

Flexible Hybrid Work Arrangements And Employee Performance In Public-Owned Media Corporations In Ebonyi State.

Nweze C. I; Nwekpa K C, Igboji H O And Umahi C R

Ebonyi State University, Abakaliki

Abstract

The study titled “Flexible Hybrid Work Arrangements and Employee Performance in Public-Owned Media Corporations in Ebonyi State” investigates how flexibility in work structure influences employee productivity and efficiency. The primary objective of the study is to determine the extent to which hybrid flexibility—particularly in terms of work location and scheduling—affects employee performance outcomes in public media organizations. The study is anchored on the Job Characteristics Theory (Hackman & Oldham, 1976), which emphasizes that job autonomy and flexibility are critical drivers of employee motivation and improved performance. The theory suggests that when employees are given control over how and where they perform their tasks, they tend to be more committed and productive. Methodologically, the study adopts a descriptive survey research design. Data were collected through structured questionnaires administered to employees of selected public-owned media corporations. The analysis was carried out using descriptive and inferential statistical tools to establish relationships between variables. Findings from the study reveal that flexible hybrid work arrangements significantly enhance employee performance by improving work-life balance, increasing efficiency, and reducing work-related stress. The study concludes that flexibility in work systems is a key determinant of productivity in modern organizations. It is therefore recommended that organizations institutionalize flexible hybrid work policies, strengthen digital infrastructure, and create supportive work environments that foster employee autonomy and performance.

Keywords: *Flexible Hybrid Work Arrangements, Employee Performance, Work Flexibility, Technological Support, Communication Systems, Work-Life Balance.*

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I. Introduction

In recent years, the nature of work has undergone a profound transformation driven by technological advancement, globalization, and changing workforce expectations. One of the most significant developments in contemporary organizational practice is the emergence and widespread adoption of flexible hybrid work arrangements. This work model, which integrates remote and office-based work in a fluid and adaptable manner, has redefined how employees perform their duties and how organizations structure their operations (Allen, Golden, & Shockley, 2015). Unlike traditional rigid work systems, flexible hybrid work arrangements provide employees with the autonomy to determine, to a reasonable extent, where and how they accomplish their tasks, thereby fostering adaptability, innovation, and improved work outcomes (Hackman & Oldham, 1976).

Flexible hybrid work arrangements represent a paradigm shift from the conventional “9-to-5” office model to a more dynamic and employee-centered approach. This model allows employees to split their work time between remote locations and the physical office, depending on the nature of their tasks, organizational requirements, and personal circumstances (Hill, Erickson, Holmes, & Ferris, 2008). The flexibility inherent in this arrangement is particularly relevant in knowledge-driven and service-oriented sectors such as the broadcasting industry, where information gathering, processing, and dissemination are not confined to a single physical location (Deuze, 2007).

Historically, the concept of flexible work can be traced to early telecommuting experiments in the 1970s, when organizations began exploring alternatives to traditional office work in response to challenges such as traffic congestion and declining productivity (Nilles, 1975). With the advent of digital technologies, including the internet, cloud computing, and mobile communication tools, remote work gradually evolved into a viable and efficient work model (Davis, 1989). However, it was the outbreak of the COVID-19 pandemic in 2020 that accelerated the global transition toward hybrid work systems. Organizations were compelled to adopt flexible work arrangements to maintain operations while ensuring employee safety, thereby normalizing hybrid work as a standard practice rather than an exception (Kniffin et al., 2021).

In the Nigerian context, the adoption of flexible hybrid work arrangements has gained momentum across both private and public sector organizations. Public-owned media corporations, in particular, have increasingly

embraced hybrid work models to enhance operational efficiency and expand their reach in information dissemination. These organizations, which include television and radio broadcasting institutions, operate in a fast-paced and highly dynamic environment that requires timely reporting, real-time communication, and continuous content generation (Adeosun & Ohiani, 2020). Flexible hybrid work arrangements enable such organizations to deploy their workforce more effectively, allowing reporters and correspondents to operate from the field while administrative and technical staff coordinate activities from the office or other remote locations.

