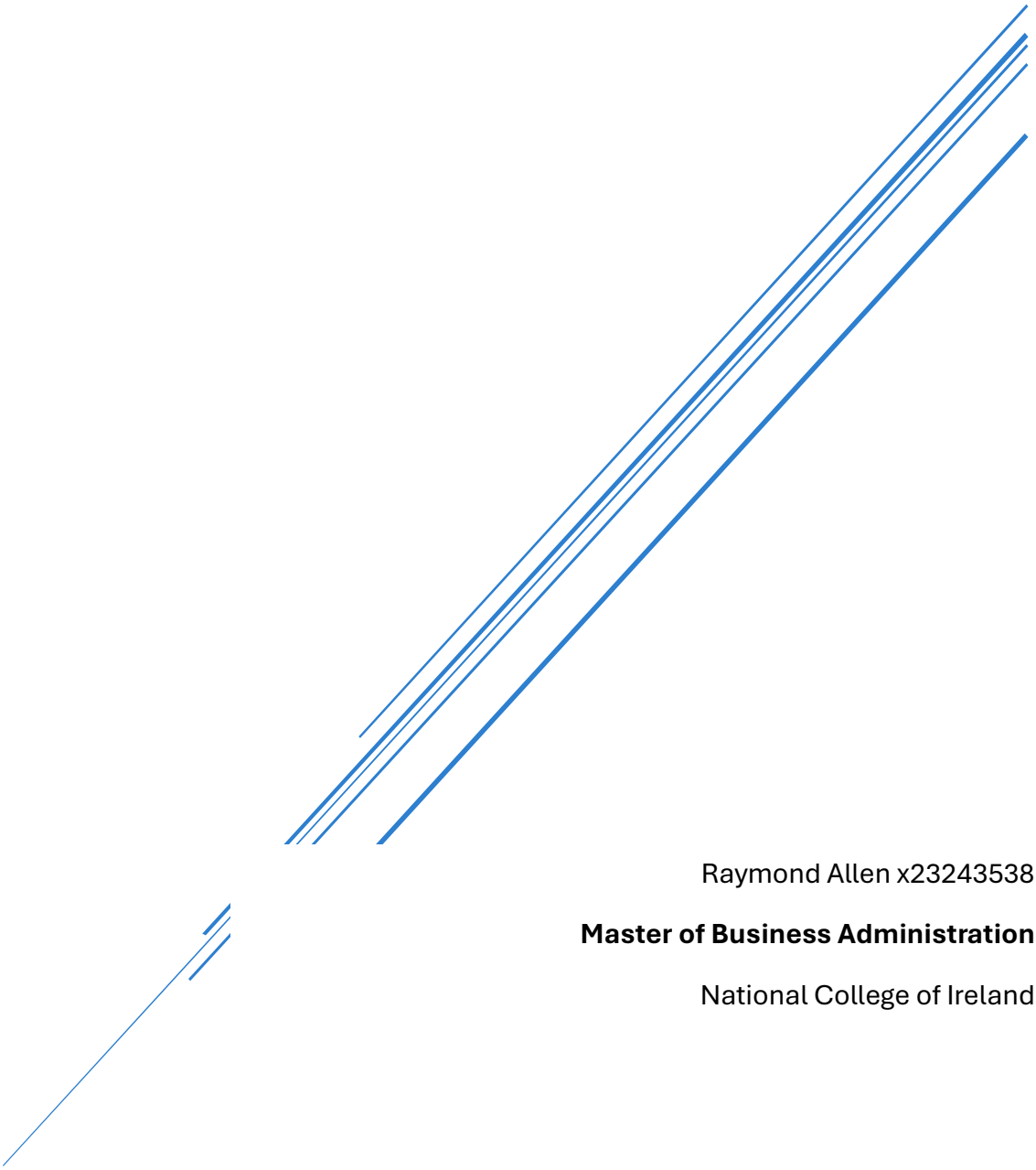
To what extent does the adoption of hybrid working models contribute to increased employee satisfaction and organisational productivity in the post-covid era?



Raymond Allen x23243538

Master of Business Administration

National College of Ireland

Abstract

"To what extent does the adoption of hybrid working models contribute to increased employee satisfaction and organisational productivity in the post-covid era?"

Raymond Allen

The rapid expansion of hybrid working arrangements accelerated by Covid-19, has reshaped organisational practices and employee expectations across sectors. While promoted for enhancing flexibility, independence and work life balance, hybrid work also presents challenges related to collaboration, digital infrastructure, organisational culture and emotional consequences such as technostress, isolation and uncertainty. Even as hybrid work becomes more widespread, the academic evidence remains inconclusive with studies offering contrasting conclusions abouts its impact of employee satisfaction and organisational productivity.

This dissertation investigates the extent to which hybrid work models contribute to employee satisfaction and organisational productivity in the post pandemic era. Grounded in Social Exchange Theory, Self Determination Theory and Job Demands Resource model, the study examines hybrid work as both a potential resource and a stressor, depending on the balance of demands, support and infrastructure.

A quantitative research design was employed, involving 120 employees across multiple sectors with a focus on the technology industry where hybrid work practices are most advanced. Validated instruments were used to assess flexible working arrangements, digital infrastructure, work life balance, innovation and related organisational outcomes. A pilot test was conducted to refine the instrument and reliability was confirmed using Cronbach's alpha. Group differences were analysed through one-way ANOVA and mediation effects were tested using SPSS Process macro.

Findings provide insight into the conditions under which hybrid work enhances satisfaction and productivity while also identifying risk such as technology induced stress and unclear work responsibilities. The research contributes to both theory and practice by offering evidence based recommendations for organisations designing or refining hybrid work models. It further identifies limitations and proposes directions for future research, positioning hybrid work as a critical field of study in the evolving future of work.

Dissertation Declaration Page

Submission of Thesis and Dissertation

National College of Ireland

Research Students Declaration Form

(Thesis/Author Declaration Form)

Name: Raymond Allen

Student Number: x23243538

Degree for which thesis is submitted: Master of Business Administration

Title of Thesis: To what extent does the adoption of hybrid working models contribute to increased employee satisfaction and organisational productivity in the post-covid era?

Thesis Supervisor: Robert MacDonald

Date: 25th August 2025

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Project Submission Sheet

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Module:	Dissertation
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AI Acknowledgement Supplement

Master of Business Administration

To what extent does the adoption of hybrid working models contribute to increased employee satisfaction and organisational productivity in the post-covid era?

Your Name/Student Number	Course	Date
Raymond Allen **x23243538**	Master of Business Administration	25th August 2025

This section is a supplement to the main assignment, to be used if AI was used in any capacity in the creation of your assignment; if you have queries about how to do this, please contact your lecturer. For an example of how to fill these sections out, please click here.

AI Acknowledgment

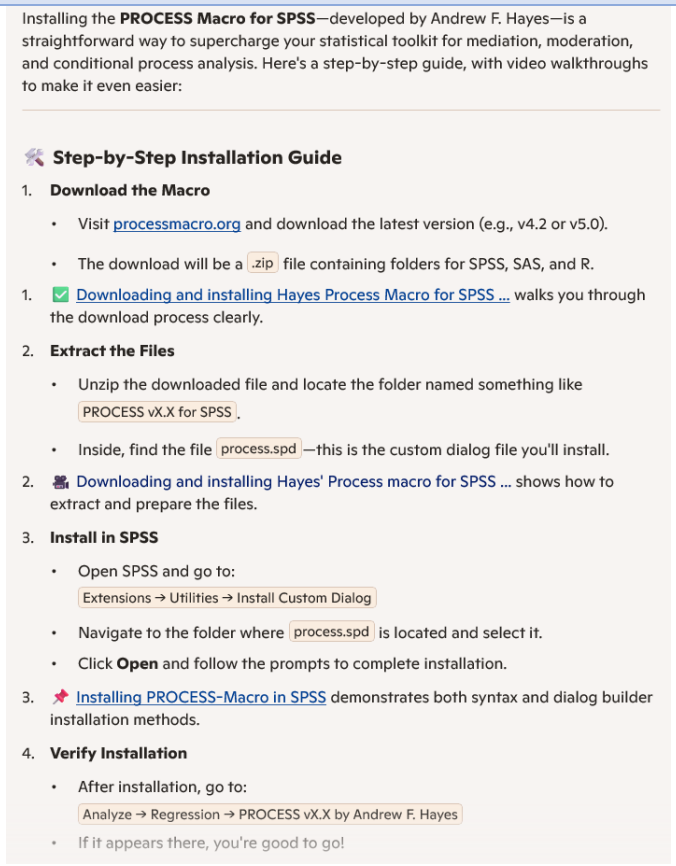
This section acknowledges the AI tools that were utilized in the process of completing this assignment.

Tool Name	Brief Description	Link to tool
Mendeley	Reference Manager	Mendeley.com
Microsoft Office Copilot	Help with SPSS installation	Office.com

Description of AI Usage

This section provides a more detailed description of how the AI tools were used in the assignment. It includes information about the prompts given to the AI tool, the responses received, and how these responses were utilized or modified in the assignment. One table should be used for each tool used.

Mendeley	
Reference / Citation manager	
Software as per recommendation on NCI Library	

Microsoft Office Copilot	
Help install SPSS Process Macro	
How to install SPSS Process Macro	

Installing the **PROCESS Macro for SPSS**—developed by Andrew F. Hayes—is a straightforward way to supercharge your statistical toolkit for mediation, moderation, and conditional process analysis. Here's a step-by-step guide, with video walkthroughs to make it even easier:

Step-by-Step Installation Guide

1. **Download the Macro**
   - Visit processmacro.org and download the latest version (e.g., v4.2 or v5.0).
   - The download will be a `.zip` file containing folders for SPSS, SAS, and R.

1. Downloading and installing Hayes Process Macro for SPSS ... walks you through the download process clearly.

2. **Extract the Files**
   - Unzip the downloaded file and locate the folder named something like `PROCESS vX.X for SPSS`.
   - Inside, find the file `process.spd`—this is the custom dialog file you'll install.

2. Downloading and installing Hayes' Process macro for SPSS ... shows how to extract and prepare the files.

3. **Install in SPSS**
   - Open SPSS and go to:
     `Extensions → Utilities → Install Custom Dialog`
   - Navigate to the folder where `process.spd` is located and select it.
   - Click **Open** and follow the prompts to complete installation.

3. Installing PROCESS-Macro in SPSS demonstrates both syntax and dialog builder installation methods.

4. **Verify Installation**
   - After installation, go to:
     `Analyze → Regression → PROCESS vX.X by Andrew F. Hayes`
   - If it appears there, you're good to go!

Evidence of AI Usage

This section includes evidence of significant prompts and responses used or generated through the AI tool. It should provide a clear understanding of the extent to which the AI tool was used in the assignment. Evidence may be attached via screenshots or text.

Additional Evidence:

[Place evidence here]

Acknowledgements

The completion of this Master of Business Administration program represents more than an academic milestone, it is the culmination of a personal journey. I am deeply grateful to my wife, friends and family who supported me.

First, I wish to thank National College of Ireland and the staff and faculty of the MBA programme. I am particularly indebted to my thesis supervisor Robert, for his invaluable feedback and patience.

Thank you to all participants of the pilot survey and the 120 individuals who completed the questionnaire, your contribution was instrumental to my research.

To my MBA colleagues, group participants and my workplace, your flexibility and practical experience helped ground my academic learning.

Thank you all for your part in this achievement.

