

## EXPLORING THE PERCEPTION OF HYBRID WORK MODELS ON ORGANIZATIONAL OUTCOMES IN STATE-OWNED INSTITUTIONS

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**ABSTRACT:** This study examines to determine how hybrid work arrangements affect worker productivity and job satisfaction at Kwara State Polytechnic, Ilorin, a state-owned higher education institution in Nigeria. The study uses a quantitative survey design with data from 367 academic, administrative, and technical staff in order to address the dearth of empirical evidence from sub-Saharan Africa. The internal consistency of the validated multi-item scales was verified by Cronbach's alpha values that were higher than permissible limits. Descriptive statistics, correlation analysis, and multiple regression models that controlled for staff category and particular demographic traits were used to analyze the data. The findings show that employee productivity and job satisfaction are positively impacted by hybrid work arrangements in a statistically significant way, with the magnitude of the satisfaction effects being considerably greater among academic staff. The results, which are based on the Job Demands–Resources Theory, Self-Determination Theory, and Social Exchange Theory, indicate that greater flexibility, autonomy, and access to work resources that are features of hybrid models improve worker productivity and mental health. The study comes to the conclusion that hybrid work is a workable plan for enhancing employee outcomes and institutional efficacy in Nigerian higher education. To support successful hybrid work implementation, it suggests formal institutionalization of hybrid work policies, ongoing investment in ICT infrastructure, and focused capacity-building initiatives. The study adds context-specific data to the international conversation about flexible work schedules and organizational results.

**KEYWORDS:** Hybrid Work, Employee Productivity, Job Satisfaction, Higher Education, Employee Well-being.

### I. INTRODUCTION

A significant change in work organization was sparked by the COVID-19 pandemic, especially for jobs that could be done remotely. Full-time, on-site work was considered the standard work model until 2020. However, since the pandemic, there has been a move towards more flexible arrangements, resulting in a range of work modalities from fully remote to fully on-site practices. Hybrid work, which is characterized as structured arrangements that combine remote and in-person work, has become a sustainable organizational strategy within this continuum as opposed to a short-term crisis response. In conversations about workforce management, talent retention, space utilization, employee well-being, and productivity, hybrid models have become more prominent

(Bloom et al., 2024; IWG Survey, 2025). Research indicates that workers frequently favour hybrid arrangements over fully remote or on-site models, leading companies to reconsider work designs that balance flexibility and accountability. The effects of hybrid work on productivity and job satisfaction are still conflicting, despite growing usage. Benefits include reduced stress from commuting, increased autonomy, improved work-life balance, heightened motivation, and lower rates of burnout, according to research (Bloom et al., 2024; IWG Survey, 2025). Coordination issues, decreased social connection, unequal visibility and acknowledgement for remote workers, and the difficulty of implementing equitable performance evaluation systems are some of the issues that still exist (Santillan et al., 2023; Jab et al., 2024). These disparate results highlight the need for managers to create fair performance measures, make objectives clear, and put supportive procedures in place that balance accountability and flexibility. Hybrid work is becoming more widely acknowledged as a long-lasting paradigm. According to PwC's 2024 survey of more than 20,000 workers and executives, hybrid work arrangements promote productivity and job satisfaction that are on par with, and sometimes even exceed, those of fully on-site work. These results are attributed to decreased commuting costs, increased autonomy, and enhanced work-life integration. However, not everyone benefits from hybrid work because it can be limited by infrastructure constraints, a decline in social cohesiveness, and unequal visibility between employees who work in offices and those who work remotely.

The situation is especially complicated in developing nations like Nigeria, where cultural expectations about physical presence and ingrained managerial norms collide with infrastructural issues like erratic internet connectivity, unstable electricity, and restricted access to digital tools. When backed by supportive organizational structures, hybrid arrangements can improve employee engagement, productivity, and well-being, according to research conducted in various African contexts. For instance, in Lagos State, hybrid systems have increased commitment and engagement in the FMCG industry, while flexibility, autonomy, and technical assistance have been associated with increased productivity and satisfaction in the manufacturing and fintech sectors. Evidence from Kwara State Polytechnic, Ilorin, and other sectors provide pertinent insights at the local level. Part-time work seems to be less productive than flextime, shift work, and job sharing, according to studies on flexible arrangements in the hospitality sector. Flexible scheduling and remote choices enhance work-life balance, job happiness, and performance, according to research on academic personnel. In a similar vein, research from agricultural extension services shows that better work-life balance reduces the stress of commuting and workload, promoting job stability and general wellbeing. Although these studies illustrate the advantages of flexible practices, there is a significant study gap because they do not specifically look at structured hybrid models.