Flexible hybrid work arrangements offer numerous potential benefits to both employees and organizations. For employees, flexibility in work location and scheduling enhances work–life balance, reduces commuting stress, and increases job satisfaction (Hill et al., 2008). Employees who have greater control over their work environment are more likely to exhibit higher levels of motivation, commitment, and productivity (Allen et al., 2015). For organizations, flexible hybrid work arrangements can lead to improved employee performance, reduced operational costs, and access to a broader talent pool (Bloom, Liang, Roberts, & Ying, 2015). By enabling employees to work from various locations, organizations can ensure continuity of operations and enhance responsiveness to environmental demands.

Despite these advantages, the implementation of flexible hybrid work arrangements is not without challenges. One of the primary concerns is the adequacy of technological infrastructure required to support remote work. Effective hybrid work depends heavily on reliable internet connectivity, digital communication tools, and collaborative platforms (Venkatesh & Davis, 2000). In many developing economies, including Nigeria, limitations in technological infrastructure can hinder the effectiveness of flexible work arrangements and, consequently, affect employee performance (Adeosun & Ohiani, 2020).

Another critical issue is communication and coordination within hybrid work environments. When employees are dispersed across different locations, maintaining effective communication becomes more complex. Miscommunication, delays in information flow, and reduced team cohesion can negatively impact productivity and service delivery (Daft & Lengel, 1986). This challenge is particularly significant in the broadcasting industry, where timely and accurate information dissemination is essential.

Furthermore, the success of flexible hybrid work arrangements depends on organizational culture and management practices. Organizations that lack clear policies, performance monitoring mechanisms, and supportive leadership may struggle to achieve the desired outcomes of hybrid work. In such cases, flexibility may lead to reduced accountability, decreased productivity, and inefficiencies in task execution (Kniffin et al., 2021).

Employee performance, which is the dependent variable in this study, refers to the effectiveness and efficiency with which employees carry out their assigned duties. It encompasses various dimensions, including quality of work, speed of task completion, adherence to organizational standards, and ability to meet deadlines (Campbell, 1990). In the context of public-owned media corporations, employee performance is particularly critical, as it directly influences the quality of information dissemination, audience satisfaction, and organizational reputation (Deuze, 2007).

Given the strategic importance of flexible hybrid work arrangements and their potential impact on employee performance, it is essential to empirically examine this relationship within the specific context of public-owned media corporations in Ebonyi State. While existing studies have explored hybrid work in different sectors and geographical contexts, there is a relative paucity of research focusing on the Nigerian public broadcasting sector. This study seeks to fill this gap by investigating how flexible hybrid work arrangements influence employee performance in these organizations.

The adoption of flexible hybrid work arrangements in public-owned media corporations in Ebonyi State was primarily intended to enhance employee performance by providing flexibility in work structure and enabling efficient task execution. By allowing employees to work remotely and reducing dependence on physical office presence, organizations aimed to improve productivity, job satisfaction, and service delivery (Allen et al., 2015). However, despite the implementation of these flexible work arrangements, there is growing concern that the expected improvements in employee performance have not been fully realized.

One of the major problems associated with flexible hybrid work arrangements in these organizations is the inadequacy of technological infrastructure. Effective remote work requires reliable internet connectivity, access to digital tools, and efficient communication platforms (Venkatesh & Davis, 2000). In many cases, these technological requirements are either insufficient or inconsistently available, thereby limiting employees' ability to perform their tasks effectively. As a result, the potential benefits of flexible hybrid work arrangements are undermined, leading to suboptimal performance outcomes (Adeosun & Ohiani, 2020).

Another critical issue is the challenge of communication and coordination among employees working in different locations. Flexible hybrid work arrangements often result in fragmented communication systems, where information flow is disrupted or delayed (Daft & Lengel, 1986). This problem is particularly detrimental in the broadcasting industry, where timely and accurate information dissemination is essential. Communication gaps can lead to errors in reporting, reduced efficiency, and compromised service delivery, ultimately affecting employee performance.

Additionally, the lack of clear organizational policies and performance management systems poses a significant challenge to the effective implementation of flexible hybrid work arrangements. In some cases, employees may not have well-defined guidelines regarding work expectations, reporting structures, and performance evaluation criteria. This ambiguity can lead to reduced accountability, lack of discipline, and inconsistencies in task execution, thereby negatively impacting performance (Kniffin et al., 2021).