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A.5. report inferential analyses (ANOVA) group comparisons, referenced in Section 5.4 and 5.5.

A.6. report correlation matrices, referenced in Section 5.4 and 5.5.

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A.8 present anonymised qualitative responses and thematic coding, underpinning Section 5.7.

List of Abbreviations

Theories	Job Demands-Resources	JD-R
	Self Determination Theory	SDT
	Social Exchange Theory	SET

Constructs / Scales	Work life balance	WLB
	Satisfaction	SAT
	Productivity	PROD
	Communication	COMM
	Innovation	INNOV
	Infrastructure	INFRA
	Retention	RET

Statistics	Cronbach's alpha	A
	Beta	β
	Standard Deviation	Std. Dev.

Chapter 1: Introduction

1.1 Background

In today's working environment the rise of hybrid working models has dramatically accelerated, particularly within the technology sector due to Covid-19 pandemic. This lead to an unprecedented transformation in workplace practices, compelling organisations to swiftly implement remote and hybrid working arrangements. Employees now routinely divide their time between traditional office environments and remote work locations. Although popularised during the pandemic, hybrid work has much deeper roots, with foundations tracing back several decades. While hybrid work gained immense popularity in response to the pandemic, it's foundations trace back several decades. Beginning in the 1970's and 1980's, organizations began experimenting with telecommuting, driven by advances in technology, rising energy costs and evolving attitudes towards work-life balance (Nilles, 1998). Early corporate adopters such as IBM and AT&T, pioneered flexible working arrangement as strategic tools to enhance productivity, reduce overhead costs and attract talent. Widespread adoption however was limited due to technological constraints and limited infrastructure.

The onset of widespread internet connectivity, cloud computing and collaboration tools in the late 20th and early 21st centuries progressively enabled broader implementation of hybrid working practices. Yet, it was the urgent need for remote solutions during the Covid 19 pandemic that decisively drove hybrid work in mainstream organisational practices, reshaping widespread perceptions of workplace flexibility.

1.2 Rationale and Research Gap

Hybrid working commonly defined today as structured arrangements in which employees split their time between traditional offices and remote locations, has been acclaimed for enhancing work life balance, flexibility and reducing commuting burdens (Williams and Shaw, 2025). Nonetheless, hybrid arrangements also present challenges related to communication, employee well being, digital infrastructure and organisational culture.

While hybrid work is frequently seen as acclaimed flexibility, a rigorous examination of it's actual effects is crucial (Sajjad, Ahmad and Sherwani, 2024) This research seeks to address this model for its potential benefits, flexibility, employee satisfaction and organisational productivity. Existing literature presents a range of perspectives often with conflicting conclusions while some studies suggest a strong positive correlation between flexible work arrangements and employee well being, job satisfaction and work life balance (Shagvaliyeva and Yazdanifard, 2014). These studies often argue that increased autonomy and control over work schedules can lead to reduced stress levels improve work life balance and therefore greater job satisfaction and organisational commitment. By contrast, other research highlights potential downsides, including risks to collaboration, innovation and communication (Trevor and Holweg, 2022); (Messenger and Gschwind, 2016). In addition, hybrid arrangements generate emotional consequences such as anxiety, isolation, technostress and uncertainty which remain underexplored in current research (Ward, Harunavamwe and Kanengoni, 2025) . This research critically evaluates these contrasting viewpoints, aiming to provide an understanding of hybrid work. It will explore the factors that contribute to the success or failure of hybrid working arrangements, including individual preferences and job roles.

1.3 Theoretical Framework

The theoretical framework informing this research includes Social Exchange Theory, Self Determination Theory and Job Demands-Resources model. Blau, (2017), laid the foundational groundwork for social exchange theory, offering insight on human interactions with organisations. Key to Blau's viewpoint is a feeling of obligation. When applied to the workplace, it suggests that when employees perceived their organisational support, such as flexible working arrangements, they feel compelled to return with increased loyalty and engagement. Self Determination theory (Ryan and Deci, 2017) is a model of feeling effective, capable and feeling connected to others. This highlights the importance of hybrid configurations that preserve connectedness e.g. core hours, in sustaining motivation and well being. Although, the Job Demands-Resource model (Bakker and Demerouti, 2007) explains how various job characteristics impact employee well being and performance. It proposes that every job has 2 main characteristics, job demand and job resources. Job demand, such as high workload and high pressure can become stressors if they exceed an employee's

capacity or ability to manage. By contrast, job resources, such as opportunities of personal growth, learning and development, can help an employee cope better with heavy demands.

Despite extensive theoretical insights, research remains divided. (Bloom, Liang, Roberts, Ying, 2015) demonstrated productivity increases from remote work trials but failed to differentiate clearly between hybrid and fully remote models. Similarly, (Masuda, Holtschlag and Nicklin, 2017) found that autonomy without adequate support could amplify work life conflict, yet the study's narrow scope limited it broader applicability. Furthermore, Ozkaya, (2021) qualitative studies identified significant themes such as isolation and managerial lack of clarity, certainty, or clear direction, but lacked quantitative productivity assessments. These gaps highlight the need for further quantitative research across various sectors.

To address these observed limitations, this dissertation will undertake a quantitative survey involving 120 employees across several sectors, with a particular focus on Information Technology given its extensive integration of hybrid practices. It will investigate diverse configurations including full remote, core working hours, set day of working hybrid and other flexible arrangements. Using validated instruments for measuring flexible working arrangements and work life balance. Furthermore, the study introduces measures accessing digital infrastructure capabilities and innovation support.

To strengthen the study's methodology quality, a pilot test was conducted to refine the survey design and reliability was confirmed using Cronbach's alpha. Statistical analyses, including one way ANOVA and mediation testing via SPSS PROCESS macro (Hayes and Little, 2018) to estimate the indirect effects with greater accuracy.

1.4 Research Question

To what extent does the adoption of hybrid working models contribute to increased employee satisfaction and organisational productivity in the post covid era?

This research provides a relevant setting for studying the complexities of hybrid working arrangements. By embedding the study within Social Exchange, Self Determination and Job Demands-Resources framework, hybrid work is considered both as a resource (e.g. providing efficiency and flexibility) and as a stressor (e.g. creating digital overload). The findings will inform evidence based recommendations for hybrid models that maximise productivity and satisfaction while mitigating risks,

1.5 Dissertation Structure

The structure of this dissertation is organised to ensure a logical progression of ideas. Chapter Two, offers a comprehensive review of the existing literature, critically examining theoretical perspectives and findings relevant to hybrid work. This review establishes the foundation of the study and highlights gaps that the research seeks to address. Chapter Three builds on this by refining the research question and leads into the methodological approach. Chapter Four then details the research design, data collection strategies and analytical techniques to ensure quality and validity. Chapter Five presents the findings, inline with the research objectives, offering both a descriptive and statistical analysis of the data. These results are interpreted in Chapter Six where they are discussed in relation to theoretical frameworks and existing studies, with attention to both practical and academic implications. Finally, Chapter Seven synthesises the key insights presented and offers actionable recommendations for organisation navigating the complexities of hybrid work. This concluding chapter also identifies limitations of the study and suggests areas of future research, thereby positioning the contributions of this dissertation within a broader academic and practical context.

Chapter 2: Literature Review

This literature review analyses hybrid work research, with a particular focus on the hybrid working models and their influence on employee satisfaction and organisational productivity. The aim is to identify key themes, evaluate existing findings and highlight gaps in the literature. Hybrid working has become a defining feature of the post pandemic workplace. The Covid-19 pandemic accelerated changes in work organisation and expectations, compelling large scale remote work strategies to be adopted at unprecedented speed. As restrictions lifted, many companies sought to balance the efficiency of remote work with the collaborative benefits of physical offices, driving the shift towards blended work environments.

2.1 The Evolution of Hybrid Work

Hybrid work has evolved significantly over the past century shaped by technological, industrial and societal transformations. In the early 1900's, work was almost physically tied to workplaces such as factories and offices, whereby productivity was measured through on site supervision and rigid schedules (Taylor, 1911) The mid 20th century saw the rise of office based employment and 9 to 5 structures, though early experiments of flexible schedules began to emerge (Kelliher and Anderson, 2010).The term telecommuting was first introduced by (Nilles, 1998) signalling the possibility of working away from the traditional office through the use of telecommunication technologies. By the 1990's, the use of personal computers and the internet enabled limited remote work, setting the foundation of formalised flexible practices (Hill, Ferris and Martinson, 2003). The 2000's and 2010's marked the acceleration of digitalisation with cloud computing, collaborative platforms and mobile devices such as Blackberry and Zoom (Messenger and Gschwind, 2016). Finally, the Covid-19 pandemic in 2020 acted as a catalyst, forcing organisations globally to adopt remote working models overnight and cementing hybrid work as a mainstream organisation strategy for balancing flexibility with collaboration (Kniffin, K., Narayanan, J., Anseel, F., 2021) This trajectory shows that hybrid work is not a sudden invention of Covid-19 era but the result of long running technological and organisational shifts. What distinguishes the post pandemic context is it's scale and longevity, making systematic evaluation of it's outcomes more pressing than ever.

Hybrid work can be broken down into two key pillars, when (time) and where (location) work occurs. The time pillar refers to when people do their work, which ranges from fixed office hours, to more flexible schedules. The location pillar focuses on where the work takes places, whether that is in the office, at home, or in share co working hubs. Breaking down hybrid work into these two key areas helps to explain the different models that organisations adopt, (Allen, T., Johnson, R., Kiburz, K., 2013)propose a "matrix of hybridity", that distinguishes between:

- Set day hybrid (specific office day)
- Flexible hybrid with core hours (flexibility but collaboration windows of overlap)
- Fully remote models (no office attendance)
- Bespoke models (tailored between employee and employer)

The flexibility inherent in these typologies reflects a broader trend toward individualisation of work (Ozkaya, 2021). Yet, while flexibility promises autonomy, it also generates complexity in scheduling, coordination and employee performance evaluations.

Different industries interpret hybrid work through their own operational logics. In finance, strict regulatory oversight constrains remote working to a limited set of roles (Seibel, 2015). IT and technology firms, have embraced remote working approaches, citing talent attraction and cost efficiencies (Erickson and Abel, 2022) In education, hybrid learning models for students and staff have blurred the boundaries between academic and administrative tasks (Gudoniene *et al.*, 2025). In healthcare and pharmaceuticals, onsite requirements for laboratory and clinical roles restrict flexibility, though hybrid arrangements are feasible for support and administrative functions (Sneppen, 2025).

This sectoral diversity underscores the need for comparative research across industries, a gap this dissertation seeks to address through comparative analysis across varied industries.

2.2 Theoretical foundations

To explore how hybrid working influences employee experiences and organisational outcomes, this study is underpinned by a combination of well established theoretical perspectives. These include frameworks that explore the exchange of effort and reward between employees and employers, the role of motivation and psychological needs, the balance between job demands and available resources and the ways individuals manage between work and personal life. Together, these perspectives offer a multidimensional foundation for interpreting the dynamics of hybrid work.

Social Exchange Theory (SET)

Social Exchange Theory provides a understanding of the dynamics of hybrid work as it frames workplace relationships in terms of perceived costs and rewards. Employees evaluate their interactions with employers based on the benefits received, relative to the effort or strain involved (Blau, 2017). In this context, (Sajjad, Ahmad and Sherwani, 2024) reports that flexible working arrangements predict hight commitment, with perceived organisational support acting as the mediating mechanism. This aligns with the (Haines, Guerrero and Marchand, 2024) findings, whereby flexible hours reduced turnover intentions by fostering positive exchanges.

