

Structured Hybrid Work Systems And Employee Performance In Public-Owned Media Corporations In Ebonyi State

Nweze C I, Nwepka K C, Umahi R., And Igboji H. O.
Ebonyi State University, Abakaliki

Abstract

This study examined structured hybrid work systems and employee performance in public-owned media corporations in Ebonyi State, Nigeria. The objectives were to determine the relationship between structured hybrid work systems and employee performance, assess the influence of technological support, and evaluate the impact of communication systems on employee performance. The study was anchored on Work Design Theory and the Technology Acceptance Model (TAM), which explain how job structure and technology use influence performance. A descriptive survey research design was adopted. The population comprised 250 employees, with a sample size of 152 through raosoft calculator. Data were collected using structured questionnaires and analyzed using descriptive statistics and regression analysis at a 0.05 significance level. Findings revealed that structured hybrid work systems significantly improve employee performance ($\beta = 0.658, p < 0.05$). Technological support ($\beta = 0.542, p < 0.05$) and communication systems ($\beta = 0.497, p < 0.05$) also had significant positive effects on performance. The study implies that effective hybrid systems require strong ICT infrastructure and efficient communication channels. The study concludes that structured hybrid work systems enhance productivity, quality, and timeliness. It recommends strengthening hybrid policies, investing in technology, and improving communication systems to sustain employee performance.

Keywords: Structured Hybrid Work Systems; Employee Performance; Technological Support; Communication Systems; and Technology Acceptance Model (TAM).

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I. Introduction

In the contemporary workplace, organizations are increasingly adopting hybrid work systems that combine traditional office work with remote work options. Among these, structured hybrid work systems have emerged as a prominent model where the organization determines specific schedules, locations, and duties for employees (Allen, Golden, & Shockley, 2015). Unlike flexible hybrid work arrangements, which give employees autonomy over their work schedule and location, structured systems rely on organizational control to coordinate workforce activities. These systems are particularly relevant in sectors where operations require strict oversight, timely communication, and adherence to protocols, such as in public-owned media corporations (Deuze, 2007).

Structured hybrid work systems involve a pre-determined division between office-based and remote work, with employees required to follow schedules set by management. This approach allows organizations to maintain operational efficiency, ensure accountability, and align workforce output with organizational objectives (Hill, Erickson, Holmes, & Ferris, 2008). In public media corporations, tasks such as live broadcasting, news editing, and technical support often demand a balance between field assignments and office-based duties, making structured hybrid systems a practical approach for operational management.

Globally, the adoption of hybrid work has increased dramatically due to technological advances, globalization, and the disruptions caused by the COVID-19 pandemic (Kniffin et al., 2021). In Nigeria, public sector organizations have started to implement structured hybrid systems to enhance employee productivity, accountability, and coordination while still accommodating limited remote work options. The broadcasting industry, in particular, benefits from structured hybrid systems because it allows for scheduled reporting, coordination between field reporters and studio teams, and timely information dissemination (Adeosun & Ohiani, 2020).

Structured hybrid systems offer multiple benefits. Employees gain predictable work patterns, which enhance clarity, discipline, and performance measurement. For the organization, structured systems ensure accountability, facilitate task monitoring, and enhance coordination across departments. Nevertheless, the success of such systems depends on effective communication tools, robust ICT infrastructure, and supportive

management practices (Venkatesh & Davis, 2000). Inadequate technology, poor supervision, and ineffective communication can undermine the expected performance gains.

Employee performance, the dependent variable in this study, refers to the extent to which employees accomplish their assigned duties efficiently, accurately, and timely (Campbell, 1990). In the broadcasting sector, employee performance directly impacts information quality, audience satisfaction, and the organization's reputation. Consequently, examining the link between structured hybrid work systems and employee performance is crucial for understanding how organizationally controlled hybrid schedules influence productivity and service delivery.

Public-owned media corporations in Ebonyi State have increasingly adopted structured hybrid work systems to balance field and office operations while maintaining organizational control. While structured systems are designed to enhance accountability, coordination, and employee performance, several challenges persist.

First, strict schedules may limit employee autonomy and motivation, potentially affecting productivity (Allen et al., 2015). Second, technological limitations such as unreliable internet connectivity and outdated communication systems can hinder the effectiveness of remote work segments (Venkatesh & Davis, 2000). Third, misalignment between management-determined schedules and employee preferences may lead to dissatisfaction and reduced commitment. Despite the adoption of structured hybrid systems, there is limited empirical evidence on how these arrangements affect employee performance in Nigerian public-owned media corporations, particularly in Ebonyi State. This knowledge gap motivates the present study.