Furthermore, there is limited empirical evidence on the extent to which flexible hybrid work arrangements influence employee performance in public-owned media corporations in Ebonyi State. While studies conducted in other contexts suggest a positive relationship between hybrid work and performance, these findings may not be directly applicable due to differences in organizational structure, technological capacity, and socio-economic conditions (Bloom et al., 2015). This lack of context-specific research creates a knowledge gap that necessitates further investigation.

In view of these challenges, it becomes imperative to examine the relationship between flexible hybrid work arrangements and employee performance in public-owned media corporations in Ebonyi State. This study seeks to address this gap by providing empirical evidence on how flexible hybrid work arrangements affect employee performance and identifying the factors that influence this relationship.

The aims of the study are to: Determine the relationship between flexible hybrid work arrangements and employee performance in public-owned media corporations in Ebonyi State.; Examine the effect of technological support on employee performance under flexible hybrid work arrangements and Assess the influence of communication systems on employee performance in a flexible hybrid work environment.

1.2 Research Hypotheses

Ho1: There is no significant relationship between flexible hybrid work arrangements and employee performance in public-owned media corporations in Ebonyi State.

Ho2: Technological support has no significant effect on employee performance under flexible hybrid work arrangements in public-owned media corporations in Ebonyi State.

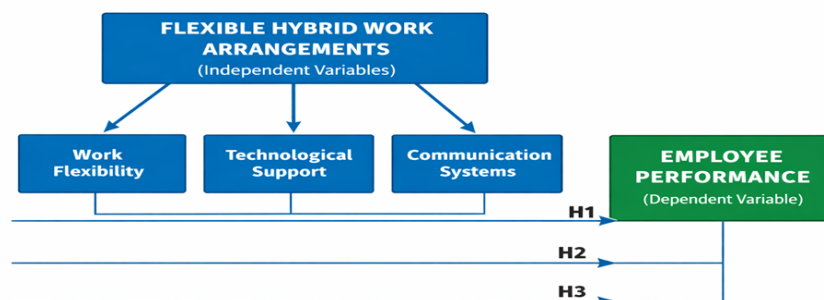
Ho3: Communication systems have no significant influence on employee performance in a flexible hybrid work environment in public-owned media corporations in Ebonyi State.

II. Literature Review

Introduction

This chapter presents a comprehensive review of literature relevant to the study on flexible hybrid work arrangements and employee performance in public-owned media corporations in Ebonyi State. It examines conceptual, theoretical, and empirical foundations underpinning the study. Specifically, the chapter is organized into conceptual review, theoretical framework, empirical review, and summary of literature with identified research gaps.

Conceptual Review



Conceptual Framework

Concept of Flexible Hybrid Work Arrangements

Flexible hybrid work arrangements refer to a work structure that allows employees to alternate between remote work and office-based work while maintaining autonomy over their schedules and work locations (Allen, Golden, & Shockley, 2015). Unlike rigid hybrid systems, flexible hybrid arrangements empower employees to decide when and where they work based on job demands and personal circumstances.

The concept gained prominence during the COVID-19 pandemic, which accelerated the adoption of remote work globally (Kniffin et al., 2021). Flexible hybrid work arrangements are built on flexibility, autonomy, and technological enablement. These elements enhance employees' ability to perform tasks efficiently in diverse environments.

In public-owned media corporations, flexible hybrid work arrangements are highly relevant due to the nature of broadcasting operations, which require mobility, real-time reporting, and decentralized work structures (Deuze, 2007).

Dimensions of Flexible Hybrid Work Arrangements

a. Work Flexibility

Work flexibility refers to employees' ability to control their work schedules and locations. It enhances work-life balance and job satisfaction, which are critical determinants of employee performance (Hill et al., 2008).

b. Technological Support

Technological support includes access to ICT tools such as internet connectivity, collaboration platforms, and cloud-based systems. Effective technological infrastructure is essential for remote work efficiency (Venkatesh & Davis, 2000).

c. Communication Systems

Communication systems facilitate interaction and coordination among employees in hybrid environments. Effective communication reduces misunderstandings and enhances productivity (Daft & Lengel, 1986).

Concept of Employee Performance

Employee performance refers to the effectiveness and efficiency with which employees achieve organizational goals (Campbell, 1990). It includes productivity, quality of work, timeliness, and efficiency.

