

Hybrid Work Model and Employee Productivity in Civil Society Organizations in Nigeria

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Abstract

Hybrid work has moved from an emergency response to a deliberate work-design option, but its productivity consequences depend on how flexibility and digital coordination are organized. This study examined the relationship between hybrid work model and employee productivity in civil society organizations in Nigeria. Specifically, it assessed the relationship between work-location flexibility and employee productivity and determined the relationship between digital collaboration effectiveness and employee productivity. A survey research design was adopted. The study covered eight selected civil society organizations, with a population of 267 employees whose roles were compatible with hybrid work. A sample of 160 employees was selected, 155 questionnaires were returned and 152 usable responses were analyzed. Work-location flexibility and digital collaboration effectiveness were used as dimensions of the hybrid work model, while employee productivity was measured through task completion, output quality, timeliness, target attainment and work efficiency. The coded questionnaire data were analysed in EViews 10.0, where descriptive statistics were computed and the multiple regression model was estimated at the 5% significance level. The findings showed that work-location flexibility had a significant positive relationship with employee productivity (Coeff. = 0.3881; p-value = 0.0000), while digital collaboration effectiveness also had a significant positive relationship with employee productivity (Coeff. = 0.4552; p-value = 0.0000). The model explained approximately 58.5% of the variation in employee productivity. The study concluded that hybrid work improves productivity in civil society organizations when location flexibility is accompanied by reliable digital collaboration, clear work routines and outcome-focused accountability. It recommended that civil society organizations formalize role-based hybrid schedules and strengthen the digital collaboration systems through which distributed employees coordinate tasks, share documents, monitor deadlines and maintain team visibility.

Keywords: Hybrid work model, work-location flexibility, digital collaboration effectiveness, employee productivity, civil society organisations

1.0 Introduction

1.1 Background to the Study

Work arrangements have undergone a structural shift as organisations increasingly combine office-based work with remote work rather than treating the two modes as mutually exclusive. Hybrid work describes this deliberate combination and has become especially relevant for knowledge-intensive jobs whose outputs can be produced, reviewed and communicated through digital systems. Barrero et al. (2023) reported that work from home

remained far above its pre-pandemic level and had become embedded in the organisation of professional work, while Bloom et al. (2024) demonstrated through a randomised experiment that a two-day work-from-home schedule could improve retention without damaging measured performance. The significance of the change is not simply that employees spend fewer days in a central office. Hybrid work alters where employees concentrate, how supervisors coordinate work, how teams exchange tacit and explicit knowledge, how employees manage commuting time, and how performance is evaluated when physical presence is no longer a reliable proxy for effort. The hybrid work model is therefore better understood as a bundle of work-design practices than as a location label. Two dimensions are particularly important for employee outcomes. The first is work-location flexibility, which reflects the degree to which employees can alternate between organisational premises and approved remote locations in a manner compatible with their tasks. The second is digital collaboration effectiveness, which reflects whether employees can communicate, share documents, coordinate deadlines, obtain feedback and maintain workflow continuity when team members are geographically dispersed. Recent Nigerian evidence supports this multidimensional view. Soyege et al. (2026) found that flexibility and technological support were central to productivity gains in hybrid arrangements, while Mundi et al. (2026) reported that remote-work intensity and digital collaboration infrastructure significantly predicted employee productivity. Kumar et al. (2026) similarly showed that autonomy and team cohesion helped convert hybrid flexibility into stronger job performance, although technology fatigue could weaken the benefit. Employee productivity remains the central managerial concern because flexibility is valuable to an organisation only when it supports timely, high-quality and efficient output. The evidence is not uniformly positive. Bloom et al. (2024) found no damage to performance under a structured hybrid arrangement, and Aksoy et al. (2025) reported higher call-centre productivity after a permanent shift to remote work. In contrast, Emanuel and Harrington (2024) found that workers who moved from on-site to remote work experienced a productivity decline in their call-centre setting, while Gibbs et al. (2023) documented an 8% to 19% productivity decline among information-technology professionals as working hours increased and coordination costs rose. These apparently different results indicate that the performance effect of hybrid work is contingent on job characteristics, digital systems, employee experience, work design and the quality of managerial coordination rather than being an automatic consequence of working away from the office. The issue has particular relevance for civil society organisations in Nigeria because their employees frequently combine analytical, advocacy, programme, administrative and stakeholder-facing responsibilities. Many of these activities require concentrated individual work, rapid document exchange, virtual meetings, collaborative drafting, reporting, monitoring and periodic face-to-face engagement. Hybrid arrangements can therefore reduce avoidable travel and allow employees to organize concentration-intensive tasks more effectively, but they can also create fragmented communication, delayed decisions and reduced informal knowledge sharing when digital practices are weak. Nigerian studies have begun to establish positive links between flexible work and performance in organisations, universities, banks, breweries, fintech and MSMEs (Bernard, 2025; Maganda et al., 2025; Naqshbandi et al., 2026; Soyege et al., 2026), yet civil society organisations remain comparatively under-examined. The present study addresses this sectoral gap by focusing on how work-location flexibility and digital collaboration effectiveness relate to employee productivity in selected civil society organisations in Nigeria.

1.2 Statement of the problem

The practical problem confronting many organisations is that adopting hybrid work does not by itself establish a productive work system. Employees may value the opportunity to work

from different locations, but flexibility can produce weaker rather than stronger performance where tasks are not clearly allocated, supervisors continue to rely on physical visibility, access to digital platforms is unreliable, or employees experience communication delays. This tension is reflected in recent evidence. Bloom et al. (2024) found that a structured hybrid schedule did not damage performance, while Emanuel and Harrington (2024) and Gibbs et al. (2023) documented productivity losses in remote settings where communication, learning or coordination became more difficult. Consequently, the relevant question is not whether hybrid work is inherently productive, but whether the specific resources embedded in the arrangement are sufficient to offset the demands created by distance. Civil society organisations face an additional coordination challenge because project delivery often depends on interdependent work among programme staff, finance and administration teams, communication personnel, monitoring and evaluation staff, management and external stakeholders. A flexible location schedule may allow employees to protect concentration time and reduce commuting demands, but the same schedule can weaken team visibility if colleagues cannot obtain timely information, share current documents or resolve work dependencies. Recent Nigerian studies suggest that flexibility, digital technology and supportive work structures can strengthen employee outcomes (Mundi et al., 2026; Naqshbandi et al., 2026; Soyege et al., 2026), but the evidence is concentrated in commercial firms and educational institutions. It is therefore uncertain whether the same relationships hold in civil society organisations whose performance systems, funding structures and stakeholder demands differ from those of profit-oriented organisations. The empirical gap is also one of measurement. Much of the debate treats hybrid work as a single yes-or-no condition, thereby combining the freedom to choose work location with the quality of the digital environment used to coordinate distributed work. This makes it difficult to know whether productivity is associated with flexibility itself or with the systems that make flexibility workable. The present study therefore separated the hybrid work model into work-location flexibility and digital collaboration effectiveness and related both dimensions to employee productivity. By doing so, the study sought to establish whether employees who experienced greater role-compatible location flexibility and more effective digital collaboration also reported stronger task completion, output quality, timeliness, target attainment and work efficiency in selected civil society organisations in Nigeria.