The aims of the study are to: determine the relationship between structured hybrid work systems and employee performance; assess the influence of technological support on employee performance within structured hybrid work systems and evaluate the impact of communication systems on employee performance under structured hybrid work systems.

II. Review Of Related Literature

Conceptual Review

Structured Hybrid Work Systems

Structured hybrid work systems refer to organizationally controlled work models in which employees alternate between office-based work and remote work according to schedules and policies set by management (Allen, Golden, & Shockley, 2015). Unlike flexible hybrid arrangements, structured systems emphasize management-defined work patterns, ensuring oversight, coordination, and alignment with organizational objectives.

In public-owned media corporations, structured hybrid systems enable effective management of employees such as journalists, technical staff, and administrative personnel who require coordination between office and field operations (Deuze, 2007). These systems are designed to maintain productivity, ensure accountability, and streamline operations while accommodating limited remote work.

Key Components of Structured Hybrid Work Systems

1. Management-Defined Work Schedules: Employees follow schedules and work arrangements established by management, which enhances accountability and coordination (Hill, Erickson, Holmes, & Ferris, 2008).
2. Technological Support: Adequate ICT infrastructure, communication tools, and collaborative platforms are necessary for remote or partially remote tasks (Venkatesh & Davis, 2000).
3. Communication Systems: Effective communication channels ensure information flow between office-based and remote employees, reducing errors and delays in performance delivery (Daft & Lengel, 1986).

Employee Performance

Employee performance is the extent to which employees achieve organizational goals effectively and efficiently, including productivity, quality, and timeliness of work (Campbell, 1990). In the broadcasting sector, employee performance impacts content quality, timeliness of reporting, and audience satisfaction (Deuze, 2007). Structured hybrid systems aim to enhance performance by combining supervision with controlled flexibility.

Structured Hybrid Work Systems and Employee Performance

Structured hybrid work systems influence performance through management oversight, coordinated workflows, and controlled schedules. Studies suggest that clearly defined work systems improve efficiency, reduce ambiguity, and enhance accountability (Allen et al., 2015; Bloom, Liang, Roberts, & Ying, 2015). However, inadequate technology, poor communication, and restrictive schedules can limit the positive impact (Kniffin et al., 2021).

Theoretical Framework

Work Design Theory

Hackman and Oldham's Work Design Theory emphasizes that job characteristics like autonomy, task significance, and feedback influence employee motivation and performance (Hackman & Oldham, 1976). In structured hybrid systems, autonomy is limited, but structured scheduling ensures task clarity and accountability, aligning work design with organizational objectives.

Technology Acceptance Model (TAM)

TAM posits that perceived usefulness and ease of use determine technology adoption (Davis, 1989). In structured hybrid work, the effective use of ICT tools and communication platforms is crucial for achieving performance targets.

Application of Theories

Integrating Work Design Theory and TAM provides a framework for understanding how management-defined schedules, technology, and communication affect employee performance in structured hybrid systems.

Empirical Review

Nicholas Bloom, Ruobing Han, and James Liang (2024) investigated the impact of hybrid working from home on employee performance and retention. The primary objective was to determine whether hybrid work arrangements affect productivity, career progression, and employee turnover compared to traditional office-based work. The study adopted a randomized controlled trial, widely regarded as a rigorous experimental method, involving over 1,600 employees at Trip.com, a large Chinese technology company. Employees were assigned to either hybrid work (two days remote, three days office) or full-time office work over a six-month period, with performance tracked for two years. The findings revealed that hybrid work had no significant effect on employee productivity or promotion rates, indicating that employees working partly from home performed at levels comparable to their office-based counterparts. However, the study found a substantial reduction in employee turnover, with resignation rates decreasing by approximately one-third among hybrid workers. Additionally, hybrid employees reported higher job satisfaction, improved work-life balance, and overall well-being. The study concluded that hybrid work represents a "win-win-win" model, benefiting employees through improved satisfaction, while organizations benefit from sustained performance and reduced attrition. It further emphasized that when properly managed, hybrid work systems can maintain organizational productivity while enhancing employee retention and engagement.

