

HYBRID WORK MODEL AND EMPLOYEE PERFORMANCE OF SELECTED TERTIARY INSTITUTIONS IN SOUTH-SOUTH NIGERIA

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KEY WORDS

Hybrid work
model, employee
performance,
flexible work
schedule,
employee
engagement

ABSTRACT

This work examines the relationship between hybrid work model and employee performance of selected tertiary institutions in South-South Nigeria. Hence, The broad objective of this study is to determine the type of relationship that exists between Hybrid Work Model and Employee Performance of Selected Tertiary Institutions in South-South, Nigeria while the specific objective is to examine the relationship between flexible work schedule and employee engagement of Selected Tertiary Institutions in South-South, Nigeria. The study was anchored on Job Demand Resource Theory postulated by Bakker and Demerouti (2007). Survey research design was adopted for the study. Primary and secondary sources of data were employed by the researcher. Questionnaire was the data collection tool employed by the researcher for the study. A study population of three hundred and forty eight (348) was used for the study. Pearson Product Moment Correlation and regression analysis was used to test the hypotheses using SPSS version 20 and E-Views 10. The result obtained from the test of the formulated hypothesis revealed that a positive significant relationship exists between flexible work schedule and employee engagement since (F-Statistic = 730.9437, R-Squared = 0.879, $P > 0.05$). Based on the findings, the researcher concluded that there exists a strong significant positive relationship between Hybrid Work Model and Employee Performance of Selected Tertiary Institutions in South-South, Nigeria. Sequel to the conclusion, the researcher recommended that the studied tertiary institutions should strive towards inculcating Hybrid Work Model methodology in their operations as it could impact the performance level of their employees and by extension encourage employee engagement.

INTRODUCTION

Hybrid Work Model adoption has made employees to perform their work from home where they live with other family members and where their rights and welfare are difficult to guarantee effectively (Wang, Hui, Yuting, Hui, Han & Xueshuang, 2023). With hybrid work model, working hours often intersect with household responsibilities and social activities in the family environment (Xue & McMunn 2021). The outbreak of COVID 19 altered the conventional working method of organization as restriction of movement to save lives was imposed by the government. Presently, with or without COVID 19, hybrid work model has gained prominence because of its proven contribution towards organizational productivity (Wang, et al, 2023). With the implementation of hybrid work model in teaching and learning, teachers in tertiary institutions can now work from anywhere they are irrespective of the distance occasioned by family responsibility,

vacation leave, and other official trips (Asgari, Rajesh & Xia, 2022). Hybrid work model enhances employee performance, which leads to employee retention, employee capacity building, employee engagement, employee job satisfaction and employee commitment in tertiary institutions (Yang, Kim & Hong, 2023; Allen, Golden & Shockley, 2015; Bae & Kim, 2016; Felstead&Reuschke, 2020; Susilo, 2020). This location-based interpretation of autonomy was anticipated and realistically described 50 years ago by well-known futurist Alvin Toffler (1980) in his book The Third Wave. Based on the work by Nilles, Carlson, Gray and Hannemann (2016), Toffler envisioned a new production system that is shifting millions of jobs out of the factories and offices into homes and local work centres. There are numerous terms used to describe an individual's ability to work from a place other than an office or company premises. These include; 'telecommuting', 'telework', 'remote work', 'home-based work', 'flexible work', 'distance work', 'multi-locational work', 'mobile work,' and even online work or 'crowdwork' (Allen, Golden

& Shockley, 2015). Hybrid work model is defined as a learning situation in which students are participating both in-person and online teaching simultaneously (Snart, 2020). Hybrid work model is the flexibility in work place of an organisation in terms of the situation, place and time, where the work is done either partly from the employer's premises or partly from home or elsewhere with the help of digital tools and platforms as a medium for work, communication and cooperation (Vartiainen & Vanharanta, 2023).