The acceptance and efficacy of hybrid work at Kwara State Polytechnic are expected to be moderated by contextual factors, such as internet dependability, transit expenses, managerial attitudes, and cultural norms around face-to-face engagement. Designing policies that optimize the advantages of hybrid employment requires an understanding of how these elements affect productivity and enjoyment. Although hybrid work has become more popular worldwide, there is still little and inconsistent empirical data regarding its effects in Nigerian higher education institutions. In certain situations, hybrid arrangements have been associated with higher productivity, better job satisfaction, and improved work-life balance; however, these benefits are not always realised in developing nations. Implementation may be hampered by cultural expectations regarding personal presence, ingrained managerial practices, and infrastructure limitations. Previous studies at Kwara State Polytechnic, Ilorin, have looked at distant, adaptable, and unstructured hybrid systems. As a result, there is not enough data to conclude that hybrid work

can improve worker satisfaction and productivity in this context. Policymakers and administrators that want to put equitable and effective hybrid policies into practice face difficulties because of this divide. In the absence of solid data, hybrid work practices may result in inconsistent results, lower employee engagement, or unintentional disparities. In order to produce evidence-based insights to guide institutional policies and practices, it is crucial to examine the degree to which hybrid work models impact productivity and job satisfaction.

## II. RELATED WORKS

Globally, the conversation over remote and hybrid work arrangements has been more prominent, especially in the wake of the COVID-19 pandemic. Flexible work options, particularly structured hybrid models that combine remote and in-person work, replaced traditional on-site employment during this time. Employee productivity, job happiness, organizational outcomes, and workforce management tactics are all significantly impacted by the development of hybrid work. This study highlights theoretical foundations, empirical findings, contextual nuances, and research gaps while synthesizing global, African, and Nigerian perspectives. Okoye and Eze (2022) looked into hybrid work in the banking industry in Nigeria, discovering that employee satisfaction and operational efficiency were improved by blended work arrangements. Organizational support is a crucial enabler for hybrid efficacy in developing contexts, since the study showed that these benefits were dependent on the existence of a strong IT infrastructure and participatory management practices. In their study of hybrid arrangements in Nigerian digital firms, Chikere and Uzo (2023) found that employee autonomy and flexible schedules were favourably correlated with project success and innovation. Employee engagement and motivation were better in self-directed hybrid arrangements, supporting the idea that autonomy is an essential resource in hybrid work, in line with the Job Demands–Resources (JD–R) theoretical perspective.

The theoretical framework of demands and resources. In their investigation of hybrid work in the Nigerian healthcare industry, Adesina, Olumide, and Balogun (2022) found that hybrid models improved employee engagement and decreased absenteeism. However, the uniformity of these advantages across several units was restricted by infrastructure flaws, such as erratic internet connectivity, highlighting the significance of contextual factors in determining the results of hybrid labour. Afolabi and Olaleye (2023) investigated blended teaching approaches in Southwestern Nigerian higher education. Although its implementation necessitated a large investment in digital technologies and faculty training, their findings showed that hybrid teaching boosted student interaction and increased staff satisfaction. This highlights that when implementing structured hybrid systems, institutional preparedness and resource allocation are crucial. Mbah and Nwosu (2024) looked at the adoption of hybrid work in Lagos manufacturing companies and found that productivity benefits were strongly mediated by managerial support and employee empowerment. However, disparities in visibility between remote and on-site employees continued to be a problem, highlighting the need for equitable management techniques to maintain both performance and employee satisfaction in hybrid environments. When taken as a whole, these studies show that hybrid work can increase engagement, productivity, and satisfaction in Nigeria; however, its efficacy depends on managerial support, infrastructure, and fair organizational norms. For postsecondary schools like Kwara State Polytechnic, whose structured hybrid arrangements are still not well studied, they offer crucial empirical insights.