Michael Gibbs, Friederike Mengel, and Christoph Siemroth (2024) examined how hybrid work arrangements influence employee innovation and productivity across different work settings. The primary objective was to compare employee performance in three work modes—office-based work, remote work, and hybrid work—focusing specifically on innovation outcomes. The study adopted an event study research design using large-scale quantitative data from over 48,000 employees in an Indian IT services firm. Innovation was measured through both the quantity and quality of ideas submitted by employees, providing a detailed and objective assessment of performance. The findings revealed that during remote work, the quantity of ideas generated remained stable, but the quality of ideas declined compared to office-based work. In the hybrid work phase, the study found that the overall number of ideas submitted decreased, indicating reduced innovative output. Furthermore, innovation was significantly affected by coordination challenges, particularly when teams were not synchronized in their office and remote work schedules. The study also identified that physical proximity in office settings enhances collaboration, feedback, and knowledge sharing, which are critical drivers of innovation. The study concluded that while hybrid work offers flexibility, it may negatively impact innovation and collaborative productivity if not properly structured. It emphasized that effective coordination, communication, and scheduling are essential to sustain innovation in hybrid work environments. Eva Ruhle, Sabine Sonnentag, and colleagues (2024) examined how daily work location (home versus office) influences employee job performance within hybrid work environments. The primary objective was to determine whether working from home or the office produces differences in daily performance outcomes and the mechanisms underlying these effects. The study adopted a diary-based longitudinal research design, collecting data from 203 employees over eight consecutive working days. The research was anchored on the Job Demands-Resources (JD-R) theory, and data were analyzed using multilevel modeling to capture within-person variations in performance across different work locations. The findings revealed that working from home was associated with higher levels of concentration and work engagement, which indirectly enhanced job performance. However, the effectiveness of remote work depended on the nature of tasks, as tasks requiring collaboration and immediate feedback were better suited to office environments. Conversely, office work promoted social interaction, coordination, and communication, which also contributed positively to performance, particularly in team-based tasks. The study concluded that both home and office work environments contribute to performance

in different ways, emphasizing that hybrid systems must balance individual-focused tasks with collaborative activities. It further highlighted that task alignment and resource availability are critical in optimizing performance outcomes in hybrid work settings.

Akinwale, Adeyemi, and Okafor (2024) examined the relationship between hybrid work arrangements, work engagement, and job performance among university employees in Nigeria. The primary objective was to determine how hybrid work influences job performance directly and indirectly through employee engagement. The study adopted a quantitative survey research design, collecting data from 277 academic and non-academic staff across selected Nigerian universities. Data were analyzed using Structural Equation Modeling (SEM) to test the relationships among hybrid work, engagement, and performance. The study was grounded in Work Engagement Theory, which posits that engaged employees demonstrate higher levels of productivity and commitment. The findings revealed that hybrid work arrangements have a significant positive effect on job performance, both directly and indirectly through work engagement. Employees working under hybrid systems reported higher levels of vigor, dedication, and absorption, which translated into improved task completion, efficiency, and service delivery. The study also found that flexibility in work location enhances motivation and reduces stress, thereby improving overall performance outcomes. The study concluded that hybrid work systems are effective in enhancing employee performance in the Nigerian context, particularly when organizations foster high levels of engagement. It emphasized that employee engagement serves as a critical mechanism linking hybrid work arrangements to improved job performance.

Summary of Literature Review and Research Gap

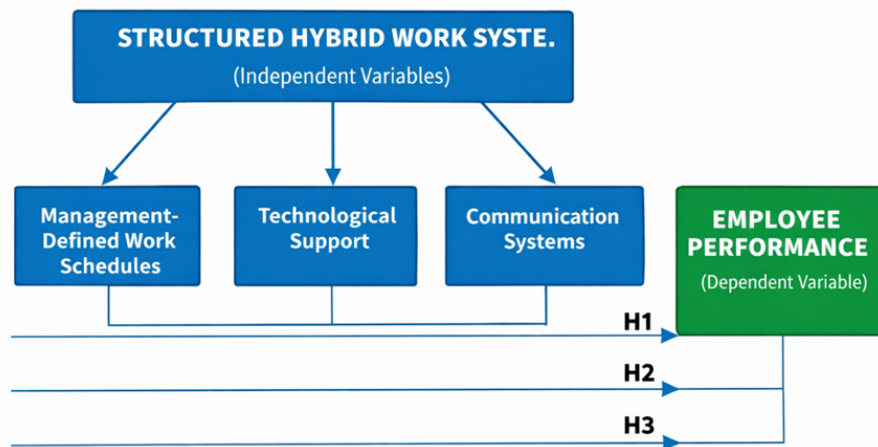
The reviewed literature indicates that hybrid work arrangements significantly influence employee performance, though outcomes vary across contexts and dimensions. Nicholas Bloom et al. (2024) found that hybrid work maintains productivity while significantly reducing employee turnover and improving job satisfaction. Similarly, Akinwale et al. (2024) reported that hybrid work enhances employee performance in Nigeria, particularly through increased work engagement, which improves motivation and efficiency.