1.3 Objectives of the study

The main objective of the study was to examine the relationship between hybrid work model and employee productivity in civil society organisations in Nigeria.

Specifically, the study sought to;

- i. Examine the relationship between work-location flexibility and employee productivity in civil society organisations in Nigeria.
- ii. Determine the relationship between digital collaboration effectiveness and employee productivity in civil society organisations in Nigeria.

2.0 Literature Review

2.1 Conceptual framework

The conceptual framework links two dimensions of the hybrid work model to employee productivity. Work-location flexibility represents the employee's ability to perform suitable tasks across approved work locations under an agreed schedule, while digital collaboration effectiveness represents the quality of the technology-enabled coordination that connects employees when they are not co-located. Employee productivity is represented by employees' ability to complete assigned tasks on time, maintain output quality, meet targets and use work time efficiently. The framework assumes that each hybrid-work dimension has a distinct

relationship with productivity, as illustrated in Figure 2.1.

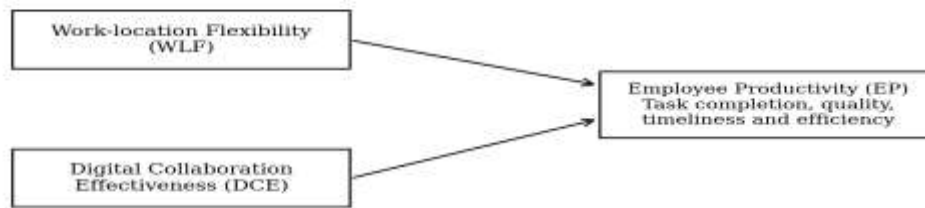


Figure 2.1 Conceptual framework

2.1.1 Hybrid work model

Hybrid work model refers to an organised arrangement in which employees divide work between a central organisational workplace and one or more remote locations while remaining connected to the same objectives, workflows and accountability system. It differs from fully remote work because physical co-presence remains part of the design, and it differs from informal flexibility because the pattern is structured around tasks, schedules and coordination requirements. Barrero et al. (2023) showed that the post-pandemic expansion of home working was not a temporary return to pre-pandemic conditions but an enduring reallocation of where paid work is performed. Bloom et al. (2024) further demonstrated that a hybrid schedule can be implemented without lowering performance when employees retain regular office contact. Hybrid work should therefore be assessed by the quality of the arrangement rather than by the number of remote days alone. The productivity logic of hybrid work rests on combining the relative advantages of different locations. Remote days may support concentration, reduce commuting time and give employees greater control over when and where cognitively demanding tasks are completed. Office days can support richer social interaction, mentoring, rapid problem solving and relationship building. Kumar et al. (2026) found that autonomy and team cohesion mediated the relationship between hybrid work and job performance, illustrating that flexible work produces value when employees experience both control and connection. Conversely, Emanuel and Harrington (2024) found that inexperienced workers could lose access to informal assistance and learning when work became remote. A productive hybrid model must therefore allocate tasks to locations in a manner that preserves both focus and collaboration. The model also depends on organisational infrastructure. Soyege et al. (2026) found that reliable ICT tools, internet connectivity, functional digital platforms and clear hybrid-work policies strengthened employee performance in Nigerian organisations. Mundi et al. (2026) similarly reported that digital collaboration infrastructure significantly improved productivity in Abuja MSMEs. These findings are especially relevant for civil society organisations because distributed teams routinely exchange reports, budgets, project evidence, advocacy documents and monitoring information. A hybrid model becomes operationally meaningful only when employees can reach colleagues, locate current documents, receive decisions and track deliverables with minimal friction. In the present study, the hybrid work model was therefore represented by work-location flexibility and digital collaboration effectiveness rather than treated as a single undifferentiated practice.

2.1.2 Work-location flexibility

Work-location flexibility is the degree of discretion and structured choice employees have to perform eligible work from the office or an approved remote location. It includes the

predictability of the hybrid schedule, the fit between location and task, the ability to concentrate away from unnecessary interruptions and the extent to which employees can avoid commuting when physical presence adds little value. Naqshbandi et al. (2026) found that flexible work had a significant positive effect on job satisfaction in Nigerian universities and that satisfaction subsequently improved job performance. Bloom et al. (2024) also showed that employees assigned to two work-from-home days each week had substantially lower quit rates without a decline in performance. These findings suggest that flexibility can operate as a job resource when it gives employees usable control without weakening expectations. Flexibility can nevertheless become dysfunctional where employees are uncertain about when colleagues will be available, where work is highly interdependent, or where remote days are used for tasks that require immediate face-to-face coordination. Toscano et al. (2025) found that working from home could improve daily performance indirectly through concentration and engagement, but social isolation could also create a disengagement pathway. The relevant issue is therefore role-compatible flexibility rather than unlimited location choice. In this study, work-location flexibility was measured through respondents' assessments of their ability to alternate between office and remote locations, align location with task requirements, obtain useful autonomy over remote days, reduce unnecessary commuting and maintain clear expectations while working across locations.

2.1.3 Digital collaboration effectiveness

Digital collaboration effectiveness describes how successfully employees use digital tools and work routines to coordinate interdependent tasks across locations. The concept covers access to dependable internet and devices, the usability of communication platforms, shared-document practices, response speed, virtual meeting quality, version control and the visibility of assignments and deadlines. Mundi et al. (2026) found that digital collaboration infrastructure was a significant predictor of employee productivity, while Soyegbe et al. (2026) reported that technological support enhanced communication, coordination and efficiency in Nigerian hybrid work arrangements. Digital technology is therefore not simply an administrative support service in hybrid work; it forms part of the production system through which work moves from one employee to another.