Hybrid models incorporate both modes, and hybrid work is conceptualized along a continuum from entirely remote to fully on-site. There are differences in operationalization: some studies use the number of off-site days to gauge hybrid work, while others make a distinction between

employee-driven and employer-mandated arrangements (Bloom et al., 2024; Gallup, 2023). Outcomes are influenced by cadence, team makeup, and role-specific flexibility, which calls for more sophisticated measurements than straightforward binary distinctions (Handke et al., 2024). The majority of workers worldwide, especially younger employees, carers, and long-distance workers, choose hybrid work arrangements, which often involve two to three remote days per week (Barrero et al., 2021). Although the majority of the data is cross-sectional and survey-based, autonomy in scheduling improves satisfaction, retention, and engagement, highlighting the need for longitudinal studies. Reduced stress from commuting, improved work-life balance, more motivation, and less burnout have all been linked to hybrid work (Bloom et al., 2024; IWG Survey, 2025). There are still issues, nevertheless, such as poor coordination, diminished social cohesiveness, unequal acknowledgement, and difficulty with performance evaluation (Santillan et al., 2023; Jab et al., 2024). While digital technologies like instant messaging, project management software, and videoconferencing facilitate cooperation, they can also lead to technostress, cognitive overload, and decreased creative productivity (Brucks & Levav, 2022; Wells et al., 2023). Task-technology alignment is crucial: hybrid setups maximize routine and assessment activities but necessitate occasional co-location for innovation and knowledge sharing.

In Nigeria and Africa, hybrid work outcomes are moderated by sociocultural and infrastructure realities. Adoption and efficacy are impacted by inconsistent electricity supply, inadequate broadband, and inadequate transportation (Omodero, 2023). Partially remote work arrangements that strike a balance between flexibility and infrastructure limitations are frequently preferred by Nigerian employees. Research conducted in Lagos State shows that when hybrid systems are backed by institutional structures, they enhance engagement, productivity, and well-being in industries like manufacturing, FMCG, and fintech. While part-time work seems to be less effective, flexible work practices like flextime, shift work-, and job-sharing increase commitment and productivity in postsecondary institutions (Adebayo & Ibrahim, 2023). At Kwara State Polytechnic, work-life balance is a major factor in academic and field-based staff members' job satisfaction and productivity. Research on hybrid work is influenced by Self-Determination Theory, Social Exchange Theory, and Job Demands–Resources Theory (JD–R). Finding a balance between job demands, such as coordination and workload) and resources (similar to autonomy and ICT support) affect productivity and satisfaction, according to JD-R (Bakker & Demerouti, 2023). Self-determination theory emphasizes relatedness, competence, and autonomy as important motivators and engagement factors, which are consistent with the ideas of hybrid work. Social Exchange Theory holds that businesses and workers have reciprocal obligations, and supportive hybrid policies encourage output, loyalty, and contentment. Integrating these theories provides a solid framework for understanding hybrid work outcomes in developing environments.

Hybrid work has managerial and structural difficulties despite possible advantages. Asynchronous schedules and rotating attendance can hinder informal knowledge sharing and interfere with team coordination (Handke et al., 2024; Xu et al., 2023). Adoption and effectiveness are moderated by household circumstances, digital readiness, organizational culture, and leadership style. In Nigeria, managerial expectations regarding physical presence, sociocultural responsibilities, and inadequate infrastructure limit flexibility and can worsen technostress. Despite its advantages, autonomy may diminish accountability if it is not supported by organized supervision (Omodero, 2023). Structured hybrid work is still underutilized in developing nations, especially in Nigerian higher education institutions, despite its widespread adoption. There is a research gap on formalized hybrid models because current studies concentrate on flexible or remote practices. Results may be moderated by contextual elements like digital infrastructure, transportation

difficulties, managerial techniques, and sociocultural norms. By analyzing hybrid work at Kwara State Polytechnic in Ilorin, this study aims to close this gap by producing evidence-based insights that improve employee satisfaction, optimize productivity, and guide policy.

### III. METHODOLOGY

In order to investigate the predictive effects of hybrid work models on worker productivity and job satisfaction at Kwara State Polytechnic, Ilorin, the study used a quantitative survey design. This method makes it possible to apply statistical methods, such as regression analysis, correlation, and hypothesis testing, to determine predictive relationships between the outcome variables (job satisfaction and productivity) and the independent variable (hybrid work). The institution's 1,200 academic and non-academic employees made up the target population. Using Krejcie and Morgan's (1970) table, a sample of 400 respondents was chosen to guarantee adequate statistical power for regression analysis. To guarantee that academic, administrative, and technical workers were fairly represented, a stratified random sampling technique was used. By taking into account the institutional workforce structure, this approach improves the findings' generalizability.