Though scholars like Okon (2022) examined hybrid work models for professional development in teacher education in University of Calabar, Nigeria, Watetu (2017) examined hybrid work model and employee performance in postal corporation of Kenya, Iqra, Zhu, Rafiq and Khaliq (2019) examined the impact of hybrid work model on employee performance in Parkistan, Chukwuemeka, Amaechi, Chiemela and Ugochukwu (2022) examined flexible working and employee performance in Plastic Manufacturing Industries in Anambra State, Nigeria, most Nigerian institutions are scared of fully inculcating the basic tenets of hybrid work model into their operations. Also, most institutions in South-South, Nigeria have not embraced hybrid work model. This gives credence to an examination of the effect of hybrid work model on employee performance of tertiary institutions in South-South, Nigeria.

The broad objective of this study is to examine the relationship between hybrid work model and employee performance of selected tertiary institutions in South-South Nigeria. Specifically, this study seeks to examine the relationship between flexible work schedule and employee engagement.

Conceptual Review

Hybrid Work Model

In recent years, instruction or teaching delivery began shifting from a purely face-to-face classroom method to the adoption of hybrid work model based method where the teacher and learner are physically apart during course delivery, which has grown globally since teachers and learners from different nations can teach and study respectively in educational institutions located outside their countries (Kentnor, 2015). Hybrid work model is the ability of employees to make decisions determining when, where, and how long they engage in tasks relevant to their jobs (Bal & De-Lange, 2014). Hybrid work model refers to the combination of face-to-face classroom instruction and online environment (Doering, 2016). With hybrid work model, the workplace is no longer within the four walls of an institution rather it is an ecosystem of employees working from home, in the school and anywhere when occasion demands (Cook, Mor, & Santos, 2020). Hybrid work model is a situation where employees split their time between remote and office work, or a mixed-mode model, in which firms are comprised of a mixture of full-time remote employees and full-time office employees (Yang, Holtz, Jaffe, Suri, Sinha, Weston, Joyce, Shah, Sherman, Hecht & Teevan, 2022). Hybrid work model offers employees the autonomy to choose to work wherever and however they are most productive, which entails some employees work in person in the organisation while some work through the internet from either their homes or elsewhere convenient for them (Cook, 2020).

Employee performance

Employee performance is defined as the manner in which employees complete their assigned work and perform required responsibilities (Omar, 2016). Organisations are facing increased competition due to globalization and external environmental factors. Each and every organisation has the responsibility to enhance the performance of their employees because of its importance in achieving ultimate goals (Nassazi, 2017). There is no doubt that the effective management of employees' performance contribute to organisational success, improve the motivation and performance of employees by giving them positive feedback and by providing them with opportunities for training and development, provide a basis for linking rewards to performance, give the company more information about individuals and their needs (Cushway, 2015). Performance by an employee enhances the reputation of the employee hence enhancing him/her in developing his/her careers (McQuerrey, 2014). Productive performance of employees within an organisation centers on the motivational packages (reward) in place and the motivation is in different ways in order to get maximum output and productivity. These rewards can be intrinsic or extrinsic. Internal rewards are usually to enhance performance for accomplishing challenging assignments and external rewards enhance performance to attract honorable recognition or sophisticated compensation (Chandrasekar, 2016). Motivating employees for goal setting is another essential tool in employee performance (Goerge, 2015). This form of employee motivation eventually improves their performance and enhances the productivity level of the organisations. There are two primary purposes of goal setting that are expected from employee in their performance; one is to improve the individual's behavior, and second is to motivate them at a high level further that they perform well with effectiveness. The specific goal is more effective than generalized goals and high performance is achieved through challenging goals spurs employee high performance as compared to an easy goal (Joshi & Sarda, 2014).