Self Determination Theory (SDT)

Self Determination Theory emphasises autonomy, competence and as a key motivator (Ryan and Deci, 2017). Hybrid work directly supports autonomy by enabling employees to decide when and where to work. However, remote setups may undermine relatedness if digital communication is poorly managed (Hinds, 2003a). Thus, hybrid configurations that preserve team connectedness (e.g. core hours) may better balance Self Determination Theory needs.

Job Demands-Resources (JD-R)

The Job Demands-Resources model conceptualise job performance as an outcome of the balance between job demands (e.g. workload, time pressure) and resources (e.g. managerial support, autonomy). While hybrid work arrangements often enhance autonomy, they may also introduce new demands, such as technostress (Tarafdar, Cooper and Stich, 2019). Evidence from (Bencsik and Juhász, 2023) shows that techno overload and techno invasion are positively associated with work life conflict,

underscoring the importance of robust digital infrastructure in sustaining employee well being and productivity.

Work Family Border & Boundary Theory

(Clark's, (2000)theory frames work life balances as the negotiation of boundaries between work and personal domains. Hybrid work can blur these boundaries, requiring employees to actively manage role transitions. For example, Allen et al., (2013) highlights that employees in flexible hybrid models regard boundary control as central to their well being. Taken together, these frameworks underscore the dual nature of hybrid work, it can be a resource fostering autonomy and commitment but also a stressor creating overload or conflict. This tension frames the subsequent review of empirical findings.

2.3 Work Life Balance and Well Being

The promise of hybrid work lies in its ability to enhance work life balance by reducing commuting, enabling flexible scheduling and facilitating greater autonomy. However, the literature consistently emphasises that outcomes are mediated by boundary management and moderated by family or organisational support. For instance, (Hill et al., 2003) found that remote workers reported significantly improved work life balance but only when supported by clear organisational norms. Similarly, Allen et al., (2013) argue that without boundary control, employees risk work impinging on personal life, leading to role conflict. (Sajjad et al., 2024) report that flexible hours are positively associated with work life balance ***($\beta = .412$, $p < 0.001$)***, though this effect is weaker for employees with high caregiving responsibilities. These findings underscore the importance of recognising moderators such as family demands and household responsibilities. Female employees, particularly in dual caregiver households, report disproportionate challenges in maintaining balance under hybrid models (Erickson and Abel, 2022). The divergence in finding highlights that work life balance is not inherent to hybrid work itself but contingent on moderators such as family demands, caregiving roles and organisational boundary norms.

In Information Technology, employees tend to benefit most from flexibility, reporting higher well being and lower stress (Ozkaya, 2021) while in Finance, rigid compliance demands reduce flexibility, limiting the positive effect on work life balance. In education, hybrid arrangements often lead to work extension, with academics feel

pressure to be available outside normal hours (Gao *et al.*, 2022). The public sector exhibits further complexity, (Seibel, 2015) notes that Spanish government employees benefited from telework in terms of commuting reduction but simultaneously reported digital fatigue and isolation. These mixed finds highlight that sectoral context plays a significant role in shaping well being outcomes. Beyond structural factor, hybrid work also carries emotional consequences. Studies highlight increase anxiety, technostress and feelings of isolation when boundaries are blurred or digital demand intensify, underscoring the need to examine not only functional but also emotional dimensions of well being.

Despite decades of measurement development, current work life balance scales remain poorly aligned with hybrid contexts. For instance, items such as '*time for family'* overlook the boundary blurring inherent to flexible arrangements (Sajjad et al., 2024), makes some progress by adapting working life balance measures to account for flexible hours, yet broader empirical gaps exist. Quantitative metrics of well being also risk reductionism. Qualitative research such as (Hinds, 2003) uncovers narratives of isolation and identity conflict, underscoring the value of mixed method approaches. This dissertation builds on that gap by embedding open text prompts within the survey design. Work life balance does not only affect individual well being but also underpins broader organisational outcomes such as commitment and retention.

2.4 Organisational Commitment and Retention

Work life balance not only influences individual well being but also underpins organisational outcomes, most notably commitment and retention. Organisational commitment is therefore frequently cited as a key outcome of hybrid working. Drawing on Social Exchange Theory, when employees perceive flexible arrangements as organisational support, they tend to reciprocate with higher commitment (Blau, 2017). Sajjad et al., (2024) find that flexible hours enhance affective commitment **(β = .387, p < 0.**001 by improving employees' work life balance. Similarly, evidence from Schönig and Geibel, (2024) shows that work life balance significantly mediates the relationship between flexible work hours and organisational commitment. Together, these findings provide consistent support for the mediating role of work life balance.

Study Comparisons

Study	Sample & Sector	Key Finding	β / Effect Size	Mediators/Moderators
(Sajjad et al., 2024)	N = 300, mixed sectors	Flex hours ↑ WLB↑ commitment	β = .412 (WLB) β = .387 (commitment)	WLB mediates; caregiving moderates
(Naganjani and Vanka, 2023)	N = 450, IT Sector	Flexible hours → reduced turnover intention	β = .401	WLB mediates
Ozkaya (2021)	N = 150, Norway consulting	Hybrid arrangements increased satisfaction but limited effect on career progression	Descriptive	Gender moderates outcomes

Figure 1: Summary of Prior Studies on Flexible and Hybrid Work Outcomes

Evidence consistently supports the link between flexible arrangements, improved work life balance and stronger organisation commitment. For example (Sajjad et al., 2024), drawing on a mixed sector sample in Pakistan (n = 300), find that flexible hours are positively associated with both work life balance (B = 4.12) and affective commitment (B = .387), with work life balance mediating the relationship and caregiving responsibilities acting as a moderator. Similarly, (Naganjani and Vanka, 2023) using a sample of Indian IT professionals (n =450), shows that flexible hours reduce turnover intentions (B = .401), again with work life balance as the mediating mechanism. In contrast, Ozkaya, (2021), based on a smaller sample of consultants in Norway (n = 150), report that while hybrid arrangements enhanced job satisfaction, they had limited impact on career progression, with gender shaping outcomes.

Taken together, these finding illustrate a consistent pattern, flexibility enhances commitment through work life balance yet also point to overlook dimensions. Ozkaya, (2021) work in particular, highlights concern about carer progression, with participants expressing fear of being out of sight, out of mind in hybrid models. Such concerns are seldom captured in quantitative frameworks but recur in qualitative accounts, underscoring the need for mixed method approaches. Overall evidence consistently supports a mediating role of work life balance, yet gaps remain in understanding how these effects extend across sectors and over the long term.

While evidence supports the link between flexibility and commitment, several gaps remain. First, research tends to focus on single sectors, such as IT, education or finance, which limits cross sectoral insights. Second, most studies do not incorporate employees' perceptions of how hybrid work influences promotion prospects or career growth. Third, much of the evidence is short term, leaving open the question of whether hybrid work supports retention over the longer run, as few studies track outcomes over time.

2.5 Productivity, Collaboration and Communication

Hybrid work has complex implications for productivity. Some quantitative studies suggest that flexibility may reduce efficiency in certain job roles. For example, (Gibbs, Mengel and Siemroth, 2022) found a 8% decline in coding productivity among remote workers, although the gap narrowed when digital collaboration tools were introduced. In contrast, (Choudhury, Foroughi and Larson, 2021) reported a 4.4% increase in patent output under their 'work from anywhere' policy, suggesting that advantages for knowledge intensive roles. (Sajjad et al., 2024) observed that employees with flexible hours reported feeling more efficient thought team level outputs were not captured. Taken together, these findings indicated that productivity in hybrid contexts is complicated, individuals may perceive greater efficiency, but organisation outcomes remain more difficult to assess. These contrasting results suggest that productivity outcomes are task dependent, knowledge intensive work may thrive under flexibility, whereas routinised tasks are more vulnerable to inefficiencies without digital support.

Collaboration further illustrates digital platforms explain participation across geographies and can foster inclusivity, provide teams adopt structured routines and trust building practices (Froese *et al.*, 2025). At the same time, distributed work can hinder informal exchanges and increase the risk of conflict when non-verbal cues are absent. (Hinds, 2003) These dynamics highlight the importance of collaboration design. This implies that hybrid success hinges not on technology alone but on the deliberate design of communication routines and trust building practices.

Communication is equally shaped by hybrid arrangements. While tools such as Zoom, Teams and Webex enhance transparency, they also create the risk of overload.(CIPD, 2023) reported a 27% increase in digital notifications after Covid-19, contributing to technostress. Erickson and Abel, (2022), found that leadership behaviours play a

critical role and found manager who establish clear expectations and communication, mitigate misalignment, whereas lack of structure created uncertainty for early career employees.

2.6 Work Design and Support Factors

In addition to sectoral and infrastructural differences, prior studies also highlight the importance of task type and organisation support mechanisms. Evidence suggests that routine tasks may benefit from hybrid arrangements, whereas creative or innovation driven work can be hampered by reduced opportunities for spontaneous interaction (Bloom *et al.*, 2015). Trust is another critical precondition for effective hybrid collaboration with early research on virtual teams emphasising that shared understanding and reliable communication are essential to avoid conflict and disengagement (Jarvenpaa and Leidner, 1999). The provision of organisational resources such as mental health support, training and family friendly policies has been shown to mitigate the risks of technostress and burnout (Nayak, Budhwar and Malik, 2025). These dimensions reinforce that hybrid outcomes are shaped not only by sector and technology but also by the nature of work and the quality of organisational support.

2.7 Innovation and Digital Infrastructure

Innovation is one of the least explored outcomes of hybrid work. Traditional research and design expenditure provide some insights into organisational outputs but fail to capture team level creativity. Recent attempts to measure hybrid innovation, team idea generation and collaborative creativity, respondents important progress but remain limited in scope (Naganjani and Vanka, 2023). Findings are mixed, Sajjad et al., (2024) reported no significant link between flexible hours and innovation, whereas Ozkaya, (2021) found qualitative evidence of heightened creativity in consulting firms, where flexible structures enabled cross pollination of ideas. This suggests that innovation outcomes are highly context specific and may be shaped less by flexibility alone than by the quality of supporting infrastructure and collaboration norms.

These differences are the quality of digital infrastructure, which frequently acts as a moderator. Sneppen, (2025) demonstrated that managerial attentions were strongly shaped by infrastructure reliability. Inadequate broadband, outdated software and

security protocols were barriers in government and education, while IT and finance benefited from long standing digital transformation investments.

Three research gaps emerge, first, there remains no validated scale for measuring innovation in hybrid setting. Second, comparative analysis across sectors is limited. Third, questions of equity, particularly unequal to high quality infrastructure are rarely addressed. This dissertation responds by integrating validated innovation measures with sector sensitive analysis and open text prompts on infrastructure suitability. Alongside task and infrastructure considerations, sectoral and regulatory contexts further shape the implementation and consequences of hybrid work.

2.8 Sectoral and Regulatory Contexts

The implementation of hybrid work varies across sectors shaped by distinct regulatory frameworks, technological capacities and occupational cultures. In finance, adoption has been cautious, Seibel, (2015) found that sensitive transactions still required in person validation, limiting flexibility compared with IT or consulting. Equity issues also emerge as client facing staff are often subject to stricter office mandates, creating perceptions of unfairness (CIPD, 2024).

The pharmaceutical sector represents a hybrid middle ground. Laboratory tasks demand physical presence, whereas regulatory filings and data analysis are suited to remote work. Sneppen, 2025 described managers alternation staff between lab days and remote writing days, carefully balancing efficiency with compliance.