However, contrasting findings were observed by Michael Gibbs et al. (2024), who revealed that hybrid work may reduce innovation due to coordination challenges and reduced physical interaction. Ruhle et al. (2024) further emphasized that both remote and office work contribute differently to performance, with remote work enhancing concentration and office work promoting collaboration and communication.

Despite these contributions, significant gaps remain. Most studies focus on flexible hybrid work rather than structured hybrid work systems characterized by management-defined schedules. There is also limited empirical evidence in public sector organizations, especially public-owned media corporations in Ebonyi State. Furthermore, existing studies rarely integrate key variables such as work schedules, technological support, and communication systems. This study fills these gaps by examining their combined effect on employee performance.

Conceptual Framework

The conceptual framework shows the relationship between the independent variables (management-defined work schedules, technological support, communication systems) and the dependent variable (employee performance), highlighting the pathways for hypotheses H1, H2, and H3.



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III. Research Methodology

The study employs a descriptive survey research design, which is appropriate for examining relationships among variables without any form of manipulation (Saunders, Lewis, & Thornhill, 2009). The research is conducted in Ebonyi State, Nigeria, focusing on selected public-owned media corporations.

The population of the study consists of all employees within the selected media organizations, including administrative staff, technical personnel, and field staff, totaling 250 respondents. The sample size of 152 is determined using the Raosoft sample size calculator, ensuring adequate representation of the population.

To ensure fairness and inclusiveness, a stratified random sampling technique is adopted. This method allows for proportional representation of all staff categories, including administrative, technical, and field employees (Kothari, 2004). Data for the study are obtained primarily through the use of a structured questionnaire, with items measured on a five-point Likert scale ranging from Strongly Disagree (1) to Strongly Agree (5).

The validity of the instrument is established through expert evaluation to ensure that it accurately measures the intended variables related to structured hybrid work systems and employee performance. Reliability is tested using the test-retest method, involving 50 respondents from similar media organizations in Enugu State. The results yield a reliability coefficient above 0.70, indicating that the instrument is consistent and reliable (Nunnally, 1978).

Data collection is carried out through direct administration of questionnaires to the respondents, which ensures a high response rate. The collected data are analyzed using descriptive statistics, specifically mean and standard deviation, to address the research questions. Additionally, regression analysis is employed to test the hypotheses and determine the effect of structured hybrid work systems on employee performance. All analyses are conducted using the Statistical Package for Social Sciences (SPSS) at a 0.05 level of significance.

IV. Data Presentation, Analysis, And Interpretation

Introduction

This chapter presents the analysis of data collected from employees of selected public-owned media corporations in Ebonyi State. It includes demographic information, descriptive analysis of research variables, and hypotheses testing using regression analysis. The chapter also provides interpretations of findings in line with the study objectives.

Response Rate

Out of 152 questionnaires administered, 148 were returned, representing a 97.4% response rate, which is considered sufficient for analysis and reliable conclusions.

Demographic Characteristics of Respondents

Demographic Variable	Frequency	Percentage
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Gender		
Male	88	59.5%
Female	60	40.5%
Age (years)		
20–29	40	27.0%
30–39	65	43.9%
40–49	35	23.6%
50 & above	8	5.4%
Position		
Administrative	45	30.4%
Technical	50	33.8%
Field/Reporting	53	35.8%
Years of Experience		
1–5	50	33.8%
6–10	55	37.2%
11–15	30	20.3%
16 & above	13	8.8%

Field survey 2026

Interpretation: The workforce is predominantly male (59.5%), with most employees aged between 30–39 years (43.9%). Field and technical staff together constitute the majority (69.6%), and most employees have 1–10 years of experience.

**Descriptive Analysis of Variables
Structured Hybrid Work Systems**

Statement	Mean	SD	Interpretation
My organization provides clear, management-defined work schedules	4.32	0.68	Strongly Agree
Technological tools are adequate for remote and office tasks	4.05	0.72	Agree
Communication systems support collaboration between remote and office staff	4.18	0.69	Agree

Field survey 2026

Interpretation: Respondents generally agree that their organizations implement structured hybrid work systems with defined schedules, technological support, and effective communication.

Employee Performance

Statement	Mean	SD	Interpretation
I complete tasks efficiently according to schedule	4.21	0.66	Agree
My performance improves under structured hybrid work arrangements	4.10	0.70	Agree
I maintain quality and timeliness in my work	4.25	0.65	Agree

Field survey 2026

Interpretation: Employees generally report high performance, indicating that structured hybrid systems positively influence productivity, quality, and timeliness.

**Hypotheses Testing
Hypothesis One (H1)**

H1: Structured hybrid work systems do not have a significant effect on employee performance.

