



Hybrid Work Models and Their Influence on Employee Productivity and Wellbeing: Evidence from MTN Nigeria, Bayelsa State

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Abstract

Hybrid work systems have become a central feature of modern organizational practice, particularly following the disruptions caused by the COVID 19 pandemic. This study investigates how hybrid work components namely work arrangement, work flexibility, and organizational support shape employee productivity and wellbeing within MTN Nigeria, Bayelsa State. Anchored on the Job Demands-Resources (JD R) theory, the research adopted a descriptive survey design and analyzed responses from 123 employees using descriptive and inferential statistics. Results indicated that all three hybrid work dimensions significantly predict productivity and wellbeing, with organizational support emerging as the strongest determinant of employee wellbeing. The study concludes that hybrid work can enhance employee outcomes when supported by clear structures, adequate digital tools, and responsive managerial practices. Recommendations emphasize strengthening hybrid work policies, improving digital infrastructure, and enhancing employee support systems.

Keywords: *Hybrid Work; Productivity Wellbeing; Organizational Support; MTN Nigeria; JD R Theory*

1. Introduction

The nature of work has undergone profound transformation over the past decade, driven by rapid technological advancements, evolving employee expectations, and global disruptions. Traditional work structures characterized by fixed schedules and mandatory physical presence have increasingly given way to more flexible arrangements enabled by digital technologies. The emergence of high-speed internet, cloud-based platforms, and virtual collaboration tools has made it possible for organizations to decentralize work without compromising operational efficiency.

Hybrid work models, which combine remote and on-site work, gained global prominence during the COVID-19 pandemic. Organizations discovered that many tasks could be performed effectively outside the office, prompting a reevaluation of long-standing assumptions about productivity and

supervision. Post-pandemic, hybrid work has transitioned from a temporary response to a strategic organizational choice aimed at balancing flexibility, efficiency, and employee wellbeing.

In Nigeria, hybrid work adoption was initially slow due to infrastructural limitations, managerial preferences for physical oversight, and limited digital readiness. However, the pandemic forced organizations, especially in telecommunications and ICT, to adopt flexible work practices to sustain operations. MTN Nigeria, operating across diverse socio-economic environments including Bayelsa State, provides a compelling context for examining hybrid work outcomes.

Despite the growing relevance of hybrid work, empirical studies in Nigeria remain limited, particularly at the sub-national level. This study addresses this gap by examining how hybrid work practices influence employee productivity and wellbeing in MTN Nigeria, Bayelsa State.

2. Literature Review

• 2.1 Theoretical Framework

2.1.1 Job Demands–Resources (JD–R) Theory

The Job Demands–Resources (JD–R) theory, originally developed by Bakker and Demerouti (2007), offers a robust and widely adopted framework for analyzing the interplay between workplace conditions and employee outcomes, specifically performance and wellbeing. This model systematically categorizes job characteristics into two primary domains: job demands and job resources.

- **Job Demands:** These refer to physical, psychological, social, or organizational aspects of a job that require sustained cognitive or emotional effort and are therefore associated with certain physiological and psychological costs (Bakker & Demerouti, 2007). Examples include workload, time pressure, emotional labor, and, in the context of hybrid work, challenges such as digital fatigue, communication barriers, and difficulties in coordinating remote and onsite tasks (Schaufeli & Taris, 2014; Molino et al., 2020).
- **Job Resources:** These encompass physical, psychological, social, or organizational factors that (a) help achieve work goals, (b) reduce job demands and the associated costs, or (c) foster personal growth, learning, and development. In hybrid work settings, resources include autonomy overwork scheduling, managerial and peer support, access to digital tools, and opportunities for skill development (Bakker & Demerouti, 2017)

Hybrid work environments inherently present a unique combination of increased demands and expanded resources. For example, employees may encounter obstacles such as blurred work–life boundaries, coordination complexities, and feelings of isolation (Allen et al., 2015; Wang et al., 2021). However, these are often counterbalanced by enhanced autonomy, reduced commuting time, and flexible work arrangements, which can mitigate stress and foster wellbeing (Gajendran & Harrison, 2007; Ipsen et al., 2021).

According to the JD–R theory, when job resources sufficiently compensate for or outweigh job demands, employees are more likely to experience increased engagement, higher productivity, and improved psychological wellbeing (Bakker & Demerouti, 2017). Conversely, inadequate resources in the face of high demands may lead to stress, burnout, and diminished job satisfaction (Schaufeli & Taris, 2014).

This theoretical perspective is particularly pertinent in the context of MTN Nigeria's hybrid work model, where employees must navigate infrastructural constraints, digital transformation, and evolving organizational expectations. The JD-R framework elucidates why employees who receive adequate support, flexible scheduling, and access to necessary resources are more likely to adapt successfully and thrive in hybrid work arrangements (Molino et al., 2020; Wang et al., 2021). Consequently, the JD-R theory provides a critical lens for understanding and optimizing employee outcomes in the dynamic landscape of hybrid work.