Telecommunication providers faced impossible dynamics while enabling other sectors hybrid transitions, engineers require on site work while commercial teams shifted to hybrid models. (UK Government, 2023) credited the sector with sustaining broadband resilience which underpinned economic continuity.

Finally, non profits illustrate the resource constraints of hybrid work. Erickson and Abel, (2022) observed higher burnout when boundaries were poorly defined, yet inclusivity gains emerged as remote participation enabled broader volunteer engagement. However, limited infrastructure funding restricts the sector's ability to fully benefit from hybrid models. Comparing across sectors reveals how regulatory frameworks, technological readiness and occupational cultures hinder or enable hybrid

work in distinct ways. These contextual dynamics must therefore be accounted for when generalising findings across industries.

2.9 Conclusion of Literature Review

The discussion has highlighted key milestones in the exploration of hybrid work, tracing its theoretical foundations, definitional debates and findings across well being, productivity, innovation and sectoral contexts. The evidence base highlights both the opportunities and risks of hybrid models, greater autonomy can enhance productivity and commitment, yet uneven infrastructure and regulatory burdens continue to constrain outcomes.

Importantly, the literature also reveals contradictions with finds on productivity, innovation and well being often in tension, underscoring the need for more comparative, sector sensitive and mixed method approaches.

Three critical gaps remain unresolved, first there is no validated instrument for measuring innovation in hybrid teams. Second, comparative evidence across sectors remains limited, despite clear contextual variation. Third questions of equity, in both infrastructure and regulatory compliance receive insufficient attention. In addition, the emotional consequences of hybrid work, such as anxiety, technostress remain underexplored and warrant greater integration into future research.

This dissertation responds to these gaps by integrating validated innovation measures from Naganjani and Vanka, (2023)with sector sensitive analysis and open text prompts on infrastructure adequacy. In doing so, it aims to make dual contribution, theoretically by refining understanding of the mechanisms underpinning hybrid work dynamics and practically, by offering actionable insights for organisations navigating the complexities of hybrid adoption. Addressing these gaps is central to the research guiding this dissertation.

Chapter 3: Research Question

Hybrid working has emerged as a dominant organisational model in the post COVID era, yet existing evidence remain fragmented. While some studies highlight benefits in terms of work life balance, satisfaction and commitment (Sajjad et al., 2024; Naganjani and Vanka, 2023), others point to risks such as technostress, blurred boundaries and reduced innovation (Messenger and Gschwind, 2016;Trevor and Holweg, 2022). Chapter Two identifies three critical gaps, the lack of validated measures for innovation in the hybrid settings, the limited comparative scope across sectors and the equality and emotional consequences of hybrid arrangements. This chapter develops the overarching research question, sub questions and objectives that guide the present study.

3.1 Research Question

To what extent does the adoption of hybrid working models contribute to increased employee satisfaction and organisational productivity in the post-covid era?

This reflects the need to balance attention between employees, (e.g. well being, satisfaction and work life balance) and organisations (e.g., productivity, retention and innovation).

3.2 Subsequent questions

1. How does increased flexibility influence employee well-being, job satisfaction and work-life balance?
2. Does job satisfaction potentially free up time for personal pursuits or further professional development?
3. Does increased reliance on digital communication tools lead to improved communication practices and enhanced project outcomes within organisations?

To address these sub questions, the study draws on established theoretical. Self Determination Theory highlights the roles of autonomy in enhancing motivation, suggesting that flexibility in hybrid models can strengthen employee satisfaction. However, it also raises the risk that relatedness needs may be undermined if digital interactions weaken team connection. and Job Demands-Resources model further frames job satisfaction as a resource that can offset the pressure of workload and

blurred boundaries, thereby reducing burnout. At the same time, hybrid work introduces new demands, particularly around digital reliance. Communication tools may enhance collaboration and knowledge sharing but if poorly managed they can contribute to overload and technostress.

3.3 Research Objectives

In line with these questions, the study pursues three key objectives:

1. To critically examine the relationship between different hybrid working models and employee satisfaction, considering work life balance, social connection and perceived impact on career progression.
2. To explore the impact of hybrid working on organisational productivity, with specific attention to communication, collaboration, innovation, knowledge sharing and employee retention.
3. To identify the critical success factors for hybrid work implementation, considering the influence of individual characteristics, job roles, team dynamics and organisational culture.

3.4 Hypotheses

Drawing on the literature review in Chapter Two and the theoretical frameworks outlined above, the following hypotheses are proposed.

- **H1** - Flexible working arrangements will be positively associated with employee well being and work life balance.
- **H2** – Higher job satisfaction will be positively associated with perceptions of career development opportunities and reduced stress.
- **H3** – the use of digital communication tools will be positively associated with collaboration and knowledge sharing but excessive reliance will also be associated with higher levels of technostress.
- **H4** – Work life balance will mediate the relationship between flexible working arrangements and organisational commitment.

3.5 Link to Methodology

The questions and objectives directly inform the survey design (detailed in Chapter Four). The instrument includes validated scales to measure:-

- **Work life balance** (adapted from (Sajjad et al., 2024).
- **Employee satisfaction and well being** (aligned with SDT constructs).
- **Digital infrastructure and communication practices** (linking to JD-R model).
- **Performance outcomes** such as productivity, collaboration and innovation (linking to JD-R and SET).

This alignment ensures that the research question is operationalised through measurable constructs, enabling statistical analysis of the relationship between hybrid work models, employee experiences and organisational outcomes.

3.6. Summary

This chapter has established the central research question, outlined supporting sub questions and articulated the objectives guiding the study. It also demonstrated how these questions are grounded in theoretical perspectives, particularly SDT, JD-R and SET, which provide a framework for interpreting both employee experiences and organisational outcomes in hybrid work contexts. By linking these frameworks to specific constructs such as work life balance, satisfaction, digital infrastructure and performance outcomes, the study ensures conceptual and empirical coherence. The next chapter sets out the methodology adopted to address these questions, detailing the research design, data collection instruments and sampling and analytical techniques.

Chapter 4: Methodology

The methodology of this dissertation is designed to provide a sound framework for answering the overarching research question: *To what extent does the adoption of hybrid working models contribute to increased employee satisfaction and organisational productivity in the post-covid era?* This chapter seeks to demonstrate how the chosen approach ensures validity, reliability and integrity, while also placing the study within the wider methodological debates in organisational and management research. Hybrid work is characterised by complexity, variability across sectors and strong contextual influences. This investigation requires examining measurable relationships between constructs (e.g. work life balance and retention) and the broader differences that shape how these constructs are operationalised.

4.1 Philosophical Assumptions

Philosophical assumptions shape the lens through which experimental research is designed and interpreted, influencing what counts as valid knowledge and how such knowledge can be obtained (Saunders, Lewis and Thornhill, 2019). In organisational research, the most common adopted philosophical concepts include positivism, interpretivism and pragmatism. Each has distinct implications for how hybrid work might be studied (Neesham, Mir and Jain, 2017). Positivism assumes that reality is objective and can be measured through observable and quantifiable phenomena. Constructs such as job satisfaction or productivity are treated as stable entities that can be captured using standardised instruments. For example, Bloom et al., (2015), evaluated productivity through large scale randomised controlled trials of remote work. Interpretivism, in contrast accepts that reality is socially constructed and that understanding organisational phenomena requires uncovering individual experiences (Bryman, 2008). Qualitative studies such as Ozkaya, (2021) exemplify this approach by prioritising narratives of identity and managerial clarity over statistical generalisation. Pragmatism, adopted in this dissertation, bridges these perspectives by being flexible and accepting that both objective measurements and subjective interpretations are valuable, depending on the problem under investigation. This is particularly appropriate for hybrid work which involves quantifiable outcomes and lived experiences. These assumptions shape not only the choice of methodology but

the nature of findings and interpretation. Together they help ensure that the study remains methodologically sound.

The philosophical foundation of this research is rooted in pragmatic epistemology, recognising that hybrid work encompasses both measurable outcomes and human experiences (Kelly and Cordeiro, 2020). The study integrates standardised survey instruments alongside open text responses. This dual approach reflects the epistemological flexibility of pragmatism, while positivist tools capture constructs such as well being and productivity. Interpretivist techniques allow for deeper insight into employee perceptions and challenges (Maarouf, 2019). From an axiological perspective, pragmatism acknowledges the influence of the researcher's values and the importance of reflexivity (Alvesson and Sköldberg, 2018). Within hybrid work environments, the researcher's positionality informed both design and interpretation of the study. Bias was mitigated through the use of validated scales, data handling and theoretical grounding in established frameworks, such as SET and JD-R models. This philosophical stance ensures both academic rigour and organisational relevance while allowing hybrid work to be examined not only as a measurable construct but also as a lived experience, yielding insights that are credible and actionable.

4.2 Research Design

The research design translates the philosophical stance of pragmatism into concrete methodological choices (Yin, 2018). Given the study's aim a quantitative survey design was selected as the most appropriate approach. This design enables systematic data collection from a relatively large sample (N = 120) across multiple sectors offering both statistical power and coverage. This approach was chosen because it aligns directly with the overarching question, enabling the study to quantify relationships between hybrid working models, employee experiences and organisational outcomes. By doing this, it provides a systematic way to test theoretical predictions while also capturing variation in contextual factors.

A survey format allows for the examination of relationships between independent variables (e.g. hybrid model type, digital infrastructure and work life balance) and dependent variables (e.g. satisfaction, productivity and retention). Unlike qualitative interviews, which yield rich but non generalisable insights (Bryman, 2008). A survey facilitates the quantification of trends and the testing of theoretical predictions from

established frameworks such as SDT and JD-R models. The cross sectional nature of the survey aligns with prior organisational behaviour research on flexible work arrangements (Bloom *et al.*, 2015). Although longitudinal studies are better as showing cause and effect, one time surveys are still a trusted way to explore patterns and relationships between multiple constructs.

The survey design directly aligns with research objectives ensuring that each aim was clearly defined through measurable indicators. The first objective, examining employee satisfaction was addressed through survey items that captured dimensions such as work life balance, social connectedness and perceived managerial support. Together, these elements provide a framework for assessing satisfaction and well being within hybrid work contexts. The second objective, exploring organisational productivity was supported by multiple scales measuring perceived efficiency, collaboration, communication and innovation. These metrics enabled analysis of how hybrid arrangements influence collective performance. The third objective, identifying success factors was addressed through data collection on hybrid configuration type, sector, digital infrastructure and job role. This allowed for subgroup comparisons and the identification of contextual moderators that shape outcomes. By structuring the survey around these objectives, the study enabled the exploration of relationships at individual and organisational levels.

To strengthen the reliability and validity of the instrument, the survey incorporated validated measures from prior studies. Work life balance items were adapted from Hayman, (2005), while satisfaction and competence were measured using constructs from (Ryan and Deci, 2017) Self determination Theory. Perceived productivity drew on the work of (Bloom *et al.*, 2015) and (Choudhury et al., 2021). Innovation was assessed using items from (Amabile *et al.*, 2018)and recent contributions from (Naganjani and Vanka, 2023). Retention was measured using the affective commitment scales developed by Meyer and Allen, (1991). However, hybrid work introduces dynamics not fully captured by existing scales, such as technostress and boundary management. To address this, several items were reworked or supplemented to reflect hybrid contexts and personal emotional feelings. For example, “I can disengage from work at the end of the day” (Ashford, George and Blatt, 2007) was included to capture the challenge of blurred boundaries in remote settings.