Regression Result:

Model	B	Std. Error	Beta	t	Sig.
Structured Hybrid Work Systems	0.612	0.091	0.658	6.73	0.000

Computed by SPSS version. 25

Interpretation: The p-value (0.000) < 0.05, therefore H1 is rejected. Structured hybrid work systems have a significant positive effect on employee performance.

Hypothesis Two (H2)

H2: Technological support does not significantly influence employee performance.

Model	B	Std. Error	Beta	t	Sig.
Technological Support	0.488	0.083	0.542	5.88	0.000

Computed by SPSS version. 25

Interpretation: p-value < 0.05; H2 is rejected. Technological support significantly improves employee performance under structured hybrid systems.

Hypothesis Three (H3)

H3: Communication systems do not have a significant impact on employee performance.

Model	B	Std. Error	Beta	t	Sig.
Communication Systems	0.410	0.076	0.497	5.39	0.000

Computed by SPSS version. 25

Interpretation: p-value < 0.05; H3 is rejected. Effective communication significantly influences employee performance.

V. Summary, Conclusion, And Recommendations

Summary of Findings

The study collected data from 148 respondents, representing a 97.4% response rate, which is adequate for reliable analysis. Using descriptive statistics and regression analysis, the study examined the three main dimensions of structured hybrid work systems and their influence on employee performance. Key findings are detailed below:

Structured Hybrid Work Systems

The study found that structured hybrid work systems, characterized by management-defined work schedules, significantly influence employee performance. Employees indicated that clearly defined schedules help coordinate office and remote tasks, reduce role ambiguity, and ensure accountability.

Regression Analysis:

Structured hybrid work systems → Employee performance: B = 0.612, Beta = 0.658, t = 6.73, p = 0.000

Interpretation: The regression results indicate a strong positive and significant effect, confirming that well-structured hybrid systems directly enhance employee productivity, quality of work, and adherence to deadlines. Employees reported improved focus and clarity on tasks when work schedules were clearly determined by management.

Technological Support

Technological infrastructure emerged as a critical determinant of employee performance under structured hybrid systems. Respondents reported that access to reliable ICT tools, such as computers, collaboration software, and internet connectivity, enables them to perform tasks efficiently, particularly when working remotely.

Regression Analysis:

Technological support → Employee performance: B = 0.488, Beta = 0.542, t = 5.88, p = 0.000

Interpretation: These results indicate that technological support significantly enhances performance. Employees are able to meet deadlines, maintain quality standards, and communicate effectively across locations. Without adequate technology, remote and hybrid work components would be inefficient, underscoring the importance of robust ICT infrastructure.

Communication Systems

Effective communication channels are essential in structured hybrid work systems to ensure coordination between office-based and remote employees. Respondents reported that clear reporting lines, regular updates, and collaborative platforms improve workflow and minimize errors.

Regression Analysis:

Communication systems → Employee performance: $B = 0.410$, $\text{Beta} = 0.497$, $t = 5.39$, $p = 0.000$

Interpretation: The findings show that communication significantly affects performance, confirming that structured hybrid systems depend on reliable communication channels. Employees who can interact effectively with colleagues and supervisors are more likely to complete tasks efficiently and maintain quality standards.

Conclusion

Based on the findings, the study concludes that structured hybrid work systems are effective in enhancing employee performance in public-owned media corporations in Ebonyi State. Key conclusions include:

1. Structured schedules enhance performance: Clearly defined roles and schedules improve productivity and accountability.
2. Technology is essential: Adequate ICT tools enable employees to execute tasks efficiently and maintain performance standards.
3. Communication strengthens coordination: Effective communication ensures seamless workflow between office and remote staff, reducing errors and delays.

The study concludes that while structured hybrid systems offer less autonomy compared to flexible systems, the combination of oversight, technology, and communication fosters significant performance improvements.

Recommendations

Based on the findings, the study recommends:

1. Strengthen Structured Hybrid Policies: Maintain management-defined schedules while ensuring clarity in task assignments to optimize performance.
2. Invest in Technological Infrastructure: Provide reliable ICT tools, high-speed internet, and collaborative platforms to support hybrid operations.
3. Enhance Communication Systems: Maintain robust channels for reporting, feedback, and collaboration between office and remote staff.

Contribution to Knowledge

This study contributes to knowledge by demonstrating that structured hybrid work systems significantly enhance employee performance in public-owned media organizations. The study highlights the critical roles of management-defined schedules, technological support, and communication systems in achieving high employee performance, offering valuable insights for policymakers and organizational managers in similar contexts.

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