The distinction between technology availability and collaboration effectiveness is important. An organisation may purchase collaboration platforms without establishing the norms required for employees to use them consistently. Liao et al. (2024) showed that digital leadership can shape the mechanism through which telework affects job performance, while Gibbs et al. (2023) found that communication and coordination costs increased when employees shifted to working from home. Effective digital collaboration therefore requires both technological capacity and behavioural routines: employees must know which channel to use, where documents are stored, how quickly requests should be answered and how decisions are recorded. In the present study, digital collaboration effectiveness was measured through perceived reliability of digital access, ease of information sharing, speed of coordination, continuity of communication and the ability of virtual tools to support task completion.

2.1.4 Employee productivity

Employee productivity refers to the extent to which an employee converts available work time, knowledge and organisational resources into required outputs at an acceptable level of quality. In knowledge-intensive settings, productivity is not adequately captured by physical presence or hours logged because employees may spend long periods working without producing completed or useful outputs. The concept therefore includes task completion, timeliness, output quality, target attainment and efficiency in the use of work time. Soyegbe et

al. (2026) operationalized productivity through improvements in task completion, output quality and overall performance, while Bernard (2025) examined how different remote-work arrangements predicted employees' productivity in Nigerian commercial banks. These approaches support the use of multi-item perceived productivity measures where objective output units vary across job roles. Hybrid work can influence productivity through competing mechanisms. Flexibility may protect focus time and reduce commute-related fatigue, whereas distance can increase communication costs or slow access to colleagues. Bloom et al. (2024) found no decline in performance grades, promotions or coding output under a structured hybrid schedule, while Aksoy et al. (2025) observed a rise in calls per hour after a call centre became fully remote. By contrast, Gibbs et al. (2023) found that employees worked longer but became less productive as coordination demands increased. These findings indicate that productivity should be interpreted as the net outcome of resources and demands created by the work arrangement. For civil society organisations, productivity can be reflected in whether employees complete programme, finance, communication, research, monitoring and administrative responsibilities on schedule and to the expected standard. Since these outputs differ by role, the present study used a composite perceptual measure rather than a single physical output measure. Respondents rated the extent to which their work arrangement supported timely task completion, quality of deliverables, achievement of assigned targets, effective use of working time and overall efficiency. A higher composite score represented stronger employee productivity.

2.2 Theoretical framework

2.2.1 Job Demands-Resources Theory by Demerouti, Bakker, Nachreiner and Schaufeli (2001)

The Job Demands-Resources (JD-R) Theory was proposed by Evangelia Demerouti, Arnold Bakker, Friedhelm Nachreiner and Wilmar Schaufeli in 2001. The theory argues that every work setting contains job demands that consume physical or psychological effort and job resources that help employees achieve work goals, reduce demands or stimulate development. Applied to hybrid work, commuting burden, digital interruptions, isolation, coordination delays and blurred boundaries can operate as demands, while autonomy, flexible location, reliable technology, supervisor support and access to colleagues can operate as resources. Recent telework research continues to use this logic. Liao et al. (2024) applied an extension of the JD-R perspective to explain telework and job performance, while Peiró et al. (2024) showed that telework outcomes depend on the balance between demands, resources and satisfaction with telework. The theory is relevant to work-location flexibility because the opportunity to select an appropriate work location can increase control and reduce unnecessary commuting, thereby freeing time and energy for task performance. It is also relevant to digital collaboration effectiveness because reliable platforms, clear communication routines and access to information reduce the effort required to coordinate distributed work. Toscano et al. (2025), using a diary design, found a motivational path through which working from home improved concentration and engagement, but also identified a negative path involving social isolation and disengagement. This pattern is consistent with the JD-R proposition that the same broad work arrangement can create resources and demands simultaneously. Applied to the present study, the JD-R Theory predicts that hybrid work will be positively related to productivity where work-location flexibility and effective digital collaboration function as usable job resources. Location flexibility should allow employees to allocate concentration-intensive work to environments where they can perform it efficiently, while digital collaboration should reduce the communication and coordination demands created by distance. Where those resources are weak, hybrid work may instead increase fragmented attention and delayed task

interdependence. The theory therefore provides a direct explanation for testing separate positive relationships between work-location flexibility, digital collaboration effectiveness and employee productivity.

2.2.2 Social Exchange Theory by Blau (1964)

Social Exchange Theory was proposed by Peter Blau in 1964 and explains workplace behaviour through reciprocal relationships between employees and organisations. When employees perceive that an organisation provides valued support, trust and discretion, they are more likely to reciprocate through positive attitudes and behaviours. Hybrid work can become such an exchange because flexible location signals that management trusts employees to organize eligible work without constant physical supervision. Mabaso (2026), in a study of hybrid and remote performance management, combined Social Exchange Theory with the JD-R perspective to explain how autonomy, accountability and communication shape performance. Naqshbandi et al. (2026) similarly found that perceived organisational support significantly conditioned the effects of hybrid arrangements in a Nigerian setting. The theory also explains why flexibility must be accompanied by accountability. Employees may interpret role-compatible location choice, functional digital tools and fair hybrid rules as organisational investments that make it easier to perform. In return, they may be more willing to meet deadlines, remain available to colleagues and sustain output without direct supervision. Conversely, if employees perceive hybrid work as poorly supported - for example, where they personally absorb connectivity problems or face ambiguous expectations - the exchange may be viewed as unbalanced. Under such conditions, flexibility may not generate stronger productivity even when remote days are formally permitted. In the present model, work-location flexibility represents a form of discretionary support and trust, while digital collaboration effectiveness represents the organisation's capacity to make distributed work practically viable. Employee productivity is the behavioural outcome through which employees can reciprocate supportive work arrangements. Social Exchange Theory therefore complements the JD-R Theory: JD-R explains how flexibility and collaboration alter the resource-demand balance of work, while Social Exchange Theory explains why employees may respond to supportive hybrid arrangements with greater commitment to timely and effective performance.