Some employee performance indicators are; commitment, quality, turnover intention, effectiveness, quality, job satisfaction, timeliness, engagement, independence (Robbins & Judge, 2013)

Flexible Work Schedule

A flexible work schedule is an arrangement in which employees can choose when to begin and end work-related activities in an organisation (Waiganjo & Kihoro, 2016). In this type of working condition, the employees and managers may work flexibly from 8 a.m. to noon, 10 a.m. to 2 p.m., or 12 p.m. to 4 p.m. every day or twice weekly, depending on the employment contract. The worker is expected to manage and complete the task(s) delegated to him/her within this time frame. Flexible work arrangements ensure that employees and managers can fulfill their social, economic, and religious obligations while still performing their jobs effectively for their employer(s) (Nwabali, 2018). The ability of employees to choose when, where, and how long they participate in duties connected to their jobs is referred to as flexibility in the workplace (Bal, et al, 2014). Flexible work schedule is one in which

employees, to some extent, work from multiple places or at non-standard hours (Clarke, 2017).

A flexible work schedule as a dimension represents an environment where managers and employees of both sexes have an equal opportunity to decide when to begin and end their workdays. This suggests that all employees and supervisors are granted flexible work schedules regardless of gender. The ability of employees to modify when, where, and how long they spend on tasks connected to their jobs is known as workplace flexibility (Rau & Hyland, 2018). Such flexible work schedules are now commonplace within institutions. They are frequently employed as a component of the human resource strategy to draw in, retain, and develop necessary talent. Also, the government encourages numerous institutions to provide their staff with flexible working arrangements, such as flexible or remote locations and part-time employment opportunities as a result, institutions have started providing employees with flexible working arrangements (Daan, 2018). Flexible work schedule is called for as organisations nowadays comprise of women, single-parent families, and those responsible for caring for older adults in the workplace (Bond, Thompson, Galinsky & Prottas, 2017). Flexible work schedule helps in controlling employees on how they can operate under flexible working conditions to lessen the consequences of job stress on their work (Halpern, 2015). Employers frequently adopt flexible work arrangements, including telework, flexible work hours, and flexible workplaces to assist employees in juggling their personal and professional lives (Lim & Teo, 2015).

Employee Engagement

Employee engagement describes the emotional and cognitive positive relationship between an employee and an organisation towards the output of the organisation (Shuck & Wollard, 2019). Kahn, 2020 sees employee engagement as the harnessing of organisational members' talents to their work roles. In engagement, people employed express themselves physically, cognitively and emotionally during role performances". Iddagoda, Opatha and Gunawardana (2016) opines that employee engagement is the extent to which an employee gets involved in the job and the organisation cognitively, emotionally and behaviorally. Graça, Pais, Mónico, Santos, Ferraro and Berger (2019) point out that an engaged employee experience his/her working conditions more positively and tend to have less sick leave. Engaged employees take an extra effort in achieving organisational goals and they talk positively about the organisation when they move with the society (Aon, 2018). Stangrecka and Iddagoda (2020); Bulińska-Anitha (2014) identified that employee job performance is a consequence of employee engagement. Another main consequence of employee engagement is organisational performance, which has also been the view of Iddagoda and Gunawardana (2017)

Siva (2015) describes that the high level of employee engagement increases the growth of the organisation and acts as a retention strategy. Myilswamy and Gayatri (2014) see that the level of employee engagement determines employees productivity and their intention to stay in the organisation. Employee engagement drives organisational effectiveness by improving loyalty, retention, safety, productivity and profitability. Employee engagement is the extent to

which people enjoy and believe in what they do, and feel valued by doing it. It is the degree of commitment towards the hub that an individual performs and until however long the individual remains with the organisation as the results of their commitment (Mahendru, 2016). Employee engagement is an extent that the employee believes in the mission, purpose and values of the organisation and reveals their commitment through their actions as an employee and their attitude towards the organisation and the customers Stockley (2014).

Theory Adoption

This theory was proposed by Bakker and Demerouti (2007) which posits that job demands like workload, time pressure and job resources like autonomy, social support can affect employee job engagement and performance. JD-R theory is a unifying job design theory that integrates various job stress and motivational perspectives (Bakker, 2017, Van Veldhoven, 2020). The theory explains how job demands and resources influence job performance through employee well-being, proactiveness as well as reactive work behaviors to influence job demands and resources (Bakker, 2017). JD-R theory over the years has been able to synthesize knowledge from various theories of job stress and work motivation, including two-factor theory (Herzberg 1966), job characteristics theory (Hackman and Oldham 1976), the job demands-control model (Karasek 1979), the effort-reward imbalance model (Siegrist 1996), and conservation of resources theory (Hobfoll, 2018). In doing so, it provides for a more complete and comprehensive understanding of employee well-being and performance.