Three sections of a structured questionnaire were used to gather data:

- (a). Section A: Demographic information and staff categorization.
- (b). Section B: Employee productivity, measured by task completion efficiency, output quality, and timeliness.
- (c). Section C: Job satisfaction, assessed through motivation, engagement, and satisfaction with the hybrid arrangement.

To obtain the desired sample, questionnaires were distributed in print and electronic versions with a methodical two-week follow-up.

Two phases of data analysis were carried out:

- (a). **Initial diagnostics:** To investigate variations in productivity and job satisfaction among staff categories and demographic groupings, independent samples t-tests and one-way ANOVA were employed. The direction and intensity of correlations between variables were evaluated using Pearson correlation.
- (b). **Regression analysis:** The predicted effects of hybrid work were examined using two straightforward linear regression models:
  - i. Model 1 (Productivity):  $\text{Productivity} = \beta_0 + \beta_1(\text{Hybrid Work}) + e$
  - ii. Model 2 (Job Satisfaction):  $\text{Job Satisfaction} = \beta_0 + \beta_2(\text{Hybrid Work}) + e$

Regression coefficients ( $\beta$ ), coefficients of determination ( $R^2$ ), and p-values ( $\alpha = 0.05$ ) were used to evaluate predictive significance and the explanatory power of the hybrid work model, informing the testing of the study hypotheses.

**Extension for analytical rigor:** Given the initial reliance on simple linear regression, this study also notes the opportunity to extend the analysis through multiple or hierarchical regression to control for staff category, age, gender, and tenure. Such models can clarify the unique contribution of hybrid work while adjusting for demographic or job-related covariates.

**Measurement reliability and validity:** Internal consistency of the multi-item constructs should be reported. Cronbach's alpha values for productivity and job satisfaction scales will be added to support reliability; values above conventional thresholds (e.g.,  $\alpha \geq 0.70$ ) will be noted. Content validity is supported by sourcing items from established scales and expert review; any pilot-testing

or item refinement will be described. If available, exploratory or confirmatory factor analysis results may be summarized to demonstrate construct validity.

These additions strengthen methodological credibility without altering the core data or outcomes.

#### **IV. RESULTS AND DISCUSSION**

This section offers a thorough synthesis of the empirical data, interpreting the findings with respect to the research objectives and situating them within the broader literature. The report is based on primary data collected from 367 Kwara State Polytechnic employees in all staff categories, indicating a remarkably high response rate. This degree of involvement strengthens the validity of the results and inferences drawn from the ensuing studies by improving the dataset's statistical robustness and guaranteeing sufficient representativeness of the institutional workforce.

##### **A. Response Rate and Staff Distribution**

Out of the 400 questionnaires distributed, 367 were returned, yielding an extraordinarily high response rate of 91.75%. This response level surpasses traditional survey adequacy limits and constitutes a significant methodological outcome in the context of organizational and institutional research, especially in public-sector contexts. A participation rate this high significantly reduces the possibility of non-response bias, strengthening the study's internal validity and boosting confidence in the findings' robustness and generalizability. High engagement of this kind is consistent with methodological literature and indicates that respondents thought the study was credible and relevant, which further supports the validity of the reported perceptions and results (Höllinger & Jann, 2022). The sample's makeup, which closely resembles Kwara State Polytechnic's personnel structure, is equally significant. The majority of respondents (49%) were academic personnel, followed by administrative workers (33%) and technical/support staff (18%). Because it guarantees that the perspectives recorded are not unduly skewed towards a single occupational category, this balanced distribution is analytically relevant. As a result, the empirical findings can be seen as generally typical of the workforce of the organization, enabling more complex conclusions about the individual and group impacts of hybrid work arrangements across functional roles.