2.3 Empirical review

Soyege et al. (2026) examined hybrid work models and employee productivity in selected Nigerian organisations. The study covered the 2026 hybrid-work environment and used a quantitative cross-sectional sample of 386 employees drawn from organisations operating hybrid, remote and on-site arrangements. Data were collected through a structured survey and analysed with descriptive statistics and chi-square tests. The authors found that hybrid work had a positive and statistically significant effect on employee productivity. Respondents reported improvements in task completion, output quality and overall performance, while work flexibility, ICT tools, internet connectivity and clear work policies were identified as important enabling conditions. The study is relevant because it demonstrates in a Nigerian setting that productivity gains are linked to how hybrid work is implemented rather than to location flexibility in isolation. Mundi et al. (2026) investigated hybrid work practices and employee productivity among MSMEs in Abuja, Nigeria. The study was conducted as a descriptive cross-sectional survey in 2026 and analysed 411 usable questionnaires. Descriptive statistics, Pearson correlation and multiple regression were used to assess remote-work intensity, digital collaboration infrastructure and managerial coordination. Remote-work intensity and digital collaboration infrastructure were positively and significantly associated with employee productivity, while the managerial-support variable became

statistically insignificant in the full regression model. The model explained 87.8% of the variation in productivity and was jointly significant. The findings support the present study's separation of location flexibility from digital collaboration because they show that both the amount of remote work and the infrastructure connecting distributed employees can independently influence productivity. Kumar et al. (2026) assessed the impact of hybrid work models on job performance among remote employees in information-technology companies across India. The 2026 study used an online Google Forms survey and obtained responses from 482 remote workers. Structural equation modelling was employed to test a model grounded in workplace flexibility and self-determination perspectives, with technology fatigue, team cohesion and autonomy considered as mechanisms. The results indicated that hybrid work could improve job performance by strengthening employee autonomy and team cohesion, while technology fatigue weakened performance. The evidence is important because it shows that hybrid work operates through both empowering and constraining mechanisms. It also supports the expectation that location flexibility will be more productive when employees remain connected to their teams through effective digital practices.

Naqshbandi et al. (2026) examined telework, flexible work, job satisfaction and job performance in Nigerian higher education institutions during the post-pandemic hybrid-work period. The authors collected structured-questionnaire data from 277 university staff and applied quantitative analysis to test direct, indirect and moderating relationships. Flexible work had a significant positive effect on job satisfaction, while telework had a negative but statistically non-significant direct effect on satisfaction. Job satisfaction significantly improved job performance, and perceived organisational support moderated both hybrid-work dimensions. The study demonstrates that flexibility and telework should not be treated as identical experiences and that organisational support can determine whether hybrid arrangements translate into positive outcomes. This provides close Nigerian evidence for the present study's emphasis on supportive flexibility and effective collaboration.

Alenazi et al. (2026) investigated employee productivity and the future of remote work using primary data collected from employees working remotely in public and private organisations in India during the COVID-19 remote-work period. Of 1,850 employees approached, 646 usable responses were obtained. The researchers used a questionnaire and analysed the structural relationships with confirmatory factor analysis and structural equation modelling in AMOS 27. The sudden shift to remote work did not produce a significant overall negative effect on productivity, although interpersonal relations and skill development positively affected productivity while stress and limited time availability had adverse effects. The study suggests that productivity under distributed work depends on social and work-design conditions, reinforcing the view that collaboration quality matters alongside flexibility.

Batisse et al. (2026) examined the hybridization of work in French universities during the post-pandemic period. The sample comprised 75 employees and managers, including 49 teleworkers and 26 non-teleworkers, and data were gathered through semi-structured interviews. The qualitative analysis considered working conditions, work organisation, management, team relationships and work-life balance. Participants reported that hybrid work could create calm working conditions and support productivity, but it also reduced spontaneous and informal interactions and created risks for work-life boundaries. The findings demonstrate that hybrid work can improve individual concentration while simultaneously weakening the informal exchanges that teams rely on. For civil society organisations, the implication is that flexible location should be balanced with purposeful opportunities for coordination and social connection. Ishikura (2026) examined productivity peer effects in a company that had operated with a fully remote workforce since inception. The study used de-identified administrative and personnel data covering April 2022 to March 2023 and analysed 977 employee-month observations. New hires were assigned to teams in a

manner that permitted the author to exploit the assignment as a quasi-natural experiment. Average teammate productivity did not significantly raise an employee's own productivity, but working with highly experienced teammates increased individual productivity by about 12.2%, with an effect of approximately 26.2% among the shortest-tenure employees. The study shows that experience-based knowledge can remain productive in distributed teams, but the benefit depends on how expertise is embedded in team relationships rather than on communication volume alone. Bernard (2025) investigated remote-work arrangements and employee productivity in commercial banks in Calabar, Cross River State, Nigeria. The 2025 cross-sectional survey targeted customer-facing personnel; 457 questionnaires were administered and 334 completed responses were analysed. Descriptive statistics and multiple regression were used to test telecommuting, hybrid scheduling, mobile work arrangements and home-based operations. The combined model explained 75.3% of the variation in employee productivity, and all four remote-work dimensions were positive and statistically significant. The study provides Nigerian evidence that hybrid scheduling and other forms of location flexibility can support productivity when integrated with digital banking operations. Its findings are consistent with the expectation that a well-structured work-location arrangement can improve employees' ability to achieve work outputs. Akaegbobi et al. (2025) examined remote-work arrangements and employee productivity in a fintech company in Lagos, Nigeria. The cross-sectional study covered 2025 and had a population of 130 employees across junior, middle, senior and executive levels. A sample of 98 respondents was selected using the Taro Yamane formula, while data were collected with a structured questionnaire and analysed using percentages and Pearson correlation. The findings indicated significant relationships between remote-working conditions and quality of work, between information technology and employees' problem-solving skills, and between remote-work time and job satisfaction. The authors concluded that flexibility, autonomy and technological support could improve employee productivity and motivation. The study supports the joint importance of work-location conditions and enabling technology in Nigerian knowledge-based employment. Aksoy et al. (2025) studied the permanent shift to fully remote work at a large call centre in Turkey using a natural experiment. Administrative records covered 2019 to 2023 for a workforce of approximately 3,500 call-centre agents, and the full productivity specification used 406,667 agent-day observations. The researchers applied panel regressions with individual fixed effects to compare productivity before, during and after the 2020 lockdown transition. Calls per hour increased by about 9.1% during the lockdown and remained approximately 10.5% above the pre-transition level afterward. Remote work also changed workforce composition and enabled the firm to recruit a larger share of graduates without increasing wages. The findings show that distributed work can raise productivity where tasks are measurable and the home environment reduces concentration costs, while initial in-person onboarding can strengthen long-run performance. Toscano et al. (2025) investigated daily job performance under a hybrid work arrangement in an Italian public organisation. The diary study followed 203 municipal civil servants for eight consecutive workdays in June 2021 and produced 751 daily responses. Multilevel modelling was used to compare working from home with working at the office and to test motivational and health-impairment pathways. Working from home had an indirect positive relationship with daily job performance through improved concentration and work engagement. However, social isolation was associated with a negative disengagement pathway through lower work engagement. The findings show that a hybrid schedule can create both concentration resources and social demands, providing empirical support for the JD-R interpretation adopted in the present study. Maganda et al. (2025) examined remote work and employee productivity in Nigerian Breweries Plc. The 2025 study used a descriptive survey design with a population of 200 employees and a stratified random sample of 150, all of whom completed