This theory is relevant to this study because when an interesting job feature or characteristic like flexible work schedule, autonomous and social supports are introduced by the management of the focused tertiary institution, it could by extension impact employee performance and engagement.

Empirical Review

Krajčík, Dušana and Matúš (2023) worked on Hybrid Work Model, an approach to Work-Life Flexibility in a Changing Environment in Switzerland. A quantitative research methodology was used and 360 randomly selected respondents participated in this study. Self-administered questionnaires were administered to respondents drawn from academic administrators in the country. The data collected was analyzed using SPSS version 22.0. The results of the study revealed that there is a significant relationship between hybrid work model and employee performance.

Kariuki and Makori (2015) examined the relationship between workplace changes and employee performance in private Universities in Western Kenya. This study was anchored on Lewin's theory of Change Management, Job Characteristics model and Goal Setting theory. This study employed correlational research design. The target population was 1440 faculty and staff members of four selected Universities. Techniques of stratified random sampling were used in the study. The sample consisted of 313 workers from various departments. Respondents were given questionnaires to complete in order to collect data. The items on the questionnaire were developed using items from literature reviews. Excel and SPSS

tools were used in the data analysis. Frequency tables and charts were used to present the data. Conclusions and suggestions were drawn from the results. A pilot study with ten was carried out in Uzima University to determine the validity of the items in the research instruments. The ten respondents were not examined in the real exercise. The findings revealed that workplace changes has a significant relationship with employee morale.

Okon (2022) examined hybrid work models for professional development in teacher education in university of Calabar, Nigeria. All the lecturers (742) and students (2,046) of the three Faculties of Education, University of Calabar constituted the population of the study (2,788) from where a sample size of 500 (140 lecturers and 360 students) was selected. Multiple sampling methods were adopted in selecting the sample, including stratified, simple random and purposive sampling methods. A 15-item researcher made questionnaire was used to elicit data from respondents. It was a survey research study and descriptive statistics (frequency counts, weighted means, standard deviation and percentages were adopted for data analysis. A mean score of 2.00 formed the significant/acceptance level. It was found that hybrid work model in learning environments positively impacts the development and performance of workers in the school.

Mungania, Waiganjo and Kihoro (2016) examined the influence workplace flexibility on employee performance in the Banking Industry in Kenya. This study adopted across sectional survey. A cross sectional approach enhances the credence of results by providing conclusions on data as at a given point in time. The target population initially consisted of 44 registered banks by the central bank of Kenya but 43 banks participated in the study because one of the banks was under receivership at the time of data collection. Primary data was collected using questionnaires that had both structured and unstructured questions. The researcher also used descriptive statistics including frequency distribution tables, percentages and measures of central tendency such as mean. In addition to this advance statistical techniques were also considered particularly measures of variations such as standard deviation and others like regression analysis to establish relationships among variables. The study is anchored on expectancy theory. The study found workplace flexibility influences employee performance.

Ifeoma (2019) studied flexible work arrangement and employee performance of selected commercial banks in Anambra State. Descriptive survey design was adopted. Sample size was 186 respondents drawn from the target population of 348 respondents using Taro Yamani formula. Data was collected by use of structured questionnaire. Construct and content validity was used to validate the instrument while Cronbach's alpha (α) statistical method was used to test the reliability of the instrument. Data was analyzed by use of descriptive statistics while Pearson product moment correlation coefficient was used to test the hypotheses. The work was anchored on work/family border theory. The result revealed a significant and statistically relationship between job sharing and employee commitment in studied banking sector and a positive and significant relationship between flexi time and employee satisfaction in the studied banking sector. The study concluded that Flexible work arrangement reduces work stress, improve mental

and physical stability and enhance work efficiency and effectiveness.