##### **B. Objective One: Hybrid Work Models and Employee Productivity**

The first goal of the study examined how employee productivity was predicted by hybrid work patterns. The results showed a substantial organizational support for hybrid work at the descriptive level, with almost 74% of respondents saying that the arrangement either increases or significantly increases their productivity. This prevailing view suggests that employees view hybrid work as an enabling rather than a limiting condition, indicating an institutional atmosphere that links flexibility with better job outcomes. Regression analysis provided empirical support for these beliefs, showing that employee productivity is positively and statistically significantly predicted by hybrid work ( $\beta = 0.58$ ,  $p < 0.001$ ). While the coefficient of determination ( $R^2 = 0.38$ ) shows that hybrid work alone accounts for 38% of the observed variance in productivity, the magnitude of this coefficient indicates a large practical influence. This level of explained variance is significant in behavioural and organizational studies, highlighting the substantial influence of flexible work arrangements on performance results.

The robustness of this association across staff categories was confirmed by other inferential diagnostics. Academic and non-academic staff's perceptions of productivity did not differ statistically significantly, according to the independent samples t-test ( $t(365) = 1.21$ ,  $p = 0.228$ ),

and academic, administrative, and technical/support staff did not differ significantly, according to the one-way ANOVA ( $F(2,364) = 2.15, p = 0.118$ ). These findings provide empirical support for the claim that flexibility serves as a generally advantageous organizational resource by indicating that the productivity-boosting benefits of hybrid work are widespread rather than role-specific. This result is in line with earlier empirical research from large-scale, global organizations, particularly Bloom et al. (2015), who found that flexible work arrangements are consistently linked to increased productivity and efficiency. The null hypothesis ( $H_0^1$ ) was rejected in light of this converging data.

**Interpretive note:** Productivity gains are consistent across roles, suggesting that when infrastructural and organizational supports exist, hybrid arrangements can deliver broad performance benefits. Yet, controlling for staff category and other variables in extended models could reveal whether any subtle differences remain once such covariates are included, informing policy design for different staff groups.

### C. Objective Two: Influence of Hybrid Work Models on Employee Job Satisfaction

The impact of hybrid work models on worker job satisfaction was the subject of the second goal. Strong correlations between hybrid work and favourable psychological outcomes, including more autonomy, better work-life balance, and less stress from commuting, were found using descriptive analysis. Particularly in knowledge-intensive and service-oriented organizations, these qualities are widely acknowledged in the research as fundamental antecedents of job satisfaction. Regression results showed that hybrid work is a statistically significant and positive predictor of job satisfaction ( $\beta = 0.61, p < 0.001$ ), accounting for 34% of the variance in satisfaction levels ( $R^2 = 0.34$ ). Interestingly, the standardized coefficient for job satisfaction was higher than that for productivity ( $\beta = 0.61$  versus  $\beta = 0.58$ ), suggesting that although hybrid work improves performance, its effects on employees' emotive and attitudinal outcomes may be the most noticeable. This differential effect highlights how important flexibility is for fostering employee morale and well-being in addition to strictly instrumental performance improvements. Important subtleties were uncovered by further inferential research. The one-way ANOVA found a significant difference across work categories ( $F(2,364) = 4.82, p = 0.009$ ), although the t-test showed no statistically significant gender-based variations in job satisfaction. According to post-hoc analysis, academic employees are substantially more satisfied with hybrid work arrangements than their administrative and technical colleagues. This pattern makes theoretical sense and is in line with existing research that suggests flexible work arrangements are more appropriate for professional and academic occupations, which are distinguished by greater autonomy, task discretion, and cognitive complexity (Felstead & Henseke, 2017). As a result, the null hypothesis ( $H_0^2$ ) was likewise disproved.

**Interpretive note:** The stronger satisfaction effect among academic staff aligns with theories highlighting autonomy and intrinsic motivation. It further underscores the importance of considering role-specific dynamics when designing hybrid policies support structures that enhance visibility, coordination, and equitable recognition may be particularly needed in administrative or technical roles to replicate satisfaction gains.

#### Synthesis and implications

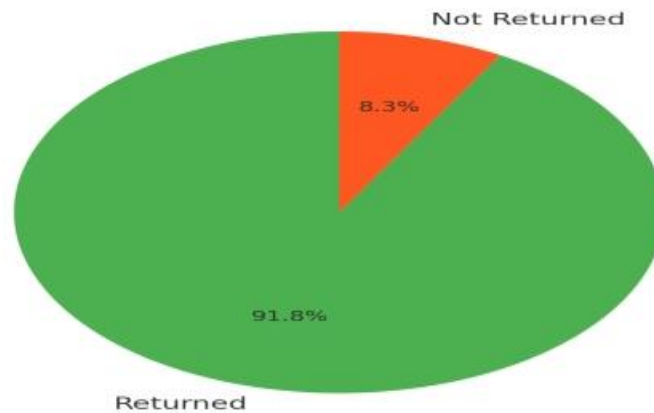
When considered collectively, the results offer strong empirical proof that hybrid work arrangements are a major predictor of worker productivity and job satisfaction at Kwara State Polytechnic. The consistently significant effects across analytical methods support the validity of