the Google Forms questionnaire. Mean, standard deviation and analysis of variance were applied with SPSS and Microsoft Excel. Digital technology significantly influenced productivity, remote training was associated with work quality and productivity, and the remote work environment supported productivity particularly through improved work-life balance. The study also identified challenges involving disconnection, extended working hours and gaps in skill development. The findings indicate that the productivity benefit of remote or hybrid work depends on complementary infrastructure, training and supportive work policies rather than on remote access alone. Emanuel and Harrington (2024) analysed remote-work selection and productivity in call centres operated by a U.S. Fortune 500 firm. The administrative dataset covered January 2019 to October 2021; at the time of the COVID-19 office closure the firm employed 1,965 call-centre workers, including employees originally hired for remote and on-site roles. The authors used difference-in-differences and related econometric designs to distinguish the treatment effect of remote work from worker selection. Before COVID-19, remote workers answered about 12% fewer calls per hour than on-site workers. After offices closed, the productivity gap narrowed by about four percentage points but an 8% gap remained, while call quality and promotion outcomes also weakened for formerly on-site employees. The study cautions that remote work can create learning and coordination costs, particularly for less experienced workers. Bloom et al. (2024) conducted a six-month randomized controlled trial of hybrid working at Trip.com in China. The experiment covered 2021 to 2022 and involved 1,612 graduate employees who were randomly assigned either to work from home on two days each week or to continue working fully on site. The researchers examined retention, performance reviews, promotions and coding output over the experimental period and subsequent review cycles. Hybrid work reduced quit rates by about one-third and improved job satisfaction, while equivalence tests found no adverse effect on performance grades, promotions or lines of code written by software engineers. Managers also revised their initial negative perceptions of hybrid productivity after observing the experiment. The study provides strong causal evidence that a structured hybrid schedule can preserve performance while improving retention. Gibbs et al. (2023) examined work from home and productivity among high-skilled information-technology professionals in India. The study used personnel and analytics data covering April 2019 to August 2020 for 10,384 unique employees observed across 17 months, with the firm's abrupt March 2020 transition providing a before-and-after setting. Employee and team fixed-effects regressions were applied, supplemented by workplace-analytics measures of meetings, communication and focus time. Employees worked substantially longer hours after the transition, output declined slightly and productivity fell by approximately 8% to 19%. Coordination activity and meetings increased, uninterrupted focus time fell, and employees interacted with fewer colleagues and organisational units. The findings highlight communication and coordination costs as major risks that effective hybrid work systems must address. The reviewed studies establish that hybrid and remote work can improve productivity through flexibility, concentration, autonomy and access to wider labour pools, but the effects can be weakened by isolation, technology fatigue, limited informal learning and higher coordination costs. Nigerian evidence is increasingly positive, particularly where digital infrastructure and clear work structures are present, yet the empirical settings have largely involved commercial organisations and educational institutions. None of the reviewed studies directly tested work-location flexibility and digital collaboration effectiveness together as predictors of employee productivity in civil society organisations in Nigeria. This sectoral and measurement gap provided the basis for the present study.

3.0 Methodology

This study adopted a survey research design because the variables concerned employees'

current perceptions and experiences of hybrid work and productivity and were most appropriately obtained directly from respondents. The population comprised 267 employees in eight selected civil society organisations in Nigeria whose roles involved a meaningful combination of office-based and digitally enabled work. The organisations were treated as sampling clusters, while the employee was the unit of analysis. Using the Taro Yamane finite-population formula at a 5% margin of error, a minimum sample of approximately 160 employees was obtained. Proportionate allocation was used across the eight organisations and respondents were selected within each organisation through simple random procedures. A total of 160 questionnaires were administered, 155 were returned and 152 were complete and usable, representing a valid response rate of 95.0%. Primary data were collected with a structured questionnaire divided into demographic and study-variable sections. Study items were rated on a five-point Likert scale ranging from 1 = strongly disagree to 5 = strongly agree. Work-location flexibility was measured through items addressing the ability to alternate between office and approved remote locations, align location with task requirements, obtain useful autonomy over remote days, reduce unnecessary commuting and retain clear work expectations. Digital collaboration effectiveness was measured through the reliability of digital access, ease of information sharing, speed of coordination, communication continuity and the usefulness of virtual tools for completing interdependent tasks. Employee productivity was measured through task completion, timeliness, output quality, target attainment and efficient use of work time. The item structure was informed by recent hybrid-work and productivity studies (Bernard, 2025; Mundi et al., 2026; Naqshbandi et al., 2026; Soyege et al., 2026). Questionnaire responses were coded so that higher scores represented stronger perceptions of each construct. A composite mean was calculated for the items measuring each variable, thereby retaining the original one-to-five response scale while reducing item-level measurement noise. The instrument was subjected to content review for clarity, relevance and coverage of the study constructs before administration. EVIEWS 10.0 was used to conduct the statistical analysis of the coded responses. The software was used to compute the descriptive statistics, estimate the specified multiple regression model, and generate the coefficient estimates, standard errors, t-statistics, F-statistic, R-squared, adjusted R-squared and probability values used for statistical decisions. Statistical decisions were made at the 5% level: a null hypothesis was rejected where the probability value was less than 0.05 and retained where the probability value was equal to or greater than 0.05. Since the design was cross-sectional, coefficients were interpreted as statistical relationships rather than as proof of causation. The analytical procedure was also consistent with recent Nigerian quantitative studies that applied inferential techniques to organisational and financial data. Aluya and John (2024) employed descriptive statistics and Pearson correlation in analysing survey responses, while John et al. (2024), Ogbuigwe et al. (2024), Ogbuigwe et al. (2025) and Udo et al. (2025) used EVIEWS 10.0 to carry out regression-based estimations. Accordingly, EVIEWS 10.0 served in the present study as the statistical analysis environment in which the descriptive measures and multiple regression estimates were computed rather than merely as a format for displaying results.