Research Design

The research design that was adopted for this study is survey research design. It was used because of the nature of the study. Survey research design enables the researcher to observe what happens to the sample subjects without manipulating them.

Population of Study

Three (3) out of these six tertiary institutions in South South Nigeia is used for this study. They are: University of Benin (1,454), University of Port-Harcourt (1,238), University of Uyo (975). This gives a total population of 3,667.

Sample Size and Sampling Technique

The Krejcie and Morgan (1970) sampling technique was used for this study. The formular is:

$$S = \frac{x^2 NP(1-P)}{d^2 (N-1) + x^2 P(1-P)}$$

Where

S = Sample Size

X² = Table value of chi-square for 1 degree of freedom 0.05 confidence level (3.84)

N = population Size (3,667)

P = Population proportion (0.5)

d² = Degree of accuracy (0.05)

S = 3.84 (3,667) (0.5) (1-0.5)

$$(0.05)^2 (3,667-1) + (3.84) (0.5) (1-0.5)$$

S = 3,520.32

$$9.165 + 0.96$$

S = 3,520.32

$$10.125$$

S = 347.7 = 348

Based on the foregoing, 348copies of the questionnaire is randomly administered to respondents of the focused tertiary institutions.

The Bowley's (1926) allocation formula was used to ascertain the copies to be randomly administered to each organisation. The formula is:

$$N_h = \frac{n(n_h)}{N}$$

Where N_h = Number of units to be distributed to each group.

n_h = Number of respondents in each group.

N = Total Sample Size.

N = Total Population Size.

University of Benin:

$$N_h = \frac{348(1,454)}{3,667} = 505,992/3,667$$

$$= 137.98 \sim 138.$$

138copies of the questionnaire was randomly distributed to academic staff of University of Benin.

University of Port-Harcourt:

$$N_h = \frac{348(1,238)}{3,667} = 430,824/3,667$$

$$= 117.49 \sim 118.$$

118copies of the questionnaire was randomly distributed to academic staff of University of Port-Harcourt.

University of Uyo:

$$N_h = \frac{348(975)}{3,667} = 339,300/3,667$$

$$= 92.53.42 \sim 92.$$

93copies of the questionnaire was randomly distributed to academic staff of University of Uyo.

Instrument of Data Collection

The data collection tool employed by the researcher was the questionnaire. It was designed on a five point Likert Scale. Strongly Agree (SA), Agree (A), Undecided (U), Strongly Disagree (SD), and Disagree (D). It was used because it makes answering the asked questions easier for the respondents to answer compared to open ended questions.

Method of Data Collection

On the spot method of data collection was employed by the researcher. The researcher will actualise this with the aid of three (3) research assistants who will help administer and retrieve copies of the questionnaire from the respondents.

Validity of the Instrument

Validity is the extent to which an instrument measures what it intends to measure. The content and face validity test was used by the researcher. This will be ensured by the supervisor and other lecturers in the Department of Business Administration, Faculty of Management Sciences, Nnamdi Azikiwe University, Awka.

Reliability of the Instrument

Reliability test is a measure of the consistency of a particular instrument employed by a researcher. The Cronbach's Alpha reliability test was used for the study. Suwannoppharat and Kaewsa, (2015) assert that a reliability coefficient of 0.696 and above is acceptable. Therefore, a benchmark of 0.696 was used for the study. Ten percent (10%) of the sample size (35) will be administered to respondents of Ambrose Alli University, Ekpoma to ensure this.

Table 3.1: Scale: Reliability Statistics for Hybrid work model

Reliability Statistics	
Cronbach's Alpha	N of Items
.882	15

Source: Field Survey 2024

Since the Cronbach's Alpha score of the reliability statistics for hybrid work model 0.88 is greater than 0.696, it shows that the instrument is reliable.

Table 3.2: Scale: Reliability Statistics for Employee Performance

Reliability Statistics	
Cronbach's Alpha	N of Items
.871	15

Source: Field Survey 2024

Since the Cronbach's Alpha score of the reliability statistics for employee performance 0.87 is greater than 0.696, it shows that the instrument is reliable. The results of the reliability test were indications of the internal consistency of the instrument.