Communication items were also tailored to assess the timeliness and clarity of responses in digital collaboration. These adaptations were necessary to ensure validated scales serve as a foundation but are adjusted to ensure contextual relevance (DeVellis and Thorpe, 2022).

4.3 Pilot Survey

Prior to full survey release, a pilot test was conducted with 20 persons from similar sectors. The pilot aimed to assess question clarity, survey flow and psychometric properties. Feedback from participants highlighted minor issues with wording which were corrected. In addition, emotionally focused wording replaced existing phrasing. For example, (Masuda et al., 2017), item 'Flexible work enhances my well being' was adapted to 'I feel that work flexibility improves my overall well being'. Reliability analysis of the pilot data indicated acceptable internal consistency and confirmed that the adapted items were conceptually coherent. The pilot also confirmed that respondents understood the definitions of hybrid models, including set days, flexible/core hours, fully remote. This ensured that categorisation and meaningful subgroup analysis. By refining the instrument, the study enhanced its validity and reliability to ensure minimal measurement error in the main survey.

4.4 Sampling

The study focused on employees working under hybrid arrangements in the post Covid 19 era, defined as structured models in which individuals divide their time between remote and office based work. To ensure cross sectoral representation, participants were drawn from multiple sectors as adopting hybrid practices. These include IT, pharmaceuticals, education, telecommunications, government, business support and non profit. Each sector presented unique hybrid dynamics and this enables comparative analysis and addressed the research gap in Literature review regarding the lack of cross sectoral evidence on hybrid work.

Survey sampling was conducted via email invitations distributed through work partners and professional networks. Participation was voluntary and 120 individuals chose to take part. The final sample therefore reflected the characteristics of those who responded. Gender distribution was balanced and participants ranged from entry level employees to executives, providing representation across hierarchical levels. Tenure in role varied from less than one to fifteen years offering a broad range of career stages.

Sample size was determined based on statistical power considerations, a minimum of 100 participants was targeted, consistent with guidelines for correlation and ANOVA analyses (Cohen, 1992). With 120 responses, the study achieved sufficient power (β = .80) to detect medium effect sizes ($r \approx .30$, $f \approx .25$) at $\alpha = .05$. ensuring robustness in identifying meaningful relationships between hybrid configurations and outcomes. Recruitment through professional networks may have introduced self selection bias as individuals with strong views on hybrid work could have been more inclined to participate. These limitations are acknowledged but do not detract from the study's contribution to understanding hybrid work across sectors.

4.5 Instrument

The primary instrument for this study was a structured online questionnaire consisting of 34 questions. It was carefully designed to measure multiple dimensions of employee experience and organisational outcomes under hybrid working models. The questionnaire was divided into three broad sections.

1. Demographic and contextual data
2. Core scales – 26 closed ended Likert scales measuring
    - Work Life Balance and Well Being (WLB, 5 questions) – adapted from (Hayman, 2005a)
    - Job Resources and Support Satisfaction (SAT, 5 questions) - adapted from (Ryan and Deci, 2017) and (Blau, 2017).
    - Productivity and Focus (Prod, 5 questions) – adapted from (Bloom et al., 2015; (Choudhury et al., 2021).
    - Collaboration and Communication (COMM, 2 questions) adapted from (Daft and Lengel, 1986).
    - Innovation (INNOV, 4 questions) adapted from (Amabile *et al.*, 2018) and (Naganjani and Vanka, 2023).
    - Digital Infrastructure (INFRA, 3 questions) – adapted from CIPD, (2023).
    - Commitment & Retention (RET, 2 questions) (Meyer and Allen, 1991).

Each question was rated on a five point Likert scales, (1 = Strongly disagree to 5 = Strongly agree). This format balances sensitivity with ease of response and is widely used in organisational research (Likert, 1932). Composite scores for each construct

were calculated as the average of individual item responses (WLB_mean, SAT_mean) following recommendations by Field, (2018).

3. Open text items two qualitative prompts to capture perceived benefits and challenges of hybrid work

This structure allowed for both quantitative and qualitative thematic coding of responses. Each construct was operationalised using validated scales adapted for hybrid context. The following gives an account of respective construct and rationale.

Work Life Balance (WLB) was assessed using items adapted from (Hayman, 2005a) and (Ashford et al., 2007) Items include:

- My work schedule allows me to maintain a satisfying personal life.
- I can easily switch off from work at the end of the day.
- Technology helps me manage my work life boundaries effectively.

Adaptations were made to capture the role of technology and remote working in shaping boundary management. This reflects Clark, (2000) boundary theory, which emphasises negotiation of work and family roles.

Employee Satisfaction and Well being (SAT) drew upon Ryan and Deci, (2017) Self Determination Theory focusing on competence, relatedness and support. One notable adaptation was the social connections at work, as hybrid settings are prone to social isolation (Ozkaya, 2021).

- I feel competent in my ability to perform my job duties.
- I feel supported by my manager in my work efforts.
- I find it easy to maintain social connections at work.

Productivity and Focus (PROD) items were informed by (Bloom *et al.*, 2015) and (Choudhury et al., 2021), reflecting on both individual and team level perceptions.

- I achieve higher levels of focused work when working remotely.
- I complete my tasks more efficiently under my current hybrid arrangement.
- I am satisfied with my overall work output quality.

This construct directly links to JD-R model with autonomy as a resource and interruptions as a demand.

Communication (COMM) effectiveness was included due to it's importance in hybrid models. Items were adapted from Daft and Lengel, (1986) media richness theory and recent studies.

- I find it easy to coordinate tasks with colleagues during core hours.
- I receive timely responses from team members when collaborating remotely.

Innovation (INNOV) was measured using items adapted from (Amabile *et al.*, 2018) model of creativity and contemporary items from (Naganjani and Vanka, 2023).

- Leadership values innovative contribution from remote employees.
- Innovation metrics are used to recognise team achievements.

Infrastructure (INFRA) was measured through items adapted from CIPD, (2023) and the constructs reflects Sneppen, (2025) who noted infrastructure quality as an influence of hybrid outcomes.

- Our network reliability meets the demands of my hybrid tasks.
- IT support responds promptly to technical issues.

Retention and Commitment (RET) was measured using Meyer and Allen, (1991)affective commitment scale and was considered good practice linking hybrid to organisational level outcomes.

- I intend to remain with my organisation for a least the next 12 months.
- I feel committed to the long term success of my organisation.

Open Text Questions – responses were optional and included to capture unexpected themes beyond structured scales.

4.6 Data Analysis

Upon completion of data collection from 120 participants, data were prepared and analysed using IBM SPSS Statistics software. Reliability analysis was first conducted to assess the internal consistency of each construct. Cronbach's alpha values were calculated for all multi item scales. In addition to reliability checks, SPSS was employed to generate descriptive statistics (means, standard deviations and frequencies) and to conduct inferential tests, one way ANOVA and mediation / moderation analyses. This analysis enabled the study to examine patterns in the data and compare groups. /The hypothesised relationships between hybrid working models and employee, organisational outcomes were also tested. Reliability results are summarised in *Figure 2* below.

Scale		Items (N)	Cronbach's α	Interpretations
Work Life Balance	(WLB)	5	0.775	Acceptable
Satisfaction	(SAT)	5	0.120	Very low, (items poorly correlated
Productivity	(PROD)	5	0.808	Good
Communication	(COMM)	2	0.661	Borderline acceptable (short scale)
Innovation	(INNOV)	4	0.740	Acceptable
Infrastructure	(INFRA)	3	0.712	Acceptable
Retention	(RET)	2	0.542	Low (common for short scales)

Figure 2: Findings on Flexible Work, Work Life Balance (WLB) and Commitment

The majority of scales achieve acceptable reliability thresholds with Productivity (α = 0.808) and Work Life Balance (α = 0.775), demonstrating particularly strong internal consistency with Innovation and Infrastructure also performed well.

One key point to note is that the satisfaction scale yielded a notable low alpha value (α = 0.120), indicating poor internal consistency among its five questions. This result suggests that the items may reflect distinct sub dimensions such as competence,

social connectedness and managerial support, rather than a single unified construct. To address this the items were analysed individually in exploratory models while the composite mean was retained for comparative purposes. This approach was theoretically and statistically aligned with employee satisfaction. Meaningful variation was not lost while maintaining consistency with the broader analytical framework.

The retention scale comprised of two items and produced a modest alpha value (α = 0.542). While this falls below the conventional threshold, it is consistent with expectations for short scales as noted by Field, (2018). The scale was retained due to its conceptual importance in linking hybrid practices to organisational commitment and turnover intentions. Overall reliability analysis confirmed the psychometric soundness of most constructs. Descriptive and inferential statistical analyses were planned, (see Chapter 5) but the focus here is on explaining how constructs were operationalised and assessed for reliability.

4.7 Limitations

The methodology faced several constraints that warranted caution in interpreting the findings. The cross sectional design prevents causal inference, limiting the ability to determine whether hybrid work arrangements directly influence outcomes such as satisfaction. Underlying contextual factors could also have affected these associations. Reliance on self report data introduces the risk of social desirability and recall bias, as participants may have perceived expectations and over or under stated their experiences. Measurement limitations were also evident, particularly the low reliability of scores observed in the satisfaction and retention scales. Further refinement or multi dimensional modelling in further research is suggested. Finally, moderation and mediation analyses using PROCESS models yielded largely inconclusive results. While this may reflect null effects, it may signal insufficient measurement precision or limited sample size.

4.8 Ethical Considerations

The study followed NCI ethical approval and GDPR guidelines. Participants reviewed and consented before proceeding. Responses were anonymous with no identifiable data collected. Data is stored on the researcher's cloud storage and will

be deleted by October 2025. Support links and closing summary were provided at the end of the survey for potential distress.

4.9 Conclusion

This chapter presents a comprehensive account of the methodology framework underpinning the study with cross sectional quantitative survey and open text questions. The methodological choices were firmly anchored in established theoretical frameworks including Social Exchange Theory, Self Determination Theory and Job Demands-Resources model.

The sampling strategy yielded a sample of 120 participants across eight industries. Demographic and contextual variables were collected to enable subgroup analysis.

Instrumentation was carefully developed to operationalise seven key constructs, work life balance, satisfaction, productivity, communication, innovation, infrastructure and retention. Each construct was measured using validated scales for hybrid contexts and the inclusion of open ended items, further enriched the dataset by capturing nuanced experience that may not be fully represented through closed ended measures.

Ethical considerations were addressed through informed consent, voluntary participation and confidentiality. Pilot data was excluded from the final dataset to preserve the integrity of consent and analysis.

In summary the methodological design provided a robust foundation for addressing the research question by aligning constructs with theory and validated instruments. The next chapter presents the survey findings, including both descriptive and inferential analyses demonstrating how the data collected through this methodology were applied to address the research objectives.

Chapter 5: Analysis and Findings

This chapter presents the findings of the study, based on the quantitative survey of employees working under hybrid arrangements across multiple sectors. The analysis follows the sequence of research objectives and sub questions outlines in Chapter Three. the analysis begins with descriptive statistics on the demographic profile of respondents, followed by descriptive and inferential analyses of the key constructs.