The econometric model expressed employee productivity as a function of work-location flexibility and digital collaboration effectiveness. The functional and estimable forms were stated as follows:

Employee productivity = f (Work-location flexibility, Digital collaboration effectiveness)

$$EP_i = \beta_0 + \beta_1 WLF_i + \beta_2 DCE_i + \varepsilon_i$$

Where:

EP = Employee productivity

WLF = Work-location flexibility

DCE = Digital collaboration effectiveness

β_0 = Model intercept

$\beta_1 - \beta_2$ = Coefficients to be estimated

i = Individual employee respondent

ε = Stochastic error term

The variables were measured as shown in Table 3.1 below;

Table 3.1 Measurement of variables

Variable	Description	Measure	Source
EP	Dependent variable	Composite mean of task completion, timeliness, output quality, target attainment and work efficiency items measured on a 5-point Likert scale.	Soyege et al. (2026); Bernard (2025)
WLF	Independent variable	Composite mean of role-compatible office/remote choice, task-location fit, autonomy over remote days, commuting reduction and clarity of location expectations.	Naqshbandi et al. (2026); Toscano et al. (2025)
DCE	Independent variable	Composite mean of digital reliability, information sharing, coordination speed, communication continuity and virtual-tool support for task completion.	Mundi et al. (2026); Soyege et al. (2026)

Source: Researcher's Compilation (2026).

4.0 Data Analysis and Discussion of Findings

4.1 Data analysis

4.1.1 Demographic profile of respondents

The demographic profile was examined to show the composition of the 152 respondents whose questionnaires were included in the analysis. Female employees constituted 82 respondents (53.9%), while male employees constituted 70 (46.1%). The largest age category was 31-40 years with 63 respondents (41.4%), followed by 41-50 years with 38 (25.0%), 21-30 years with 35 (23.0%) and 51 years and above with 16 (10.5%). The educational profile was concentrated at HND/Bachelor and postgraduate levels, while length of service was distributed across newer and more experienced employees. Figures 4.1 to 4.4 present the demographic characteristics individually.