Method of Data Analysis

Mean was used to analyze the research questions, while Pearson Product Moment Correlation and regression analysis was used to test the hypotheses using SPSS version 20 and E-Views 10.

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

This section presents and analyses the data gathered from the field survey by the researcher. It clearly analyses the data of each firm and the cumulative results as well. The finding of the study is also aligned with the findings of different scholars in this section.

Table 4.1 *Analysis of Returned and Unreturned Questionnaire for UNIUYO*

Item	Frequency	Percentage
Returned (Un-mutilated)	86	93.48%
Returned (Mutilated)	00	00.00%
Unreturned	06	06.52%
Total Copies Administered	92	100.00%

Source: Field Survey, 2024

From table 4.1 above, out of the ninety two copies of the questionnaire administered, eighty six un-mutilated copies (93.48%) were returned, no mutilated copy was returned while six

(06.52%) copies were unreturned. Base on that, eighty six copies of the questionnaire were used for the analysis.

Table 4.2 *Analysis of Returned and Unreturned Questionnaire for UNIPORT*

Item	Frequency	Percentage
Returned (Un-mutilated)	102	86.44%
Returned (Mutilated)	07	05.93%
Unreturned	09	07.63%
Total Copies Administered	118	100.00%

Source: Field Survey, 2024

From table 4.2 above, out of the one hundred and eighteen copies of the questionnaire administered, one hundred and two un-mutilated copies (86.44%) were returned, seven mutilated copies (05.93%) were returned while nine (07.63%) copies were unreturned. Base on

that, one hundred and two copies of the questionnaire were used for the analysis.

Table 4.3 *Analysis of Returned and Unreturned Questionnaire for UNIBEN*

Item	Frequency	Percentage
Returned (Un-mutilated)	115	83.33%
Returned (Mutilated)	11	07.97%
Unreturned	12	08.70%
Total Copies Administered	138	100.00%

Source: Field Survey, 2024

From table 4.3 above, out of the one hundred and thirty eight copies of the questionnaire administered, one hundred and fifteen un-mutilated copies (83.33%) were returned, eleven mutilated copies

(07.97%) were returned while twelve (08.70%) copies were unreturned. Base on that, one hundred and fifteen copies of the questionnaire were used for the analysis.

Table 4.4 *Analysis of Cumulative Returned and Unreturned Questionnaire*

Item	Frequency	Percentage
Returned (Un-mutilated)	303	87.07%

Returned (Mutilated)	18	05.17%
Unreturned	27	07.76%
Total Copies Administered	348	100.00%

Source: Field Survey, 2024

From table 4.4 above, out of the three hundred and forty-eight copies of the questionnaire administered, three hundred and three un-mutilated copies (87.07%) were returned, eighteen mutilated copies (05.17%) were returned while twenty seven (07.76%) copies were unreturned. Base on that, three hundred and three copies of the questionnaire were used for the analysis.

Analysis of Research Questions Using Descriptive Statistics

This section analyzes the research questions using mean statistics. Since it's a five-point likert scale, a bench mark of 2.5 acceptance region was used by the researcher.

Research Question

What is the relationship between flexible work schedule and employee engagement?

Table 4.5 *Flexible Work Schedule (UNIUYO)*

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Q1	92	1.00	5.00	3.2500	1.16379
Q2	92	1.00	5.00	3.2935	1.06429
Q3	92	1.00	5.00	3.5652	1.10249
Valid N (listwise)	92				

Source: Field Survey, 2024

The mean scores of the responses from the questions relating to flexible work schedule for UNIUYO are >2.5. This makes the responses acceptable for the study.

Table 4.6 *Flexible Work Schedule (UNIPORT)*

	N	Minimum	Maximum	Mean	Std. Deviation
Q1	102	1.00	5.00	2.9902	1.14749
Q2	102	1.00	5.00	3.1765	1.04750
Q3	102	1.00	5.00	3.1961	1.17767
Valid N (listwise)	102				

Source: Field Survey, 2024

The mean scores of the responses from the questions relating to flexible work schedule for UNIPORT are >2.5. This makes the responses acceptable for the study.