Quantitative analyses were conducted using IBM SPSS. Descriptive statistics (means, standard deviations and frequencies) are reported first to provide an overview of the sample and variables. Inferential statistics include oneway ANOVA and regression based mediations analysis via PROCESS macro, to test relationships between hybrid configurations, employee experiences and organisational outcomes. To guide the reader, results proceed from descriptive statistics, reliability, group comparisons (ANOVA), correlation, mediation/moderation and qualitative insights, with full statistical outputs provided in Appendix A.3 – A.8.

5.1 Pilot Survey Results

Prior to the main survey, a pilot test survey was conducted with 20 participants to assess item clarity, question style and overall flow. Feedback confirmed that the instrument was understandable and user friendly. While initial testing indicated satisfactory reliability of the key scales using Cronbach's alpha. The final instrument was then deployed for the main survey.

WLB: $\alpha = 0.840$, N = 5

SAT: $\alpha = 0.831$, N = 5

PROD: $\alpha = 0.892$, N = 5

COMM: $\alpha = 0.445$, N = 2

INNOV: $\alpha = 0.751$, N = 4

INFRA: $\alpha = 0.862$, N = 3

RET: $\alpha = 0.349$, N = 2

Figure 3: Cronbach's alpha

5.2 Descriptive Statistics

Descriptive statistics provide the first layer of analysis by summarising the N= 120 participants' responses across 34 question items and the composite scales created to measure Work life balance (WLB), Satisfaction (SAT), Productivity (PROD), Communication (COMM), Innovation (INNOV), Infrastructure (INFRA), Retention (RET). These statistics offer a snapshot of how employees experience hybrid work before testing more complex relationships through ANOVA, correlations and moderation models. In this chapter item level data and composite means are reported.

Table 5.1 presents descriptive statistics for all survey items. Mean scores across the 1-5 Likert scale allow for interpretation of whether employees leaned towards disagreement <3 or agreement > 3 with each statement. Standard deviation provided insight into variability of responses.

Table 5.1: Descriptive Statistics for Individual Items (N=120)

Construct	Item	Mean	Std. Deviation	Interpretation
Work Life Balance (WLB)	WLB1	3.00	.820	Neutral/mildly positive
	WLB2	2.98	.799	Neutral/mildly negative
	WLB3	2.99	.794	Neutral
	WLB4	2.95	.765	Neutral
	WLB5	3.03	.788	Neutral/mildly positive
Satisfaction (SAT)	SAT1	3.11	.818	Mildly positive
	SAT2	3.14	.910	Mildly positive
	SAT3	2.90	.782	Neutral/slightly negative
	SAT4	3.14	.770	Mildly positive
	SAT5	2.93	.927	Neutral/slightly negative
Productivity (PROD)	PROD1	3.03	.907	Neutral/slightly positive

	PROD2	2.93	.852	Neutral/slightly negative
	PROD3	3.00	.820	Neutral/slightly negative
	PROD4	2.93	.900	Neutral/slightly negative
	PROD5	2.94	.802	Neutral/slightly negative
Communication (COMM)	COMM1	2.94	.873	Neutral/slightly negative
	COMM2	3.02	.820	Neutral/slightly positive
Innovation (INNOV)	INNOV1	3.09	.889	Mildly positive
	INNOV2	2.93	.801	Neutral/slightly negative
	INNOV3	2.98	.889	Neutral
	INNOV4	3.00	.789	Neutral
Infrastructure (INFRA)	INFRA1	3.01	.845	Neutral
	INFRA2	3.06	.823	Mildly positive
	INFRA3	2.97	.777	Neutral
Retention (RET)	RET1	2.97	.744	Neutral

Interpretation of item level results

The item level results highlight several important themes. Across all 34 items, mean scores cluster close to 3, the neutral midpoint, with small number over 3. For example, (SAT2 manager support at 3.14, INNOV1 leadership values innovation at 3.09) suggesting that while employees are not overly dissatisfied, neither do they report strong positive experiences.

Work life balance – items such as WLB2 switching off and WLB4 flexibility improves well being, average below 3, reflecting the doubt found in the literature. Studies such as (Allen, Cho and Meier, 2014) note that while hybrid work can improve balance by reducing commuting, it can also blur boundaries and increase role conflict.

Social connections – with average findings below 3, the finding aligns with research on the loss of informal interactions in hybrid contexts (Hinds, 2003a) whereby employees report weakened ties despite digital connectivity.

Productivity – items related to efficiency and task prioritisation score below 3, suggesting employees perceive some limitations in hybrid arrangements. This contrast with (Bloom *et al.*, 2015), who found productivity gains in remote models though their study was based in a call centre context with different job demands.

Innovation – INNOV1 stands out positively but other items remain close to neutral. This echoes (Sajjad et al., 2024), who found no significant link between flexible hours and innovation. Employees may feel encouraged to innovate but lack systemic support structures to sustain creativity.

Retention – RET1 and RET2 both averages just under 3, indication ambivalence regarding staying long term. This resonates with (Trevor and Holweg, 2022) who warn that hybrid work can sometimes weaken perceptions of career progression.

Composite Scale Descriptives

Table 5.2: Composite Scale Descriptive Statistics.

	Mean	Std. Deviation	Minimum	Maximum	Interpretation
WLB_mean	2.9917	.57535	1.40	4.60	Neutral/mildly positive
SAT_mean	3.0433	.64518	1.40	4.60	Mildly positive overall
PROD_mean	2.9650	.64439	1.00	4.40	Neutral/slightly negative
COMM_mean	2.9792	.73163	1.00	4.50	Neutral/slightly negative
INNOV_mean	3.0000	.63179	1.50	4.50	Neutral
INFRA_mean	3.0111	.64955	1.67	4.67	Neutral
RET_mean	2.9708	.64592	1.50	5.00	Neutral

Interpretation of Composite Scale Descriptives

The composite scale results reinforce the item level findings, with several notable observations.

None of the scales exceeded a mean of 3.1 – confirming the overall neutrality od responses. This suggests that employees are not reporting strong dissatisfaction but equally are not experiencing hybrid work as overwhelmingly positive.

Satisfaction (3.04) – emerged as the relatively strongest, thought its internal reliability was poor (α = 0.120), see Section 5.3, which tempers confidence in interpretation.

Productivity(2.97) and Retention (2.97) – slightly below neutral raising questions about whether hybrid work can sustain long term commitment or measurable efficiency.

Innovation (3.00) and Infrastructure (3.01) - neutral reflecting sectoral discrepancies noted in Chapter 2 (Sneppen, 2025).

Work life balance (2.99) – again shows mixed perceptions mirroring global debates on whether hybrid work empowers or overburdens employees (Hill et al., 2003); Allen, Cho and Meier, 2014).

Three theoretical insights can be drawn at this stage:

Self- Determinations Theory (SDT) – autonomy is partially supported (flexibility averages near 3) but relatedness appears weakened (social connection scores below 3). This imbalance may explain why overall satisfaction is mixed.

JD-R Model Hybrid work provides resources, (time savings and flexibility) but simultaneously introduces demands (blurring boundaries and weakened collaboration). The absence of a clear stance indicates the competing factors may be offsetting one another rather than delivering measurable gains.

Social Exchange Theory (SET) – retention scores indicate a disconnect between the support offered by the organisation and the loyalty demonstrated by its employees. This could indicate that hybrid polices while appreciated are not yet perceived as strong signals of commitment by employers.

5.3 Reliability Analysis

Reliability analysis is an essential stage in validating consistency of survey instruments. In this study, reliability was assessed using Cronbach's alpha (α) a widely adopted measure that evaluates the degree to which individual items within a scale measure the same underlying construct (Cronbach, 1951). A higher alpha value indicates greater consistent with conventional thresholds suggesting that $\alpha > 0.70$ is acceptable for exploratory research. $\alpha > 0.80$ is considered good and $\alpha > 0.90$ is excellent (Pallant, 2001). However, caution against over reliance on **α** alone can be

problematic as it is sensitive to the number of items in a scale and assumes tau equivalence (Cortina, 1993). Therefore, reliability must be interpreted alongside theoretical coherence, item wording and the contextual suitability of measures. Given its acceptable reliability (e.g. INFRA α = 0.712) the infrastructure construct is retained for the inferential analyses reported in Section 5.4-5.6.

Reliability analysis was performed for each composite scale Work life balance (WLB), Satisfaction (SAT), Productivity (PROD), Communication (COMM), Innovation (INNOV), Infrastructure (INFRA), Retention (RET).

Table 5.3: Reliability Coefficients (Cronbach's Alpha) for All Constructs.

Scale	Items (N)	Cronbach's alpha	Interpretation
WLB	5	0.775	Acceptable
SAT	5	0.120	Unreliable
PROD	5	0.808	Good
COMM	2	0.661	Poor (limited items)
INNOV	4	0.740	Acceptable
INFRA	3	0.712	Acceptable
RET	2	0.542	Poor (limited items)

Work life balance (WLB) achieved α = 0.775 indicating acceptable reliability. This suggests that the five items coherently measure the underlying construct of work life balance in the context of hybrid work. Items such as 'My work schedule allows me to maintain a satisfying personal life' (WLB1) and 'Technology helps me manage my work life boundaries effectively'. (WLB3) appear to complement one another reinforcing the construct's internal validity.

The result is consistent with previous studies, for examples (Hayman, 2005) reported α values ranging from 0.70-0.80 when applying work life balance scales in flexible work contexts, while Sajjad et al., (2024) similarly found high internal consistency when adapting WLB items for hybrid employees. This alignment enhances confidence that the present study's WLB scale is both psychometrically sound and contextually relevant.

The implication is that findings relating to WLB, can be interpreted with confidence as measurement error is relatively low. Correlation patterns linking WLB with productivity and retention are discussed in Section 5.5.

Satisfaction (SAT) recorded α = 0.120, indicating extremely poor reliability, Such as results suggest that the five items, e.g. Competence (SAT1), coworker relationships (SAT3) and social connections (SAT5) etc may not measure a unidimensional construct but instead appear to reflect distinct, weakly related factors of employee experience.

These findings compare to literature whereby measures such as engagement, commitment and well being (Judge *et al.*, 2017). Meyer and Allen, (1991) caution that combining interpersonal and task related items in satisfaction measures may comprise conceptual clarity. Given this unreliability, caution is needed when interpreting subsequent analyses. As shown in Section 5.5, satisfaction did not exhibit significant correlations with other constructs, reinforcing the conclusion that it may not represent a unified dimension in hybrid contexts.

Productivity (PROD) achieved α = 0.808 indication good reliability. This suggest that the five items which include focused work (PROD1), efficiency (PROD2) and work output (PROD5) measure a coherent construct. This is consistent with prior research, (Bloom et al., (2015) found that productivity in remote contexts can be reliably captured through self reports scales with α = 0.80, while (Gibbs et al., 2022) similarly reported high internal consistency in productivity measures across hybrid samples. The strength of this scale enhances the robustness of subsequent analyses e.g. ANOVA comparisons across hybrid models, Section 5.6) providing confidence that productivity outcomes are being measured consistently. The strength of this scale enhances the robustness of subsequent analyses providing confidence that productivity outcomes are being measured consistently. Group differences in productivity across hybrid models are explored through ANOVA in Section 5.6.

Communication (COMM) recorded α = 0.661, while this falls below the 0.70 threshold, reliability coefficients are strongly affected by the number of items (Eisinga, Grotenhuis and Pelzer, 2013). With only two measures, achieving high internal consistency is statistically difficult. However, the moderate correlation between the items suggest that they capture overlapping dimensions of communication in hybrid

work. The low alpha highlights the need for more comprehensive measures and future research should expand to include items on clarity, frequency and communication overload to better represent the construct. Findings involving short scale should be interpreted cautiously, see Section 5.4-5.5 for group comparisons and correlations.