In media organizations, employee performance is crucial for delivering accurate and timely information to the public, thereby maintaining credibility and organizational effectiveness (Deuze, 2007).

Flexible Hybrid Work Arrangements and Employee Performance

Flexible hybrid work arrangements influence employee performance through increased motivation, autonomy, and reduced stress (Allen et al., 2015). Employees with flexible schedules tend to exhibit higher levels of engagement and productivity.

However, challenges such as poor technological infrastructure and communication barriers can negatively impact performance (Kniffin et al., 2021). Therefore, the effectiveness of flexible hybrid work arrangements depends on the availability of supportive systems and organizational policies.

Theoretical Framework

Work Design Theory

Work Design Theory, developed by Hackman and Oldham (1976), posits that job characteristics such as autonomy, skill variety, and feedback influence employee motivation and performance. Flexible hybrid work arrangements provide autonomy, thereby enhancing intrinsic motivation and performance.

Technology Acceptance Model (TAM)

The Technology Acceptance Model explains how individuals adopt and use technology based on perceived usefulness and ease of use (Davis, 1989). In hybrid work environments, employees' acceptance of technology significantly affects their performance.

Application of Theories to the Study

The integration of Work Design Theory and TAM provides a comprehensive framework for understanding how flexibility and technology influence employee performance in hybrid work settings.

Empirical Review

Nicholas Bloom, Ruobing Han, and James Liang (2024), studied on *Hybrid Working from Home Improves Retention without Damaging Performance* investigates the impact of hybrid work arrangements on employee performance, job satisfaction, and retention in the post-pandemic workplace. Motivated by ongoing debates about whether remote work reduces productivity and career progression, the authors employ a rigorous randomized controlled trial involving 1,612 employees from a large Chinese technology company over a six-month experimental period, with follow-up performance tracking over two years. Participants were randomly assigned to either a hybrid work model—working from home two days per week and in the office three days—or a traditional full-time office arrangement. The study focuses on knowledge workers performing complex, collaborative tasks, thereby addressing limitations in earlier research that concentrated on fully remote, routine jobs. Findings reveal that hybrid work arrangements significantly improve job satisfaction and reduce employee

turnover by approximately one-third, particularly among non-managerial staff, women, and employees with long commuting times. Importantly, the study finds no statistically significant difference in employee performance, as measured by productivity metrics, performance reviews, promotion rates, and output quality over a two-year period. Additionally, managerial perceptions shifted positively over time, moving from initial skepticism about productivity impacts to a more favorable evaluation after observing actual outcomes. The study concludes that hybrid work represents a “win-win” organizational strategy, combining improved employee well-being and retention with sustained performance levels. It recommends that organizations adopt structured hybrid models rather than fully remote systems, emphasizing flexibility while maintaining in-office collaboration. Overall, the research provides strong causal evidence that hybrid work arrangements can enhance organizational effectiveness without compromising employee performance, making it a sustainable model for modern workplaces.

Toscano, González-Romá & Zappalà (2024/2025) in their studies titled *The Influence of Working from Home vs. Working at the Office on Job Performance in a Hybrid Work Arrangement: A Diary Study* examines how daily work location (home versus office) influences employee job performance within hybrid work systems. Against the backdrop of increasing adoption of hybrid work models, the authors aim to uncover the underlying psychological mechanisms linking work setting to performance outcomes, addressing gaps in prior research that largely focused on general correlations rather than daily processes. Grounded in the Job Demands–Resources (JD-R) theory, the study adopts a longitudinal diary research design involving 203 employees working in a public sector organization. Participants provided data over eight consecutive working days, resulting in 751 daily observations that captured variations in work location, concentration, engagement, and performance. The findings reveal that working from home (WFH) does not directly influence job performance but has a significant indirect positive effect through increased daily concentration and work engagement. Employees reported higher levels of focus when working remotely, which in turn enhanced their task efficiency and output quality. However, the study also identifies potential negative pathways, such as social isolation and reduced interpersonal interaction, which may offset some benefits if not properly managed. Overall, the results suggest that the effectiveness of hybrid work is contingent upon how well it enhances employees’ cognitive and motivational resources while minimizing job-related strains. The study concludes that hybrid work arrangements can improve performance when organizations create conditions that foster engagement, autonomy, and effective communication. The authors recommend that organizations design hybrid work policies that optimize task concentration and employee engagement, while also implementing strategies—such as structured collaboration and social interaction opportunities—to mitigate isolation. This research contributes to the growing body of evidence supporting hybrid work as a viable and performance-enhancing model when properly managed.