• 2.2 Conceptual Review

2.2.1 Hybrid Work Models

Hybrid work models integrate remote and on-site work in varying proportions. They allow employees to perform tasks from multiple locations while maintaining periodic physical presence for collaboration, supervision, or operational needs. Research shows that hybrid work enhances autonomy, reduces commuting stress, and supports work life balance (Gajendran & Harrison, 2007). However, its success depends on organizational structures, digital readiness, and managerial support.

• 2.2.1.1 Work Arrangement

Work arrangement, within the context of hybrid employment models, delineates the formal structuring of schedules that govern the interplay between remote and onsite work. This encompasses various parameters, including the designated number of remote working days, stipulated requirements for physical office presence, and the coordination mechanisms that facilitate seamless task execution across locations. A well-defined work arrangement serves as a foundational pillar for hybrid work efficacy by imparting clarity regarding operational expectations, thus reducing ambiguity and potential confusion among employees.

Empirical research demonstrates that clearly defined guidelines for attendance, communication protocols, and deadline management play a crucial role in improving task coordination and enhancing employee performance in hybrid work environments. Studies show that structured communication norms and explicit expectations reduce ambiguity, strengthen collaborative processes, and enable teams to manage interdependent tasks more effectively (Chong et al., 2020; Klonek et al., 2016). Additional evidence indicates that when organizations articulate clear availability rules and workflow procedures, employees experience fewer coordination delays and exhibit higher productivity (Gibbs et al., 2021; Wang et al., 2021). These findings collectively highlight the importance of formalized hybrid work structures in supporting efficient teamwork and sustaining performance outcomes.

Such structured arrangements not only foster organizational consistency but also enable employees to navigate hybrid environments with greater confidence and predictability, ultimately supporting both individual productivity and collective organizational outcomes.

• 2.2.1.2 Work Flexibility

Work flexibility, as conceptualized within hybrid work frameworks, refers to the extent of autonomy granted to employees over the temporal and spatial dimensions of their work. This autonomy enables individuals to tailor their work schedules and environments in accordance with personal preferences, circadian rhythms, and external commitments. The academic literature underscores that increased flexibility is positively correlated with improved concentration, reduced stress levels, and heightened job satisfaction, as employees are empowered to harmonize professional responsibilities with

personal wellbeing (Wahab & Tatoğlu, 2020). Nevertheless, it is critical to recognize that the absence of adequate guidance or boundaries may inadvertently engender role ambiguity, diminish team cohesion, and complicate collaborative processes. Therefore, optimal work flexibility in hybrid settings necessitates a deliberate balance between autonomy and structured oversight to maximize both individual and organizational benefits.

• **2.2.1.3 Organizational Support**

Organizational support constitutes the spectrum of resources, policies, and managerial practices that underpin employee success in hybrid work environments. This support manifests through access to digital platforms, comprehensive training initiatives, robust communication channels, and provisions for psychological wellbeing. The availability of these resources is instrumental in enabling employees to navigate the complexities of hybrid work, facilitating task completion, and promoting sustained engagement. Scholarly investigations reveal that strong organizational support systems are associated with elevated levels of motivation, reduced incidence of burnout, and improved psychological wellbeing among employees (Khan et al., 2025). Furthermore, such support mediates the challenges inherent to hybrid work, including technological adaptation and social isolation, by fostering a culture of trust and responsiveness. In sum, organizational support emerges as a critical determinant of successful hybrid work implementation, directly influencing employee adaptation, satisfaction, and overall performance.