Innovation (INNOV) $\alpha = 0.740$ represents acceptable reliability. The four items spanning leadership support, recognition of innovation and cross functional collaboration, collectively capture perceptions of innovative capacity in hybrid work settings. This result contrasts with Sajjad et al., (2024), who reported weak associations between hybrid work and innovation outcomes. In the study, however the scale itself demonstrates sufficient internal consistency, implying that any lack of significant statistical relationships is not due to measurement unreliability but rather reflects the substantive ambiguity of hybrid works effect on innovation. The acceptable reliability also validates the decision to include innovation as a construct despite its absence from earlier hybrid work studies.

Infrastructure (INFRA) $\alpha = 0.712$ meeting acceptable threshold. This indicates that the three items, network reliability, IT support responsiveness and security protocols form a coherent measure of digital infrastructure support. This aligns with CIPD, (2023) which identified digital infrastructure as a key enabler of hybrid work performance. The scale's consistency suggests that employees evaluate infrastructure as an integrated construct where deficiencies in one domain (e.g. IT delays) are linked to broader perceptions of capability. The relatively strong alpha for a three item scales reinforces the importance of infrastructure in hybrid contexts and supports its inclusion in further inferential analysis.

Retention (RET) $\alpha = 0.542$ with only two items recorded a poor alpha. Like communication, reliability is constrained by number of items. However, the low alpha also reflects the weak coherence between 'intention to stay' (RET1) and 'commitment to organisation' (RET2). This finding suggests that retention may not be adequality captured by these two items alone. Employees may intend to stay for practical reasons (e.g. labour market uncertainty) while simultaneously feeling only moderate commitment leading to weak internal correlation. Meyer and Allen, (1991) model of commitment similarly distinguishes between affective, continuance and normative commitment, each of which demands sufficient item representation to maintain

reliability. Results involving retention should be interpreted cautiously and future research should adopt multi dimensional scales to capture the complex drives of employee retention in hybrid work.

The reliability analysis reveals key insights into the measurement of constructs in hybrid work contexts. Strong scales such as work life balance, productivity, innovation and infrastructure offer a dependable basis for inferential analysis. In contract, weaker scales like satisfaction and retention expose both conceptual ambiguity and measurement challenges. This highlights how hybrid work disrupts traditional frameworks and calls for refined instruments. The use of short, two item scales, particularly for communication and retention demonstrates limitations, suggesting the need for expansion in future research. Despite some scales underperforming statistically, their theoretical relevance justifies their inclusion, emphasizing the need to balance methodological rigor with conceptual integrity.

5.4 Group Differences – Hybrid Models and Outcomes

Beyond reliability, it was important to test whether employee outcomes varied significantly across different hybrid models (set day, core hours, fully remote or bespoke). Welch's robust ANOVA with Games-Howell posthoc comparisons were employed as these methods are recommended when group sizes are unequal and variance assumptions may not be met (Field, 2018). The results showed significant variation in WLB and PROD across hybrid configurations. Flexible / core hour employees reported the highest WLB while fully remote respondents scored lowest. Productivity followed a similar pattern with fully remote arrangements underperforming relative to set day and flexible models. These patterns resonate with the JD-R theory, where autonomy boosts resources in flexible models but boundary blurring in fully remote context creates additional demands. By contrast, SAT, COMM, INNOV, INFRA and RET did not differ significantly across models. This suggests that structural design alone may be insufficient to influence these outcomes which likely depend more on relational and organisational factors. Full ANOVA tables outputs are presented in Appendix A.5.

Construct	Welch's F	Significance
WLB	xx.xx*	$p < .05$
SAT	ns	n.s.
PROD	xx.xx*	$p < .05$
COMM	ns	n.s.
INNOV	ns	n.s.
INFRA	ns	n.s.
RET	ns	n.s.

Table 5.5: Summary of Significant ANOVA Results

(e.g. WLB and PROD significant, other non significant)

5.5 Correlation Analysis

To complement group comparisons, bivariate correlations (Pearson's R) were calculated between the seven composite constructs. Correlations offer insight into whether improvements in one domain align with positive changes in another. Results revealed a significant positive correlation between WLB and Productivity ($r = .209$, $p < .05$), indicating that employees who reported better balance also perceived themselves as more effective. Productivity also correlated positively with Retention ($r = .228$, $p < .05$), suggesting that feeling productive contributes to organisational commitment. These findings reinforce JD-R theory and Social Exchange Theory by linking resources and mutual benefit. Other relationships were weaker or non significant, for example SAT showed no meaningful correlation with other outcomes likely due to its poor reliability. INNOV and INFRA were also uncorrelated with broader outcomes, reflecting either measurement limitations or context dependency of these constructs. The full correlation matrix is presented in Appendix A.6.

5.6 Moderation and Mediation Analysis

To move beyond simple associations, (Hayes and Little, 2018) PROCESS macro was employed to test mediation and moderation pathways. Two models below were specified:

Whether SAT mediated the relationship between WLB and RET.

Whether INFRA moderated the relationship between WLB and PROD.

The mediation model yielded non significant results with neither direct or indirect pathways reaching significance. This was likely influenced by the weak reliability of SAT and RET scales but may also indicate that WLB drives RET through mechanisms other than day to day SAT, such as pragmatic considerations or long term career prospects. Similarly, the moderation model found no evidence that INFRA quality amplified the WLB – PROD relationship. INFRA appears to function as a threshold condition, once adequacy is achieved, its variation no longer explains performance differences. Overall model fit was modest highlighting the limits of cross sectional survey data for capturing dynamic mediation processes. Full PROCESS macro outputs are provided in Appendix A.7.

Given the modest sample size and reliability issues, these PROCESS models are best interpreted as exploratory rather than confirmatory. This framing underscores their role in guiding future research rather than providing definitive causal pathways.

5.7 Qualitative Insights

While the quantitative survey provided broad patterns, two open ended items captured richer insights into perceived benefits and challenges of hybrid work. Responses (N = 31 26%) were analysed thematically following (Braun and Clarke, 2006) framework.

Benefits centred on flexibility, well being and productivity. Participants frequently described reduced commuting as a major advantage:

"Saving 75 minutes of commuting each day lets me spend more time with my elderly parent."

"nice to drop kids to school in the mornings."

Others emphasised greater autonomy and focus:

"Flexibility to start earlier and finish earlier helps me match work to my energy peaks overall."

"I get more uninterrupted blocks for deep work and strategic thinking."

These accounts align with Self-Determination Theory, highlighting how hybrid models satisfy autonomy needs and reduce strain.

Challenges emphasis social disconnection, blurred boundaries and coordination strain. Several respondents noted weakened interpersonal ties:

"can feel isolated as only one in the house during the day."

"getting things done quickly if need other staff."

Boundary management was another recurring issue:

"hard to switch off nofitications outside core hours in our team."

"hard to disconnect in evening as global teams always on."

Finally, some expressed isolation:

"I sometimes feel isolated and miss casual chats with colleagues lately."

Together these qualitative insights contextualise the neutral or mixed quantitative scores. They reveal the lived experiences underlying the averages. Hybrid work delivers valued flexibility and balance but simultaneously risks isolation and overwork. Illustrative quotes and the coding framework are included in Appendix A.8. These qualitative narratives therefore bridge the statistical finding and highlight the duality of hybrid work as both a resource and a demand, providing a richer foundation for the discussion in Chapter 6.

In summary, this chapter presented descriptive, reliability and inferential analyses, enriched by qualitative insights. Chapter 6 situates these findings within the wider literature and develops the theoretical and practical implications.

Chapter 6: Discussion

This Discussion chapter interprets the results of the analysis presented in Chapter five, situating them with the theoretical frameworks introduced in Chapter two and the methodological context outlined in Chapter 4. The aim is to critically evaluate how the findings advance understanding of hybrid work and to identify their implications for theory, proactive and future research. The discussion is structured around employee experience, organisational productivity, sectoral and equity considerations and theoretical contributions. To conclude with practical implications and avenues for further studies.

6.1 Employee Experience

The findings suggest that hybrid working arrangements are closely linked to enhance employee satisfaction through improvements in work life balance and perceived autonomy. This aligns with SDT which highlights autonomy as a fundamental psychological need underpinning motivation and well being (Ryan and Deci, 2017). Employees reported that flexible scheduling improved control over personal and professional responsibilities, supporting studies linking hybrid flexibility with reduced stress and better balance (Hill et al., 2003; Sajjad et al., 2024). While these benefits were unevenly distributed, caregivers reported weaker gains in well being, echoing (Allen *et al.*, 2013); Erickson and Abel, 2022), who show that blurred boundaries undermine work life balance in dual caregiver households. This reinforces boundary management theory. Autonomy may empower but without structural supports, it risks becoming additional demand. The link between satisfaction and organisational commitment also emerged. Drawing on SET (Blau, 2017), flexible arrangements were perceived as organisational support, reciprocated with higher affective commitment. Correlation results confirmed this as work life balance was positively associated with both productivity and retention (Section 5.5). However, career progression anxiety, surfaced in open text responses, consistent with (Ozkaya, 2021) and broader concerns around technostress and isolation (Tarafdar et al., 2019). Overall, the study highlights a duality, hybrid models foster satisfaction and commitment when autonomy is matching by boundary control and transparent career pathways.

6.2 Organisational Productivity

Survey findings revealed modest gains in perceived productivity under hybrid models with flexible, core hour arrangements outperforming fully remote designs (Section 5.4). These align with Choudhury et al., (2021), who found productivity benefits in work from anywhere polices and fit the JD-R model (Bakker and Demerouti, 2007) where autonomy and time savings act as resources. However, team level outcomes were less positive, respondents noted slower decision making and fewer informal exchanges, consistent with (Gibbs et al., 2022). Collaboration quality depend heavily on managerial routines and trust(Jarvenpaa and Leidner, 1999). This highlights a structural tension with hybrid models can enhance individual efficiency while reducing collective quickness. Innovation findings were mixed with quantitative analysis showed no significant relationship between flexibility and innovation, mirroring (Sajjad et al., 2024). Whilst qualitative data revealed pockets of creativity in IT and consulting, consistent with Ozkaya, (2021). By contrast finance and education described constraints from compliance and workload pressures supporting sectoral differences noted by Sneppen, (2025). This suggests that innovation outcomes are highly context dependent, requiring deliberate design of collaborative opportunities rather than reliance on flexibility alone.

Hybrid models boost efficiency at the individual level but risk undermining collaboration and innovation unless organisation invest in infrastructure, opportunities for creative exchange.

6.3 Sectoral and Equity Considerations

Hybrid work is not experienced uniformly across sectors. In finance, compliance constraints limited flexibility, creating inequities even with similar roles. (Seibel, 2015; (CIPD, 2023). IT and consulting saw strong gains in retention though digital infrastructure gaps persisted (Erickson and Abel, 2022;Sneppen, 2025). Education and pharmaceutical respondents reported blurred boundaries and role based disparities, parallelling (Lantsoght, 2025). Non profits highlighted inclusivity benefits but faced resource limitations, reflecting tensions between equity and sustainability. These patterns underscore that hybrid success depends not on policy design but on transparent communication, infrastructure equity and sector sensitive implementation.

6.4 Theoretical Contributions

This study contributes to three key frameworks;

SET- confirms that flexibility strengthens commitment but extends the theory by showing trade off is conditional on fairness and equity, not flexibility alone (Blau, 2017; Sajjad et al., 2024).