Naqshbandi et al. (2023) in their research “*The Future of Work: Work Engagement and Job Performance in the Hybrid Workplace*” explores the impact of flexible and hybrid work arrangements on employee performance, emphasizing the mediating role of work engagement. The research was motivated by the increasing adoption of hybrid models in organizations and the need to understand how flexibility affects productivity and organizational outcomes. Using a quantitative survey design, the study sampled 277 employees from Nigerian universities, representing a public-sector context similar to media corporations in Ebonyi State. Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) to test relationships between flexible work arrangements, employee engagement, and job performance. The findings indicate that flexible work arrangements have a significant positive effect on job performance, with work engagement acting as a strong mediator. Specifically, employees who experienced autonomy in choosing work location and hours reported higher engagement, which in turn enhanced task efficiency, productivity, and overall performance. Telework alone was found to be less influential than comprehensive flexible work structures that combined remote work, flexible hours, and autonomy. The study concludes that hybrid and flexible work models are effective in improving performance primarily through enhanced engagement rather than mere physical relocation. Recommendations include designing policies that maximize flexibility, fostering employee engagement through motivational support and autonomy, and integrating hybrid models that combine remote work with structured office interaction to sustain high performance.

Sonawane & Siddiqui (2024) in their studies titled *Hybrid Work Culture and Employee Productivity: An Empirical Analysis of Key Influencing Factors* investigates how hybrid work arrangements influence employee performance and identifies the organizational factors that enhance productivity in hybrid settings. Motivated by the rapid shift to flexible work models, the authors focus on understanding which aspects of hybrid work culture most strongly drive employee performance. The research adopts an empirical survey design, sampling employees from IT organizations that have implemented hybrid work systems. Data were analyzed using statistical techniques to determine the relationships between hybrid work factors—such as work-life balance, flexible scheduling, leadership support, technology infrastructure, and communication systems—and employee productivity. Findings reveal that hybrid work arrangements significantly enhance employee performance when supported by appropriate organizational mechanisms. Key predictors of productivity include: effective technology infrastructure, supportive leadership, well-structured communication channels, and policies that promote work-

life balance. The study highlights that merely implementing hybrid work without these supportive factors may not yield performance improvements. The study concludes that the success of hybrid work depends not just on flexibility but on holistic organizational support, including tools, culture, and leadership engagement. Recommendations include investing in digital infrastructure, providing managerial and peer support, promoting flexible policies tailored to employee needs, and creating a culture that balances autonomy with accountability. Organizations that strategically manage these factors can leverage hybrid work as a sustainable approach to enhance productivity and employee satisfaction.

III. Methodology

This study adopts a descriptive survey research design, which is considered suitable for examining relationships among variables without any form of manipulation, as noted by Saunders, Lewis, and Thornhill (2009). The research is conducted in Ebonyi State, Nigeria, with a specific focus on selected publicly owned media corporations. The population of the study comprises all employees within the selected media organizations, including administrative, technical, and field personnel, with a total of 250 respondents. From this population, a sample size of 152 is derived using the Raosoft sample size determination technique, ensuring that the sample adequately represents the entire population. To ensure fairness and proper representation of all categories of staff, the study employs a stratified random sampling technique. This approach enables the inclusion of different groups within the population in proportionate terms, as recommended by Kothari (2004). Primary data for the study are collected through a structured questionnaire designed on a five-point Likert scale. The instrument is subjected to validity testing through expert review to ensure that it effectively measures the variables of interest. Reliability of the instrument is established using the test-retest method, involving 50 respondents drawn from similar organizations in Enugu State. The outcome produces a reliability coefficient exceeding 0.70, indicating a high level of consistency in line with Nunnally (1978). Data collection is carried out through direct administration of the questionnaires to the respondents, which helps to enhance the response rate. The data obtained are analyzed using descriptive statistics, particularly mean and standard deviation, to answer the research questions. In addition, Pearson correlation analysis is employed to test the study hypotheses. All statistical analyses are performed using the Statistical Package for Social Sciences (SPSS), with the level of significance set at 0.05.