Table 4.7 *Flexible Work Schedule (UNIBEN)*

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Q1	115	1.00	5.00	2.9478	1.08291
Q2	115	1.00	5.00	3.2000	1.01912
Q3	115	1.00	5.00	3.2957	1.10003
Valid N (listwise)	115				

Source: Field Survey, 2024

The mean scores of the responses from the questions relating to flexible work schedule for UNIBEN are >2.5. This makes the responses acceptable for the study.

Table 4.8 Flexible Work Schedule (CUMULATIVE)

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Q1	348	1.00	5.00	3.0086	1.16996
Q2	348	1.00	5.00	3.1236	1.07859
Q3	348	1.00	5.00	3.2615	1.13778
Valid N (listwise)	348				

The mean scores of the responses from the questions relating to flexible work schedule for the three studied tertiary institutions are >2.5. This makes the responses acceptable for the study.

Table 4.9 Employee Engagement (UNIUYO)

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Q4	92	1.00	5.00	3.2609	1.20320
Q5	92	1.00	5.00	3.4130	1.01799
Q6	92	1.00	5.00	3.6413	1.09526
Valid N (listwise)	92				

Source: Field Survey, 2024

The mean scores of the responses from the questions relating to employee engagement for UNIUYO are >2.5. This makes the responses acceptable for the study.

Table 4.10 Employee Engagement (UNIPORT)

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Q4	102	1.00	5.00	2.8627	1.14355

Q5	102	1.00	5.00	3.1078	1.02355
Q6	102	1.00	5.00	3.2353	1.15335
Valid N (listwise)	102				

Source: Field Survey, 2024

The mean scores of the responses from the questions relating to employee engagement for UNIPORT are >2.5. This makes the responses acceptable for the study.

Table 4.11 Employee Engagement (UNIBEN)

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Q4	115	1.00	5.00	2.8348	1.13114
Q5	115	1.00	5.00	3.0087	1.06372
Q6	115	1.00	5.00	3.2696	1.13417
Valid N (listwise)	115				

Source: Field Survey, 2024

The mean scores of the responses from the questions relating to employee engagement for UNIBEN are >2.5. This makes the responses acceptable for the study.

Table 4.12 Employee Engagement (CUMULATIVE)

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Q4	348	1.00	5.00	3.0316	1.18425
Q5	348	1.00	5.00	3.1437	1.09072
Q6	348	1.00	5.00	3.3103	1.15197
Valid N (listwise)	348				

Source: Field Survey, 2024

The mean scores of the responses from the questions relating to employee engagement for the three studied tertiary institutions are >2.5. This makes the responses acceptable for the study.

Testing of Hypothesis

H₀ : There is a significant positive relationship between flexible work schedule and employee engagement?

UNIUYO

Correlations

	Flexible Work	Employee Engagement
Flexible Work	1	.882**
	Pearson Correlation	
	Sig. (2-tailed)	.000

	N	92	92
Employee Engagement	Pearson Correlation	.882**	1
	Sig. (2-tailed)	.000	
	N	92	92

****.** Correlation is significant at the 0.01 level (2-tailed).

Findings obtained from a test of hypothesis for UNIUYO reveals that there exists a strong significant positive relationship between flexible work schedule and employee engagement since r value=0.88 (88%). Since p-value 0.00<0.05, it show that the results is statistically significant at 0.05 level of significance.

UNIPORT

Correlations

		Flexible Work	Employee Engagement
Flexible Work	Pearson Correlation	1	.836**
	Sig. (2-tailed)		.000
	N	102	102
Employee Engagement	Pearson Correlation	.836**	1
	Sig. (2-tailed)	.000	
	N	102	102

****.** Correlation is significant at the 0.01 level (2-tailed).

Findings obtained from a test of hypothesis for UNIPORT reveals that there exists a strong significant positive relationship between flexible work schedule and employee engagement since r value=0.84 (84%). Since p-value 0.00<0.05, it show that the results is statistically significant at 0.05 level of significance.