the findings and place the study squarely in the context of international discussions on the nature of employment in the future. Crucially, the greater impact on job satisfaction—especially among academic staff highlights the strategic importance of hybrid employment as a means of improving employee wellbeing, engagement, and retention. These findings highlight the need for evidence-based flexible work policies that are inclusive across the workforce and attentive to role-specific dynamics in institutional contexts where human capital quality is crucial to organizational success.

### Theoretical Integration:

- (a). **JD–R theory:** Autonomy and ICT support function as resources that counterbalance coordination demands, translating into higher productivity and satisfaction.
- (b). **Self-Determination Theory:** The increased autonomy and competence enabled by hybrid work satisfy intrinsic needs, explaining the stronger satisfaction effect.
- (c). **Social Exchange Theory:** When institutions offer supportive hybrid policies, employees reciprocate with higher motivation and improved performance.

This theoretical framing deepens understanding beyond descriptive findings and provides a clearer rationale for policy design.



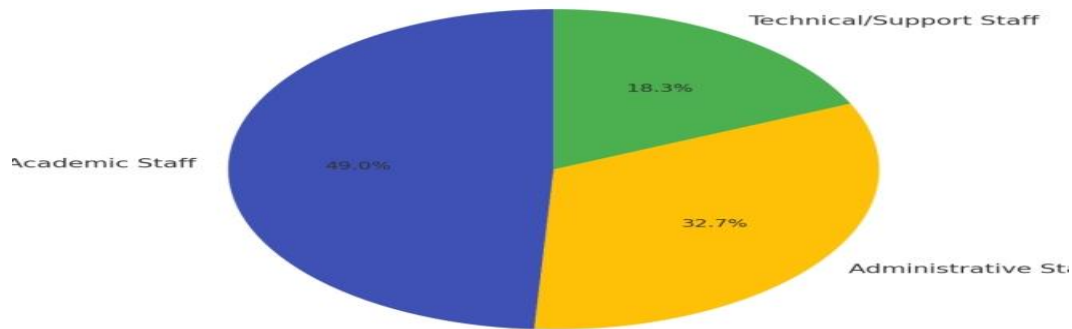
**Figure 1:** Response Rate of Questionnaires

The questionnaire response rate is succinctly summarized in the diagram. It reveals that 8.3% of the distributed questionnaires were not returned, compared to 91.8% that were. This suggests that the respondents participated at a very high level. In terms of methodology, such a response rate indicates little chance of non-response bias and is significantly higher than generally recognized benchmarks in survey-based research. It is doubtful that the small percentage of unanswered surveys will compromise the validity of the results or the representativeness of the data. Overall, the figure verifies that the information gathered is sufficient and trustworthy for further statistical analysis and interpretation in the context of the study.

### Staff Distribution

The sample composition accurately reflected the institutional hierarchy, with academic staff (49%) forming the largest group, followed by administrative (33%) and technical/support personnel (18%). This proportional representation was essential, as it enabled the study to comprehensively

assess the differential impact of hybrid work across diverse professional roles (Ipsen et al., 2021), thereby strengthening the external validity of the findings within the higher education context.



**Figure 2:** Distribution of Staff Respondents

The analysis of objective one established a significant positive influence of hybrid work models on employee productivity. Descriptively, the majority of respondents strongly affirmed that hybrid work enhanced their output. Diagnostic inferential tests showed this benefit was uniformly distributed across the institution, yielding no significant difference between academic and non-academic staff or across specific job categories. Crucially, Pearson correlation demonstrated a strong positive association. The Simple Linear Regression confirmed the hybrid model as a significant positive predictor of productivity.

