements in employee productivity, work engagement, organizational commitment, and overall employee well-being (Allen et al., 2023; Wang et al., 2024). These findings support the assumptions of the Job Demands–Resources (JD–R) Theory, which posits that organizational resources such as autonomy, flexibility, managerial support, and technological infrastructure enhance employee motivation, performance, and job satisfaction while reducing workplace stress (Bakker & Demerouti, 2017).

The analysis reveals that one of the major strengths of hybrid work is the flexibility it provides employees regarding where and when work is performed. Employees who are granted greater

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autonomy over their work schedules generally report higher levels of motivation, improved concentration, reduced commuting fatigue, and better work-life balance. These factors contribute to improved task performance, creativity, innovation, and overall organizational productivity. Organizations that combine flexibility with effective performance management systems, digital collaboration tools, and supportive leadership are therefore more likely to realize the full benefits of hybrid work arrangements (Allen et al., 2023).

The findings further show that hybrid work models positively influence job satisfaction by enabling employees to balance professional responsibilities with personal and family commitments. Flexible work arrangements reduce commuting costs and travel time, improve physical and psychological well-being, and enhance employees' perceptions of organizational support. Consequently, employees working under effective hybrid arrangements tend to demonstrate stronger organizational commitment, higher morale, increased engagement, and lower turnover intentions. These findings are consistent with recent Human Resource Management studies, which identify flexibility as one of the strongest predictors of employee satisfaction and retention in contemporary organizations (CIPD, 2024; OECD, 2023).

Despite these positive outcomes, the reviewed literature identifies several challenges associated with hybrid work implementation. Communication barriers, reduced face-to-face interaction, social isolation, digital fatigue, role ambiguity, cybersecurity concerns, and difficulties in monitoring employee performance remain major obstacles to successful hybrid work adoption. The absence of regular interpersonal interaction may weaken organizational culture, reduce informal knowledge sharing, and limit opportunities for mentoring and collaborative learning. Furthermore, some organizations continue to experience inequalities between remote and office-based employees regarding career progression, visibility, performance evaluation, and access to leadership opportunities (Wang et al., 2024).

The findings also highlight the critical role of Human Resource Management in ensuring the success of hybrid work arrangements. Organizations with clearly defined hybrid work policies, effective communication systems, employee assistance programmes, continuous digital skills training, inclusive leadership practices, and transparent performance evaluation mechanisms consistently report better employee outcomes than organizations lacking such support systems. HR professionals therefore play a central role in balancing organizational objectives with employees' expectations for flexibility, inclusion, well-being, and career development (Armstrong & Taylor, 2023).

Another important finding is that organizational leadership significantly influences the effectiveness of hybrid work models. Leaders who promote trust, maintain open communication, provide regular feedback, encourage collaboration, and support employees' psychological well-being foster higher levels of employee engagement and job satisfaction. Conversely, excessive monitoring, unclear expectations, and inadequate technological support reduce employees' motivation and performance.

The findings demonstrate that hybrid work models should not be viewed merely as temporary responses to organizational disruptions but as strategic human resource management practices capable of improving employee performance, job satisfaction, organizational resilience, and long-term organizational sustainability. However, the benefits of hybrid work depend largely on the

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organization's ability to balance flexibility with accountability, employee autonomy with effective supervision, and digital transformation with employee well-being.

CONCLUSION & RECOMMENDATIONS

This study examined the effect of hybrid work models on employee performance and job satisfaction using a qualitative content analysis approach. The review of contemporary literature demonstrates that hybrid work has emerged as one of the most significant developments in modern human resource management. By combining remote and office-based work arrangements, hybrid work enables organizations to improve operational flexibility while supporting employee well-being and organizational effectiveness.

The study concludes that hybrid work models positively influence employee performance by enhancing autonomy, flexibility, productivity, innovation, and work-life balance. Similarly, hybrid work contributes significantly to employee job satisfaction by improving organizational support, reducing commuting stress, strengthening employee engagement, and promoting better psychological well-being. Nevertheless, the effectiveness of hybrid work depends on organizational leadership, digital infrastructure, effective communication, transparent performance management systems, and supportive human resource policies. Without these enabling factors, organizations may experience communication challenges, employee isolation, reduced collaboration, and inconsistent performance outcomes.

Therefore, hybrid work should be regarded not simply as an alternative work arrangement but as a strategic organizational practice that requires deliberate planning, continuous evaluation, and effective human resource management to maximize employee performance, job satisfaction, and sustainable organizational success. Based on the findings of this study, the following recommendations are proposed:

1. **Develop comprehensive hybrid work policies**: Organizations should establish clear hybrid work policies that define work schedules, communication expectations, performance standards, digital security requirements, and employee responsibilities to ensure consistency and fairness across the workforce.
2. **Invest in digital infrastructure and employee training**: Organizations should provide reliable digital technologies, secure collaboration platforms, and continuous training to improve employees' digital competencies and facilitate effective remote collaboration.
3. **Promote supportive and inclusive leadership**: Managers should adopt leadership practices that emphasize trust, flexibility, open communication, regular performance feedback, employee recognition, and psychological support to improve employee engagement, performance, and job satisfaction.
4. **Strengthen employee well-being initiatives**: Organizations should implement employee wellness programmes, mental health support services, work-life balance initiatives, and flexible scheduling arrangements to minimize burnout, reduce stress, and enhance overall employee satisfaction.
5. **Regularly evaluate hybrid work effectiveness**: Human Resource departments should periodically assess the impact of hybrid work on employee performance, job satisfaction, organizational culture, productivity, and collaboration. Evidence obtained from these

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evaluations should guide continuous improvements in hybrid work policies and practices to ensure long-term organizational effectiveness.

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