3. Conceptual Framework

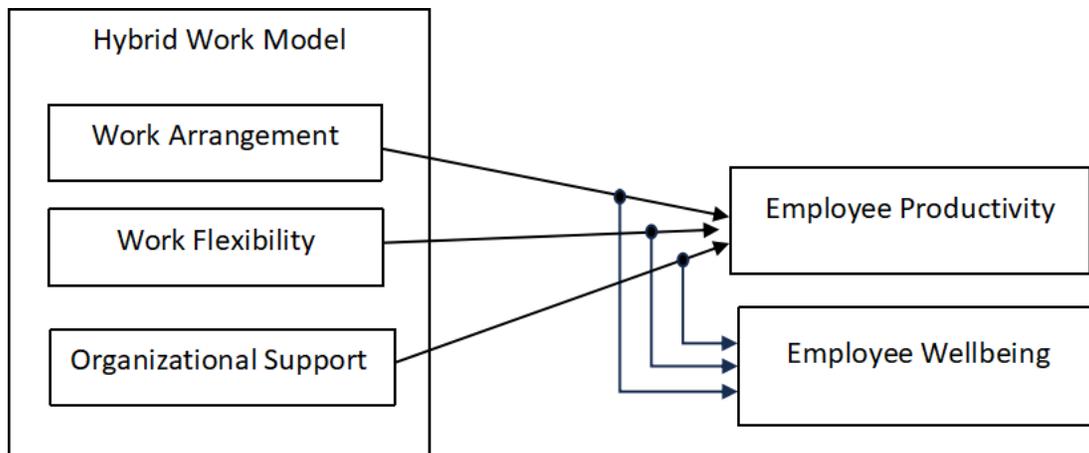


Figure 1. Graphical representation of the conceptual framework

4. Methodology

A descriptive survey design was adopted to examine the relationships between hybrid work variables and employee outcomes. The study population consisted of 123 MTN Nigeria employees in Bayelsa State. A structured questionnaire measured work arrangement, flexibility, organizational support, productivity, and wellbeing using a 5-point Likert scale. Reliability was confirmed through Cronbach's alpha ($\alpha \geq 0.70$). Data were analyzed using descriptive statistics and multiple regression analysis.

5. Results

| Table 1. Descriptive Statistics | | | |
|--|-------------|-----------|----------|
| Variable | Mean | SD | N |
| Work Arrangement | 3.92 | 0.61 | 123 |
| Work Flexibility | 4.02 | 0.58 | 123 |
| Organizational Support | 3.88 | 0.64 | 123 |
| Employee Productivity | 4.10 | 0.55 | 123 |
| Employee Wellbeing | 3.95 | 0.59 | 123 |

| Table 2. Regression Predicting Productivity | | |
|--|---------------------------|----------------|
| Predictor | β | p-value |
| Work Arrangement | 0.312 | 0.001 |
| Work Flexibility | 0.428 | 0.000 |
| Organizational Support | 0.365 | 0.002 |

| Table 3. Regression Predicting Wellbeing | | |
|---|---------------------------|----------------|
| Predictor | β | p-value |
| Work Arrangement | 0.298 | 0.004 |
| Work Flexibility | 0.402 | 0.000 |
| Organizational Support | 0.451 | 0.000 |

• Discussion of Findings

The results presented in Tables 1, 2, and 3 provide a comprehensive overview of the relationships between hybrid work variables work arrangement, work flexibility, and organizational support and key employee outcomes, namely productivity and wellbeing, among MTN Nigeria employees in Bayelsa State.

Descriptive statistics (Table 1) indicate that employees generally perceive all three hybrid work factors positively, with mean scores above the midpoint of the 5-point Likert scale. Work flexibility received the highest mean value (4.02), suggesting that employees value the autonomy afforded by flexible work arrangements. Employee productivity also scored highly (mean = 4.10), indicating that, on average, staff feel productive within the hybrid model. Organizational support (mean = 3.88) and employee wellbeing (mean = 3.95) also show favorable perceptions, though with slightly more variability as reflected by their standard deviations.

Regression analyses (Tables 2 and 3) further elucidate the impact of these variables on employee outcomes. In predicting productivity (Table 2), all three predictors' work arrangement ($\beta = 0.312$, $p = 0.001$), work flexibility ($\beta = 0.428$, $p = 0.000$), and organizational support ($\beta = 0.365$, $p = 0.002$) are statistically significant, indicating that each independently contributes to enhanced productivity. Notably, work flexibility exhibits the strongest effect, underscoring the crucial role of autonomy and adaptive scheduling in enabling employees to perform efficiently.

Similarly, the regression model for wellbeing (Table 3) demonstrates that work arrangement ($\beta = 0.298$, $p = 0.004$), work flexibility ($\beta = 0.402$, $p = 0.000$), and organizational support ($\beta = 0.451$, $p = 0.000$) all significantly predict employee wellbeing. Here, organizational support emerges as the most influential factor, highlighting its importance in fostering a positive work environment and safeguarding psychological health.

These findings align with prior research and the theoretical framework outlined in the study context. Specifically, they confirm that both structured work arrangements and flexibility are vital for productivity and wellbeing, while strong organizational support is particularly critical for employee wellbeing. Together, the results reinforce the idea that a balanced hybrid model one that combines clear structure, flexible options, and robust support yields optimal outcomes for employees.

6. Discussion

The present study offers robust empirical evidence regarding the impact of hybrid work arrangements on employee outcomes within the context of Nigeria's telecommunications sector. The analysis reveals that distinct components of hybrid work work arrangement, flexibility, and organizational support exert significant and differentiated effects on employee productivity and wellbeing. Notably, the structured nature of work arrangement was found to enhance productivity by introducing predictability and minimizing operational ambiguity, which is consistent with findings from Beno and Hvorecky (2022), who emphasize the value of clear frameworks in remote and hybrid environments. Flexibility, characterized by employees' autonomy over their schedules, emerged as a dual facilitator, improving both productivity and psychological wellbeing. This aligns with the work of Guyot and Sawhill (2020), who report that flexible work schedules enable individuals to balance professional and personal demands, thereby reducing stress and fostering engagement.