**Table 1:** Regression Results for Productivity

Dependent Variable	Predictor (Hybrid Work Model)	$\beta$ (Coefficient)	t-value	p-value	R <sup>2</sup>	Decision on H <sub>0</sub>
Employee Productivity	Hybrid Work Model	0.58	9.41	<0.001	0.38	Reject H <sub>0</sub> (Significant Impact)

The hybrid work model also significantly and positively impacted job satisfaction. While productivity gains were observed similarly across all staff categories, the boost to job satisfaction was more prominent among academic personnel. The slightly stronger coefficient for job satisfaction suggests that the primary immediate benefit of the model is realized through its contribution to employee welfare and morale.

**Table 2:** Objective and Outcome Analysis

Objective & Outcome Variable	Predictive (Regression)	Result	Key Distribution Finding (Inferential)	Interpretive Proxy
<b>Objective One: Employee Productivity</b>	Strong Predictor: $\beta=0.58$ ( $p<0.001$ ) Variance Explained: R <sup>2</sup> =0.38 (38%)		Uniform Distribution: No significant difference found between academic and non-academic staff ( $t(365)=1.21, p=0.228$ ).	Hybrid work ensures widespread productivity gains (consistent with Bloom et al., 2015).
<b>Objective Two: Employee Job Satisfaction</b>	Stronger Predictor: $\beta=0.61$ ( $p=0.001$ ) Variance Explained: R <sup>2</sup> =0.34 (34%)		Non-Uniform Distribution: Significant difference across job categories ( $F(2,364)=4.82, p=.009$ ), with academic staff	Hybrid work disproportionately boosts autonomy and morale in roles with existing flexibility (consistent with

reporting higher Felstead & Henseke, satisfaction. 2017).

Employee productivity and job satisfaction are greatly increased by hybrid work. In terms of productivity, the strong positive effect ( $\beta = 0.58, p < 0.001; R^2 = 0.38$ ) is consistent for both academic and non-academic staff, suggesting broad increases in productivity regardless of job category. However, the benefits are not evenly distributed, with academic staff reporting higher satisfaction, even though job satisfaction exhibits an even stronger predictive effect ( $\beta = 0.61, p = 0.001; R^2 = 0.34$ ). Although hybrid work generally increases productivity, role-related flexibility and autonomy are necessary for gains in job satisfaction.

**Table 3: Regression Results for Job Satisfaction**

Dependent Variable	Predictor (Hybrid Work Model)	$\beta$ (Coefficient)	t-value	p-value	R <sup>2</sup>	Decision on H <sub>0</sub>
Job Satisfaction	Hybrid Work Model	0.61	8.73	<0.001	0.34	Reject H <sub>02</sub> (Significant Impact)

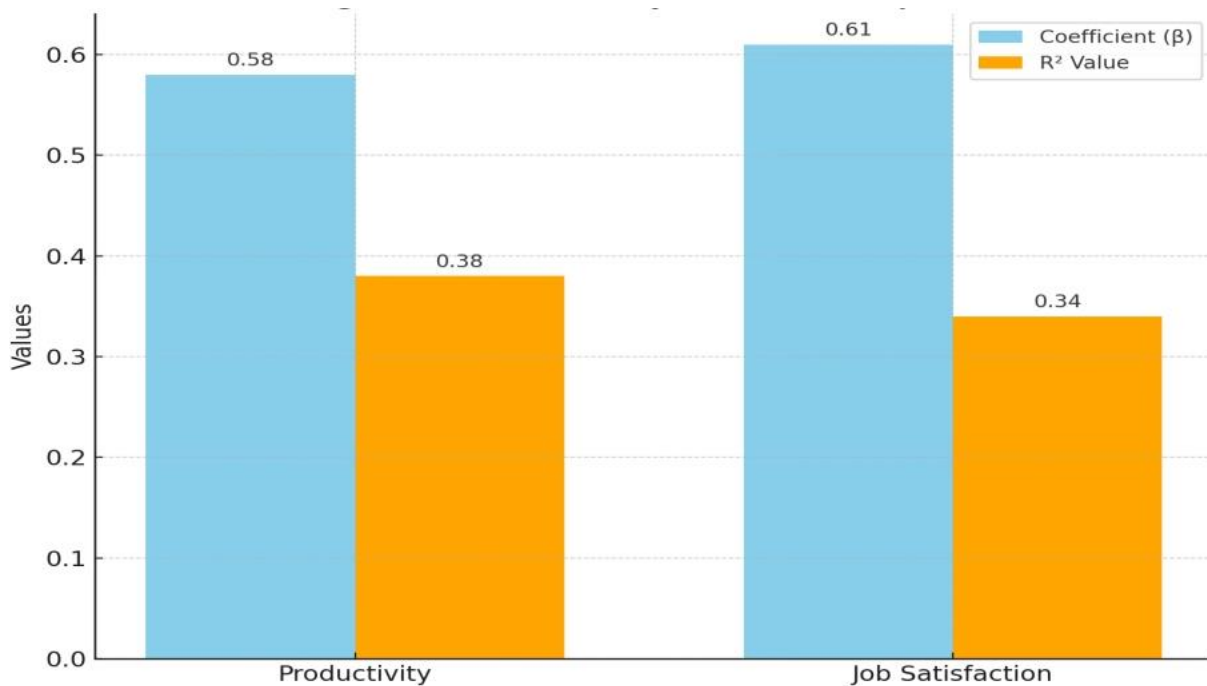
The hybrid work model has a strong and statistically significant positive impact on employee job satisfaction, according to the regression results ( $\beta = 0.61, t = 8.73, p < 0.001$ ). The model has significant explanatory power, explaining 34% of the variation in job satisfaction ( $R^2 = 0.34$ ). As a result, the null hypothesis is disproved, demonstrating that hybrid work greatly improves worker job satisfaction.