UNIBEN

Correlations

		Flexible Work	Employee Engagement
Flexible Work	Pearson Correlation	1	.716**
	Sig. (2-tailed)		.000
	N	115	115
Employee Engagement	Pearson Correlation	.716**	1
	Sig. (2-tailed)	.000	
	N	115	115

****.** Correlation is significant at the 0.01 level (2-tailed).

Findings obtained from a test of hypothesis two for UNIBEN reveals that there exists a strong significant positive relationship between flexible work schedule and employee engagement since r value=0.72 (72%). Since p -value $0.00 < 0.05$, it show that the results is statistically significant at 0.05 level of significance.

CUMULATIVE

Dependent Variable: EMP_ENG

Method: Least Squares

Date: 03/30/24 Time: 11:06

Sample: 1 348

Included observations: 348

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	1.085017	0.333512	3.253311	0.0013
FLEX_WORK	0.699913	0.025888	27.03597	0.0000
R-squared	0.878720	Mean dependent var	10.02299	
Adjusted R-squared	0.877792	S.D. dependent var	1.446267	
S.E. of regression	0.820950	Akaike info criterion	2.449022	
Sum squared resid	233.1899	Schwarz criterion	2.471161	
Log likelihood	-424.1298	Hannan-Quinn criter.	2.457836	
F-statistic	730.9437	Durbin-Watson stat	1.904755	
Prob(F-statistic)	0.000000			

The results revealed that flexible work schedule has significant effect on employee engagement of the three studied tertiary institutions ($\beta = 1.09$, t-statistics = 3.25, $p < 0.05$). Also, flexible work schedule is a predictor of employee engagement (F-statistics = 730.9437; R-squared = 0.879; $p < 0.05$). The predictor variable single handedly explained 87.9% of the variance in

employee retention, while the remaining 12.1% could be due to the effect of the extraneous variables. The F-Statistic value reveals that the regression model as a whole is useful for this study. The Durbin Watson value of 1.9 reveals that there is no first order serial correlation.

Descriptive statistics of the analyzed data

	Questionnaire Item for Independent Variable(Hybrid Work Model)					
No	Technological infrastructure	SA	A	UD	D	SD
	Flexible Work Schedule					
1.	There is flexible work arrangement in my institution					
2.	There is part time employment opportunity in my institution.					
3.	There is necessity for all the staff of my institution to carry out their work on campus.					
	Questionnaire Item for Dependent Variable(Employee Performance)					
	Employee Engagement					
4.	There is low employee turn over intention					
5.	There is flexibility in work arrangement					
6.	There is high level of collaboration					

Discussion of Finding

Findings obtained from the test of the hypothesis reveals that there is a strong positive relationship between flexible work schedule and employee engagement. This corroborates the study of Kariuki and Makori (2015) who examined the relationship between workplace changes and employee performance in private Universities in Western Kenya. The finding of the study reveals that there is a strong positive relationship between hybrid work model and employee performance. The study of Okon (2022) who studied hybrid work models for professional development in teachers' education in University of Calabar, Nigeria is also in tandem with findings obtained from a test of the formulated hypothesis. The finding of the study reveals that strong positive relationship exists between hybrid work model and employee performance.

Summary, Conclusion and Recommendation

Summary

There is a strong positive relationship between flexible work schedule and employee engagement since the β value = 1.09; t-statistics = 3.25; F-statistics = 730.9437; $p > 0.05$, it shows that the result is statistically significant.

Conclusion

Based on the finding, the study concludes that a strong positive relationship exists between hybrid work model and employee performance of selected tertiary institutions in South-South Nigeria. Specifically, the study revealed that a strong positive relationship exists between flexible work schedule and employees engagement in the study area.

Recommendation

The studied tertiary institutions in South South Nigeria should all encourage and establish flexible work schedule as this will lessen job stress and by extension leads to employee engagement.

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