IV. Data Presentation And Analysis

This section focuses on the presentation, analysis, and interpretation of data collected from respondents on the impact of hybrid work schedule on employee performance in selected public-owned media corporations in Ebonyi State. A total of 152 questionnaires were distributed, out of which 140 were properly completed and returned, representing a response rate of 92.1%, which is considered adequate for analysis.

Demographic Characteristics of Respondents

This section presents the background information of respondents, including gender, age, educational qualification, and job category.

Table 4.1: Distribution of Respondents by Gender

Gender	Frequency	Percentage (%)
Male	78	55.7
Female	62	44.3
Total	140	100

Interpretation:

The table indicates that 55.7% of the respondents are male, while 44.3% are female. This suggests a fairly balanced gender distribution, although male respondents slightly dominate.

Table 4.2: Distribution by Age

Age Range	Frequency	Percentage (%)
18–25	20	14.3
26–35	48	34.3
36–45	42	30.0
46 and above	30	21.4
Total	140	100

Interpretation:

Most respondents fall within the 26–35 age bracket (34.3%), indicating that the workforce is largely youthful and active.

Analysis of Research Questions

Data collected using the Likert scale are analyzed using mean and standard deviation. A mean score of 3.0 and above is accepted, while below 3.0 is rejected.

Research Question One:

To what extent does hybrid work schedule affect employee productivity?

Table 4.3: Hybrid Work Schedule and Employee Productivity

S/N	Item	Mean	Std. Dev	Decision
1	Hybrid work improves task completion rate	3.85	0.92	Accepted
2	Employees are more efficient working remotely	3.67	1.01	Accepted
3	Flexible schedule enhances output	3.90	0.88	Accepted
4	Hybrid work reduces work fatigue	3.45	1.10	Accepted
Grand Mean		3.72		Accepted

Interpretation:

The grand mean of 3.72 indicates that hybrid work schedule has a positive effect on employee productivity. Respondents generally agree that flexibility improves efficiency and task completion.

Research Question Two:

What is the relationship between hybrid work schedule and employee well-being?

Table 4.4: Hybrid Work and Employee Well-being

S/N	Item	Mean	Std. Dev	Decision
1	Hybrid work reduces stress levels	3.60	0.95	Accepted
2	It improves work-life balance	3.88	0.82	Accepted
3	Employees feel more satisfied	3.70	0.90	Accepted
4	Hybrid work supports mental health	3.55	1.02	Accepted
Grand Mean		3.68		Accepted

Interpretation:

The grand mean of 3.68 shows that hybrid work significantly enhances employee well-being, particularly in terms of work-life balance and job satisfaction.

Research Question Three:

What is the effect of hybrid work schedule on employee commitment?

Table 4.5: Hybrid Work and Employee Commitment

S/N	Item	Mean	Std. Dev	Decision
1	Hybrid work increases loyalty to the organization	3.50	1.00	Accepted
2	Employees are more engaged	3.65	0.89	Accepted
3	Flexible work enhances job commitment	3.72	0.87	Accepted
4	Hybrid system reduces turnover intention	3.58	0.96	Accepted
Grand Mean		3.61		Accepted

Interpretation:

With a grand mean of 3.61, the findings suggest that hybrid work arrangements positively influence employee commitment and reduce turnover intentions.

Table 4.6: Correlation Matrix of Study Variables

Variables	Hybrid Work Schedule	Employee Productivity	Employee Well-being	Employee Commitment
Hybrid Work Schedule	1			
Employee Productivity	.620**	1		
Employee Well-being	.580**	.540**	1	
Employee Commitment	.550**	.510**	.495**	1
Sig. (2-tailed)	(.000)	(.000)	(.001)	(.002)
N	140	140	140	140

Test of Hypotheses

Hypotheses are tested using Pearson Product Moment Correlation at 0.05 level of significance.

Hypothesis One:

H₀: Hybrid work schedule has no significant relationship with employee productivity.

Table 4.7: Correlation between Hybrid Work and Productivity

Variables	N	r-value	p-value	Decision
Hybrid Work & Productivity	140	0.62	0.000	Reject H ₀

Interpretation:

The correlation coefficient ($r = 0.62$) indicates a strong positive relationship. Since the p-value (0.000) is less than 0.05, the null hypothesis is rejected. This implies that hybrid work schedule significantly influences employee productivity.