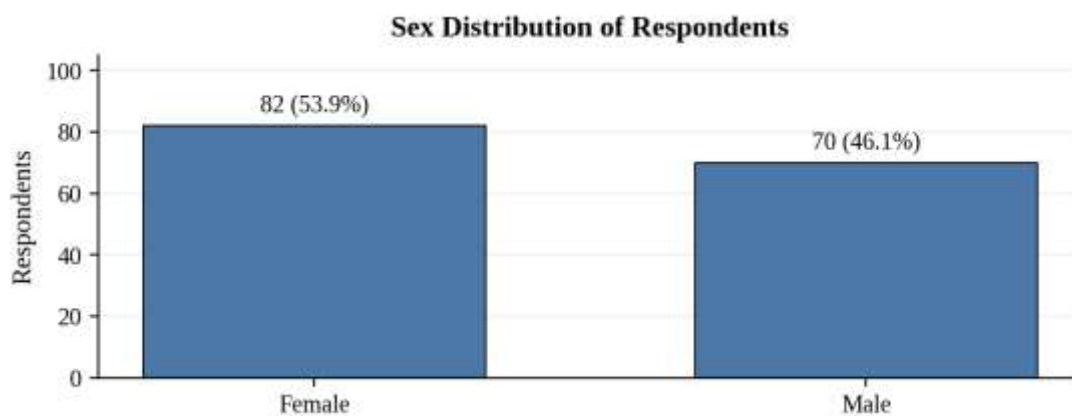


Figure 4.1 Sex Distribution of Respondents

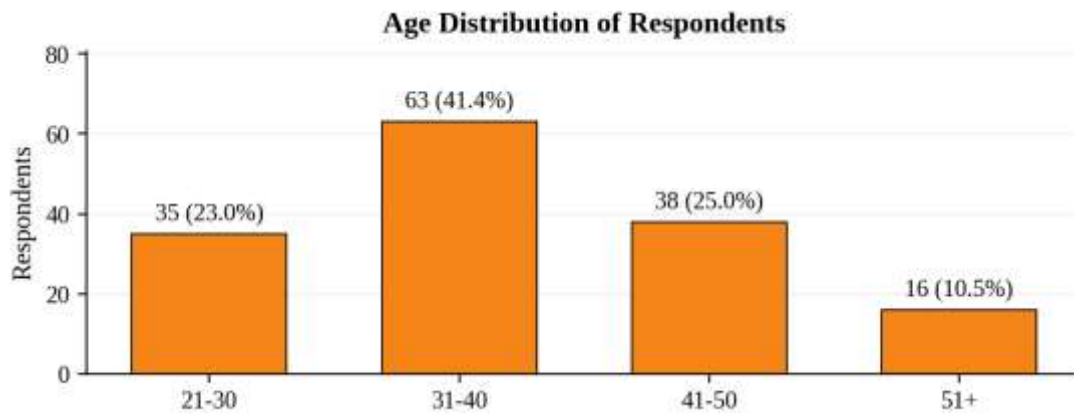


Figure 4.2 Age Distribution of Respondents

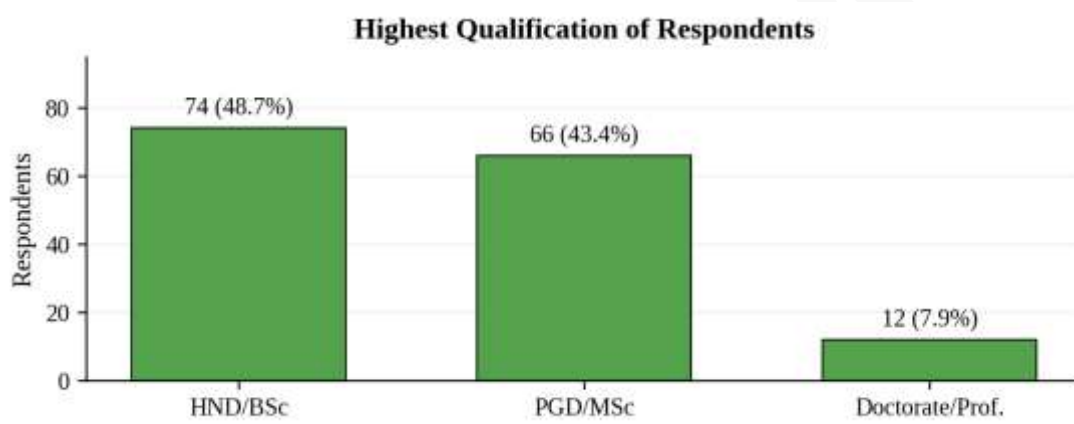


Figure 4.3 Highest Qualification of Respondents

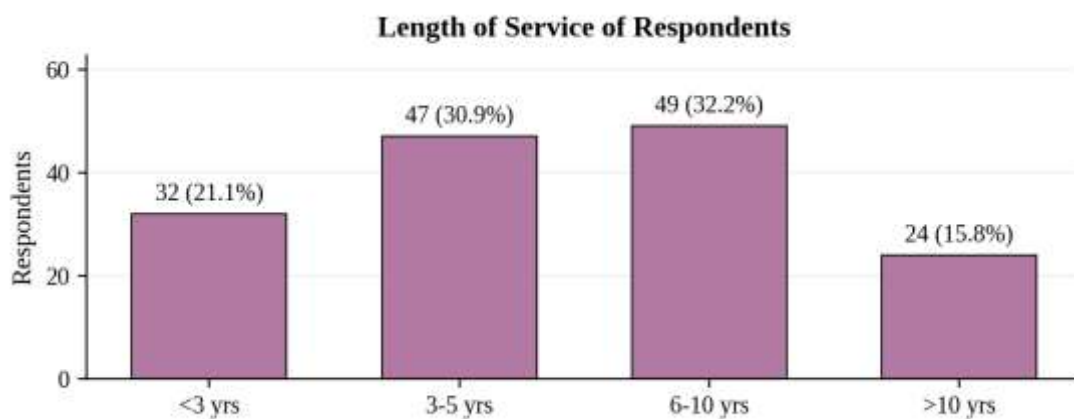


Figure 4.4 Length of Service of Respondents

4.1.2 Descriptive statistics

Using EViews 10.0, descriptive statistics were computed to summarize the distribution of employee productivity, work-location flexibility and digital collaboration effectiveness through the mean, median, maximum, minimum, standard deviation, skewness, kurtosis and Jarque-Bera statistic. The statistics generated from the analysis are reported in Table 4.1.

Table 4.1 EViews 10.0 Descriptive Statistics Output

Date: 08/27/26 Time: 10:52

Sample: 1 152

Included observations: 152

	EP	WLF	DCE
Mean	3.936896	3.729145	3.845752
Median	3.905038	3.701616	3.812213
Maximum	4.849515	4.558443	4.749549
Minimum	3.073977	2.709991	2.703417
Std. Dev.	0.334607	0.355562	0.353380
Skewness	0.165559	0.024446	0.135011
Kurtosis	2.588936	2.992829	3.128765
Jarque-Bera	1.764545	0.015465	0.566784
Probability	0.413841	0.992297	0.753224
Sum	598.408199	566.829988	584.554295
Sum Sq. Dev.	16.906228	19.090044	18.856494
Observations	152	152	152

Source: Researcher's Computation using EViews 10.0 (2026).

The result in Table 4.1 indicated that employee productivity (EP) had a mean of approximately 3.94 and a median of 3.91 on the five-point scale, with observed composite scores ranging from about 3.07 to 4.85. The standard deviation of approximately 0.33 indicated that productivity responses were relatively concentrated around the mean. Work-location flexibility (WLF) had a mean of 3.73 and a median of 3.70, while digital collaboration effectiveness (DCE) had a mean of 3.85 and a median of 3.81. The mean scores above the scale midpoint suggested that respondents generally perceived both hybrid-work dimensions positively. The standard deviations of approximately 0.36 for WLF and 0.35 for DCE showed meaningful but not extreme variation across respondents. WLF ranged from approximately 2.71 to 4.56, whereas DCE ranged from approximately 2.70 to 4.75. EP and DCE were slightly positively skewed, while WLF was almost symmetric. The kurtosis values were close to the normal-distribution benchmark of 3. The Jarque-Bera probability values for all three variables were greater than 0.05, so the descriptive output did not indicate severe departures from normality. The main hypotheses were subsequently evaluated using the multiple regression coefficients and probability values.

4.1.3 Test of hypotheses

The specified multiple regression model was estimated in EViews 10.0 to test the two hypotheses as reported in Table 4.2.

Table 4.2 EViews 10.0 Multiple Regression Output

Dependent Variable: EP

Method: Least Squares

Date: 08/27/26 Time: 10:52

Sample: 1 152

Included observations: 152

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	0.739193	0.221353	3.339428	0.0011
WLF	0.388085	0.056057	6.923037	0.0000
DCE	0.455172	0.056403	8.069967	0.0000

R-squared	0.585041	Mean dependent var	3.936896
Adjusted R-squared	0.579471	S.D. dependent var	0.334607
S.E. of regression	0.216987	Akaike info criterion	-0.198423
Sum squared resid	7.015395	Schwarz criterion	-0.138741
Log likelihood	18.080130	Hannan-Quinn criter.	-0.174178
F-statistic	105.03571 7	Durbin-Watson stat	1.858247
Prob(F-statistic)	0.000000		

Source: Researcher's Computation using EViews 10.0 (2026).

The multiple regression line is written as follows:

$$EP = 0.739193 + 0.388085 \cdot WLF + 0.455172 \cdot DCE + \mu$$

The regression result showed an R-squared of approximately 0.5850 and an adjusted R-squared of 0.5795. This indicated that work-location flexibility and digital collaboration effectiveness jointly explained about 58.5% of the variation in employee productivity, while the remaining variation was attributable to employee, job, organisational and environmental factors outside the model. The F-statistic of approximately 105.04 had a probability value of 0.0000, indicating that the hybrid-work variables were jointly significant at the 5% level. The Durbin-Watson statistic of approximately 1.86 was reasonably close to 2. Holding the explanatory variables constant, the intercept was approximately 0.739.

The coefficient on WLF was 0.3881, indicating a positive relationship between work-location flexibility and employee productivity. A one-point increase in the composite flexibility score was associated with an estimated 0.388-point increase in the productivity score, holding digital collaboration constant. DCE had a coefficient of 0.4552, indicating a positive relationship between digital collaboration effectiveness and employee productivity. The larger DCE coefficient suggested that, within the fitted model and scale used, effective digital coordination had a somewhat stronger association with productivity than location flexibility. Both coefficients were statistically significant at the 5% level.

4.1.3.1 Hypothesis one

H₀: There is no significant relationship between work-location flexibility and employee productivity in civil society organisations in Nigeria.

H₁: There is a significant relationship between work-location flexibility and employee productivity in civil society organisations in Nigeria.