Organizational support surfaced as the most potent predictor of employee wellbeing, underscoring the critical role of managerial communication, access to digital tools, and the provision of psychological resources. These findings are strongly grounded in the Job Demands–Resources (JD-R) theoretical framework (Bakker & Demerouti, 2007), which posits that job resources including organizational support buffer the adverse effects of job demands and enhance both performance and wellbeing. The study's results resonate with Schaufeli (2017) and Albrecht (2015), who similarly highlight the salience of organizational support in satisfying psychological needs and mitigating occupational stress.

Comparatively, global research corroborates these outcomes, demonstrating that hybrid work arrangements yield positive employee outcomes when organizations invest in infrastructure and articulate clear policies (Kniffin et al., 2021; Xiao et al., 2021). The contextual relevance of these findings for Nigeria is significant: as the sector adapts to post-pandemic realities, the evidence suggests that hybrid models, when properly supported, can bridge gaps in productivity and wellbeing. This is particularly pertinent given the unique socioeconomic challenges in the region (Ozili, 2020), where access to reliable digital infrastructure and effective organizational support systems remains uneven. The study thereby addresses a notable research gap by providing localized data and insights into hybrid work's efficacy in the Nigerian telecommunications landscape.

7. Conclusion

In summary, this research substantiates the proposition that hybrid work models exert a positive influence on both employee productivity and wellbeing within MTN Nigeria, Bayelsa State. The integration of structured work arrangements, flexible scheduling, and comprehensive organizational

support constitutes the foundation for effective hybrid work implementation. The findings reinforce the applicability of the JD-R theory in explaining how job resources particularly organizational support mediate the relationship between work demands and employee outcomes. The study's local perspective not only augments the global discourse but also provides actionable insights for organizations seeking to navigate the evolving dynamics of work in Nigeria. The evidence suggests that the optimal hybrid work model prioritizes clear organizational structures, empowers employees with flexibility, and ensures the consistent availability of supportive resources.

8. Recommendations

Based on the empirical findings and theoretical integration, the following recommendations are proposed to enhance the effectiveness of hybrid work models in Nigeria's telecommunications sector:

1. **Strengthen Hybrid Work Policies:** Develop and implement comprehensive policies that delineate roles, responsibilities, and expectations for hybrid work. Clear guidelines should address eligibility, communication protocols, performance evaluation, and contingency planning to ensure consistency and transparency.
2. **Invest in Digital Infrastructure:** Prioritize the improvement of digital connectivity and remote work tools, including secure networks, collaborative platforms, and IT support. This will mitigate technological barriers and enable seamless remote operations, especially in regions with infrastructural deficits.
3. **Enhance Organizational Support Systems:** Expand training programs for both managers and employees to foster effective communication, collaboration, and psychological resilience. Regular feedback mechanisms and access to mental health resources should be integral to organizational policy.
4. **Promote Flexible Scheduling:** Tailor work schedules to accommodate individual employee needs while maintaining organizational objectives. Flexible arrangements should be informed by periodic assessments of employee preferences, job roles, and operational requirements.
5. **Establish Ongoing Evaluation Mechanisms:** Conduct regular assessments of hybrid work effectiveness using quantitative and qualitative metrics. Surveys, interviews, and performance data should inform iterative improvements to policy and practice, ensuring responsiveness to emerging challenges and opportunities.

Collectively, these recommendations aim to foster an enabling environment for hybrid work, optimize employee outcomes, and support organizational resilience in the face of evolving workplace paradigms.

• Contribution to Knowledge

This research makes a substantive contribution to the academic and practical discourse on hybrid work models by offering robust, localized empirical evidence from Nigeria's telecommunications sector. By systematically examining the implementation and outcomes of hybrid work arrangements within MTN Nigeria, Bayelsa State, the study addresses a notable gap in the literature concerning the applicability and effectiveness of flexible work structures in developing economies. The findings not only highlight the positive impact of hybrid work on employee productivity and wellbeing, but also demonstrate how organizational support, flexible scheduling, and structured policies collectively drive successful adoption and sustainability of such models.

Furthermore, the study's methodological rigor and contextual focus provide a template for similar investigations across other sectors and regions within developing countries. By generalizing the insights

gained, the research underscores the critical importance of aligning hybrid work practices with local infrastructural realities, cultural norms, and organizational capacities. This approach encourages policymakers and business leaders to prioritize digital infrastructure investments, cultivate supportive organizational climates, and tailor work arrangements to the diverse needs of their workforce. Ultimately, the research enriches the global dialogue on future workplace paradigms, offering actionable recommendations that are both locally relevant and broadly applicable across emerging economies.

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