Hypothesis Two:

H₀: Hybrid work schedule has no significant relationship with employee well-being.

Table 4.8: Correlation between Hybrid Work and Well-being

Variables	N	r-value	p-value	Decision
Hybrid Work & Well-being	140	0.58	0.001	Reject H ₀

Interpretation:

The result shows a moderate positive relationship ($r = 0.58$). Since the p-value is less than 0.05, the null hypothesis is rejected, indicating a significant relationship.

Hypothesis Three:

H₀: Hybrid work schedule has no significant relationship with employee commitment.

Table 4.9: Correlation between Hybrid Work and Commitment

Variables	N	r-value	p-value	Decision
Hybrid Work & Commitment	140	0.55	0.002	Reject H ₀

Interpretation:

The correlation result ($r = 0.55$) indicates a positive relationship. The p-value (0.002) is less than 0.05, leading to the rejection of the null hypothesis. This means hybrid work schedule significantly affects employee commitment.

Summary of Findings

The analysis reveals that hybrid work schedule has a significant positive effect on employee productivity, well-being, and commitment. All research questions recorded mean scores above the benchmark of 3.0, indicating agreement among respondents. Furthermore, all hypotheses tested showed significant relationships, leading to the rejection of the null hypotheses.

V. Summary, Conclusion And Recommendations

Summary of Findings

This section presents the summary of findings strictly in line with the specific objectives of the study and the corresponding correlation results.

Objective One: To examine the effect of hybrid work schedule on employee productivity. The findings revealed a strong positive and significant relationship between hybrid work schedule and employee productivity, with a correlation coefficient of $r = 0.62$ and a p-value of 0.000, which is less than the 0.05 level of significance. This indicates that hybrid work schedule significantly improves employee productivity in the selected public media organizations. Employees under hybrid arrangements were found to complete tasks more efficiently and demonstrate higher levels of output compared to traditional work structures.

Objective Two: To determine the relationship between hybrid work schedule and employee well-being. The study found a moderate positive and significant relationship between hybrid work schedule and employee well-being, with a correlation coefficient of $r = 0.58$ and a p-value of 0.001, which is below the 0.05 threshold. This implies that hybrid work schedule contributes significantly to improving employees' well-being by enhancing work-life balance, reducing stress levels, and promoting job satisfaction.

Objective Three: To assess the effect of hybrid work schedule on employee commitment. The findings also indicated a moderate positive and significant relationship between hybrid work schedule and employee commitment, with a correlation coefficient of $r = 0.55$ and a p-value of 0.002, which is statistically significant at 0.05 level. This suggests that hybrid work arrangements enhance employee loyalty, engagement, and reduce turnover intentions within the organizations.

Conclusion

Based on the findings aligned with the study objectives, it is concluded that hybrid work schedule is a critical factor influencing employee performance in public-owned media organizations in Ebonyi State. The strong and moderate positive correlations obtained across all variables confirm that hybrid work is an effective strategy for improving organizational outcomes.

Specifically, hybrid work enhances productivity by allowing employees to work in flexible environments that maximize efficiency. It also promotes employee well-being by reducing work-related stress and improving work-life balance. Furthermore, it strengthens employee commitment by fostering a sense of trust and autonomy, which increases engagement and organizational loyalty.

Therefore, hybrid work schedule is not only relevant but essential for modern organizational effectiveness, particularly in the public sector.

Recommendations

Based on the findings and conclusions of the study, the following recommendations are made:

- 1. Adoption of Hybrid Work Policies:** Public-owned media organizations should formally adopt hybrid work policies that allow employees to split their time between remote and office work, as this has been shown to enhance productivity and performance.
- 2. Provision of Technological Support:** Management should provide adequate technological infrastructure such as reliable internet access, digital tools, and communication platforms to support effective remote working.
- 3. Training and Capacity Building:** Organizations should organize regular training programs to equip employees with the necessary digital skills required for efficient hybrid work operations.

Contribution to Knowledge

This study provides empirical evidence linking hybrid work schedule to key dimensions of employee performance—productivity, well-being, and commitment—using measurable statistical outcomes. By integrating correlation values into organizational analysis, the study offers a data-driven foundation for adopting hybrid work systems in Nigeria's public sector, particularly within media organizations.

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