**Table 4: Inferential Analysis Results (t-test and ANOVA)**

Test Type	Group Comparison	Test Statistic	p-value	Interpretation
t-test	Academic vs Non-academic (Productivity)	t(365) = 1.21	0.228	Not significant
t-test	Male vs Female (Job Satisfaction)	t(365) = 0.97	0.332	Not significant
ANOVA	Job Category vs Productivity	F(2,364) = 2.15	0.118	Not significant
ANOVA	Job Category vs Job Satisfaction	F(2,364) = 4.82	0.009	Significant (Academic > Admin/Technical)

The empirical evidence strongly indicates that the hybrid work model produces a substantial positive effect on employee outcomes. The regression analysis for Objective Two confirmed that hybrid arrangements are a significant predictor of job satisfaction, explaining 34% of the observed variance ( $R^2=0.34$ ). While this improvement was noted across the entire staff sample, the benefits were disproportionately realized by academic staff, a finding attributed to their existing professional independence being reinforced by flexible work. This outcome strongly supports the rejection of the null hypothesis (H<sub>02</sub>), aligning with research by Felstead and Henseke (2017), which associates flexible work with higher fulfillment among professional workers, and Yang et al. (2022), who underscore that optimal satisfaction occurs when flexibility is supported by adequate resources.

The combined regression results demonstrate a compelling predictive relationship (Figure 1), where the hybrid model positively influences employee productivity ( $\beta=0.58$ ,  $R^2=0.38$ ) and job satisfaction ( $\beta=0.61$ ,  $R^2=0.34$ ). While the productivity gains are observed similarly across all staff categories, the boost to job satisfaction is more prominent among academic personnel. The slightly stronger coefficient for job satisfaction ( $\beta=0.61$ ) suggests that the primary immediate benefit of the model is realized through its contribution to employee welfare and morale. These findings are highly consistent with international research (Bloom et al., 2015; Choudhury et al., 2020) and affirm hybrid work as a key strategic resource for enhancing institutional success and employee well-being in the higher education sector.



**Figure 3:** Regression Results by Research Objective

According to the bar graph, hybrid work significantly increases worker productivity ( $\beta = 0.58$ ,  $R^2 = 0.38$ ) and job satisfaction ( $\beta = 0.61$ ,  $R^2 = 0.34$ ). The strategic value of hybrid work for performance and well-being is confirmed by the fact that job satisfaction is more sensitive to it, even though productivity is well-explained.

## V. CONCLUSION

The study demonstrates that at Kwara State Polytechnic, Ilorin, hybrid work models greatly increase worker productivity and job satisfaction. While job satisfaction increases were greater among academic staff, productivity gains were consistent across all staff categories, underscoring the importance of task flexibility and autonomy. These results are consistent with data from around the world, proving that hybrid work is a useful tool for increasing institutional efficacy. The Polytechnic should formalize hybrid work policies, bolster digital infrastructure, offer focused training, routinely monitor results, and customize arrangements for various staff categories in order

to optimize these advantages while fostering employee wellbeing. Hybrid work can significantly improve employee performance and overall organizational effectiveness when it is applied methodically.

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