The coefficient for work-location flexibility was 0.3881 with a t-statistic of 6.9230 and a probability value of 0.0000. Since the probability value was less than the 5% significance level, the null hypothesis was rejected and the alternative hypothesis was accepted. The result therefore indicated a significant positive relationship between work-location flexibility and employee productivity. This meant that respondents who experienced clearer and more usable flexibility over where eligible work was performed also reported stronger task completion, timeliness, quality, target attainment and work efficiency.

4.1.3.2 Hypothesis two

H₀: There is no significant relationship between digital collaboration effectiveness and employee productivity in civil society organisations in Nigeria.

H₁: There is a significant relationship between digital collaboration effectiveness and employee productivity in civil society organisations in Nigeria.

The coefficient for digital collaboration effectiveness was 0.4552 with a t-statistic of 8.0700 and a probability value of 0.0000. Since the probability value was less than 0.05, the null hypothesis was rejected and the alternative hypothesis was accepted. The result indicated a

significant positive relationship between digital collaboration effectiveness and employee productivity. This suggested that employees who experienced more reliable digital access, faster coordination, clearer information sharing and more useful virtual collaboration also reported stronger productivity outcomes.

4.2 Discussion of findings

The first finding was that work-location flexibility had a significant positive relationship with employee productivity (Coeff. = 0.3881; p-value = 0.0000). The finding suggests that flexibility functions as a productive resource when employees can match eligible tasks to an appropriate work environment while retaining clear expectations. It agrees with Soyege et al. (2026), who found flexibility to be a major driver of productivity in Nigerian organisations, and with Naqshbandi et al. (2026), who showed that flexible work improved job satisfaction and that job satisfaction subsequently strengthened performance. It is also compatible with Bloom et al. (2024), whose randomized trial found that a structured two-day work-from-home arrangement reduced attrition without damaging performance. For civil society organisations, the result implies that hybrid policies should focus on task-location fit rather than treating attendance as the principal indicator of contribution. The positive flexibility result does not mean that more remote work will always produce more output. Emanuel and Harrington (2024) found that remote work reduced productivity in their call-centre context, especially where workers lost access to immediate assistance, while Gibbs et al. (2023) linked lower productivity to higher communication and coordination costs. Toscano et al. (2025) similarly identified both a concentration pathway and a social-isolation pathway in hybrid work. The present finding can therefore be interpreted through the JD-R Theory: flexibility appears to operate as a job resource when employees use it to reduce commuting demands, protect concentration time and manage eligible work autonomously, but the benefit depends on adequate resources that prevent location distance from becoming a coordination demand. The second finding was that digital collaboration effectiveness had a significant positive relationship with employee productivity (Coeff. = 0.4552; p-value = 0.0000). This result was consistent with Mundi et al. (2026), who found digital collaboration infrastructure to be a significant predictor of productivity among Abuja MSMEs, and with Soyege et al. (2026), who emphasized the productivity contribution of ICT tools, internet connectivity and functional digital platforms. Maganda et al. (2025) likewise found that digital technology significantly influenced productivity in Nigerian Breweries Plc. The result indicates that civil society employees do not benefit from location flexibility in isolation; they require dependable ways to exchange information, coordinate interdependent tasks, locate current files and obtain timely decisions while working across locations. The finding is also supported by the broader evidence on distributed teams. Ishikura (2026) showed that experienced teammates could raise the productivity of remote employees, particularly those with short tenure, while Aksoy et al. (2025) found sustained productivity gains after a call centre moved remote and emphasized the value of initial in-person onboarding. These studies imply that technology works best when it is embedded in a functioning social and knowledge system. Digital collaboration effectiveness should therefore include more than access to software; it should include response norms, shared-document discipline, meeting practices, clarity about channels and deliberate opportunities for employees to obtain expertise. In the present model, this dimension carried the larger coefficient, suggesting that the quality of coordination may be especially important where civil society outputs are interdependent. Taken together, the findings distinguish flexibility from the infrastructure that makes flexibility productive. Work-location flexibility gives employees control over where suitable tasks are performed, while digital collaboration effectiveness keeps distributed work connected to colleagues, information and deadlines. The combined explanatory power of 58.5% indicates that the two dimensions represent substantial but not exhaustive influences

on productivity. The results are coherent with both theoretical perspectives: JD-R Theory explains how flexibility and collaboration act as resources that offset commuting and coordination demands, while Social Exchange Theory explains why employees may reciprocate supportive and trust-based hybrid arrangements with stronger performance. The practical implication is that civil society organisations should design hybrid work as an integrated system of role-based flexibility, digital coordination and outcome accountability rather than as an informal privilege to work away from the office.

5.0 Conclusion and Recommendations

This study examined the relationship between hybrid work model and employee productivity in selected civil society organisations in Nigeria. The hybrid work model was represented by work-location flexibility and digital collaboration effectiveness, while employee productivity was represented by task completion, timeliness, output quality, target attainment and work efficiency. The literature showed that distributed work can create both resources and demands: flexibility can strengthen autonomy and concentration, while weak coordination can increase communication costs and reduce access to informal learning. The empirical results showed that both work-location flexibility and digital collaboration effectiveness had significant positive relationships with employee productivity, with digital collaboration effectiveness displaying the larger coefficient in the fitted model.

The study therefore concluded that hybrid work is most productive when flexibility is structured and digitally supported. Giving employees role-compatible choice over work location can improve productivity, but the benefit depends on whether employees remain connected to the information, colleagues and decisions required to complete their work. In civil society organisations, where outputs frequently involve collaborative drafting, programme coordination, monitoring, communication, finance and stakeholder engagement, effective digital collaboration is not separate from productivity; it is part of the work process itself. Hybrid performance should consequently be assessed through completed outputs and coordination quality rather than through physical visibility alone.

In line with the findings of the study, civil society organisations in Nigeria were recommended to:

1. Formalize role-based work-location flexibility by specifying which responsibilities can be performed remotely, the expected office-contact days for interdependent work, availability windows and measurable output standards, while giving employees sufficient discretion to use remote days for concentration-intensive tasks and to reduce unnecessary commuting without weakening accountability.
2. Strengthen digital collaboration effectiveness by standardising the platforms used for communication and document sharing, improving connectivity and access support, defining response and file-management protocols, maintaining visible task and deadline tracking, and combining virtual coordination with purposeful in-person interaction so that employees can obtain timely decisions, knowledge and feedback across locations.

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