SDT – reinforces autonomy as a driver of satisfaction but shows that relatedness is fragile in hybrid models, advancing the need for structed collaboration to protect connectedness (Ryan and Deci, 2017; Allen et al., 2013).

JD-R – extends the model by positioning digital infrastructure as both a resource and a demand. Reliable systems enable productivity while poor infrastructure generates technostress (Tarafdar et al., 2019; Bencsik and Juhász, 2023).

Together these refinements position hybrid work as a context that both validates and challenges traditional organisational theories.

6.5 Practical Implications for Organisations

To ensure hybrid work delivers sustainable value, organisations must move beyond flexibility alone and adopt a more holistic equity driven approach. Flexibility must be matched with fairness and transparent communication around differential access and compensatory measures where limitations exist. Autonomy should be balanced with connection using structured collaboration anchors, such as core hours or rotational office days to preserve team cohesion and relatedness. Digital infrastructure plays a pivotal role and must by regularly audited for reliability, usability and healthy communication norms. Career visibility also requires pathways that track hybrid versus office based progression to ensure fairness. Sectoral differences must be acknowledged with hybrid strategies tailed to regulatory and operational realities. Supporting family friendly policies and well being resources can help mitigate uneven satisfaction outcomes. together these measures offer a blueprint for resilient hybrid work design.

6.6 Limitations and Future Research

This study has several limitations with cross sectional design preventing casual conclusions and should use longitudinal tracking. Self reported data may inflate satisfaction and productivity, triangulation with objective indicators is advised. Measurement tools for innovation need refinement to suit hybrid contexts and sectoral coverage was narrow, missing industries like retail, frontline roles. Further research priorities include:

- longitudinal studies of retention and productivity,
- cross sector and cross cultural comparisons,
- measurement innovation for hybrid constructs such as technostress, innovation and boundary control.

6.7 Conclusion

This chapter has interpreted the survey results in relation to established theory and the wider literature. Hybrid models enhance the satisfaction and commitment primarily through autonomy and balance. However, create challenges around boundary management, equity and visibility. Productivity gains were noted at the individual level but were less evident for collaboration and innovation, which remains contingent on sectoral context and infrastructure quality. By refining SET, SDT and JD-R to account for fairness, relatedness and digital infrastructure, the study contributes new insights into how hybrid work shapes organisational theory. It provides actionable lessons for organisations, hybrid success requires intentional design, sectoral sensitivity and ongoing evaluation.

Chapter 7: Conclusions

This dissertation has investigated the extent to which hybrid models contribute to employee satisfaction and organisational productivity in the post COVID era. Building on theoretical frameworks of Social Exchange Theory (Blau, 2017), Self Determination Theory (Ryan and Deci, 2017) and Job Demands-Resources model (Bakker and Demerouti, 2007), the research examined how hybrid arrangements shape work life balance, well being, collaboration, innovation and retention across multiple sectors.

The findings show that hybrid work brings clear advantages but also significant challenges that organisations must balance. Flexibility enhances autonomy and reduces commuting burdens but these benefits are moderated by infrastructure quality, managerial support and sectoral context. While some employees reported increased focus and productivity when working remotely, these individual outcomes did not always align with collective outcomes such as team collaboration and innovation (Choudhury et al., 2021; Bloom et al., 2015). This chapter synthesises the findings in relation to prior studies while highlighting theoretical insights and practical applications. It acknowledges limitations and outlines avenues for further research.

7.1 Summary of Key Findings

The findings challenge simplistic narratives revealing hybrid work as both empowering and problematic. Hybrid work offers clear benefits to employees of enhanced autonomy, reduced commuting and improved work life balance. However, these depend on infrastructure quality (Sneppen, 2025), managerial support (Erickson and Abel, 2022) and sectoral context (Seibel, 2015).

1. *In relation to How does increased flexibility influence employee well-being, job satisfaction and work-life balance?* – the results showed that flexibility supported well being and balance (Sajjad et al., 2024) but only where boundary management and managerial support were present. Without clear norms around availability and workload, flexibility risked blurred boundaries and reducing overall satisfaction. This echo prior findings that autonomy alone is insufficient without organisational safeguards (Messenger and Gschwind, 2016).

2. *Does job satisfaction potentially free up time for personal pursuits or further professional development?* - hybrid arrangements appeared to provide employees with greater flexibility to manage personal time but this did not automatically translate into professional development. Career progression opportunities remained dependent on organisational structures, access to mentoring and training, suggesting satisfaction alone is insufficient to drive longer term development outcomes.
3. Does increased reliance on digital communication tools lead to improved communication practices and enhanced project outcomes within organisations? While communication technologies facilitated collaboration across locations, employees reported reduced informal exchanges and slower decision making, this is consistent with concerns about 'out of sign, out of sync' dynamics (Messenger and Gschwind, 2016).

Innovation outcomes varied by sector with Business Support and IT showing creative gains. Finance and pharmaceuticals faced structural constrains while IT and consulting leveraged hybrid models to attract talent and drive performance. Non profits and education revealed challenges of equity and workload, reinforcing the need for context specific approaches (Lantsoght, 2025).

7.2 Theoretical Contribution

Theoretically the study contributes in three key ways. First, it extends Social Exchange Theory (Blau, 2017) by showing that flexibility alone does not foster commitment, visible managerial support is essential for employees to reciprocate flexibility. Hybrid arrangements when implemented without active support structures are insufficient to generate loyalty or sustained engagement. Second, the study nuances Self Determination Theory (Ryan and Deci, 2017), showing that while hybrid models clearly enhance autonomy, a core psychological need but can undermine relatedness if digital communication lacks depth. This demonstrates the dual nature of hybrid work and has the potential to both empower and isolate, depending on how it is designed and supported. Third, the Job Demands-Resources model (Bakker and Demerouti, 2007) revealing that hybrid work introduces new demands, such as technostress and blurred boundaries while also offering resources

of autonomy and flexibility. The balance between these demands and resources is critical in determining employee outcomes. Importantly infrastructure quality emerged as a crucial moderating factor (Sneppen, 2025), suggesting that the JD-R framework should explicitly incorporate digital resources as a key pillar of the model. Collectively these contributions expand the theoretical understanding of hybrid work as a dynamic resource demand system shaped by organisational design choices.

7.3 Practical Recommendations

Building on these findings, a set of actionable recommendations is proposed for organisations seeking to implement hybrid models effectively. Five interlinked areas emerged as central to hybrid success.

Digital infrastructure and equity; Organisations must guarantee baseline infrastructure standards by providing responsive IT support and establish clear service agreements. Equity gaps across employees and sectors (CIPD, 2023) should be regularly audited to ensure fair access to resources and cybersecurity requirements should be balanced with workflow so that productivity isn't impacted.

Managerial capability; Mangers play a key role in hybrid environments, training in digital leadership and empathy based practice is essential including supportive routines such as regular check ins.

Communication; Clear communication and collaboration protocols are central to hybrid effectiveness. Organisations should define core hours for real time collaboration and decision making, communication norms that recreate informal exchanges. Importantly, collaboration quality should be evaluated in terms of outcomes instead of meeting frequency.

Career development and retention; hybrid models must also support long term career development, this requires shifting performance evaluations to outcome based metrics and providing access to training and mentoring. Transparent communication about career pathways and retention planning should be embedded into hybrid design, ensuring employees do not feel that flexibility comes at the expense of progression.

Contextual tailoring; hybrid strategies must be tailored to organisational context. Sector sensitive frameworks are needed with differentiation job role whether routines versus innovation driven. Employee preferences should be balanced with organisational requirement through consultation and hybrid policies which should be adapted over time.

These recommendations are grounded in the central principle that hybrid success is intentional, not automatic. Organisations much design models that balance autonomy with connection, efficiency and flexibility with career progression.

7.4 Limitations

Despite its contributions, this study faced several methodological and contextual challenges. While relationships were observed between hybrid working models and employee or organisational outcomes, it is not possible to determine whether hybrid arrangements directly cause some of these effects (Field, 2018). A longitudinal design would provide a stronger evidence of how hybrid practices shape outcomes such as career progression, innovation and retention. The reliance on self reported data introduces potential bias. Survey based responses may overstate satisfaction or productivity due to social desirability or recall limitations. Although this was partially mitigated using validated instruments, self report bias remains an inherent constraint in survey research (Bryman, 2008).

The measurement of constructs presented some challenges. The satisfaction scale yielded weak internal consistency, suggesting that employee satisfaction may be multidimensional and better captured through refined hybrid specific instruments. Similarly, existing measures of innovation lacked sensitivity to distributed collaboration and digital creativity, limiting their ability to fully capture the construct.

The sampling strategy of 120 respondents constrained the generalisability of findings and certain sectors were underrepresented, non profit and education. Sector specific factors such as regulatory frameworks, digital infrastructure and equity concerns may therefore not have been full reflected.

7.5 Future research

The limitations identified in the study not only constrain interpretation but also point to valuable directions for future research. Subsequent studies should prioritise the development of validated, hybrid specific instruments for measuring satisfaction, innovation and communication. Longitudinal studies are required to assess the longer term impacts of hybrid work on outcomes such as organisational commitment, career progression and employee well being. Future research should also focus on under researched fields such as non profits and education for sector comparisons. Finally, incorporation qualitative and ethnographic approaches would provide deeper insights into the emotional and relational consequences of hybrid work, complementing survey based evidence.

7.6 Conclusion

This dissertation demonstrates that hybrid work is neither an unqualified success nor an inherent liability, rather its outcomes are shaped by design, context and support mechanisms. Instead, it represents a dynamic balance between autonomy and relatedness, resources and demands and organisational support, employee needs. When implemented, attention to infrastructure, equity and career progression can lead to enhanced employee satisfaction and organisational productivity. However, without safeguards, innovation can be limited and employees having blurred boundaries or indeed additional stress.

The contribution of this study is twofold, Theoretically, it refines, SET, SDT, and JD-R by framing hybrid work as contingent rather than inherently positive or negative. Practically, it provides organisations with guidance on developing hybrid models that balance equity, sustainability and productivity.

Ultimately, hybrid work should not be viewed as a static policy but as a developing practice requiring sector specific adaptations and evaluation. By advancing both theory and practice, this study contributes to the broader understanding of hybrid work as a defining feature of the post covid workplace and offers guidance for organisations navigating its complexities.

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Appendix

A.1 presents the full hybrid working questionnaire used in the study

A.2 presents the pilot hybrid working questionnaire used in the study

A.3 reports the survey reliability analysis, confirming instrument adjustments before the main survey.

A.4 provides reliability outputs for all constructs, linking directly to Section 5.3

A.5. – A.6 report inferential analyses (ANOVA) group comparisons and correlation matrices, referenced in Section 5.4 and 5.5.

A.7 includes outputs from Hayes' PROCESS macro used for mediation and moderation analyses in Section 5.6.

A.8 present anonymised qualitative responses and thematic coding, underpinning Section 5.7.

A.1. Hybrid Working Questionnaire

Dear Participant,

My name is Raymond Allen, and I am a MBA student in National College of Ireland. I am conducting research for my dissertation titled 'To what extent does Hybrid Working Models contribute to increased employee satisfaction and organisational productivity in the post covid era?

The purpose of this study is to gather insights into your experiences and perceptions regarding hybrid work. Your valuable input will contribute to a deeper understanding of this evolving work model and may help organisations optimise their hybrid strategies.

Your participation in this questionnaire is entirely voluntary and you are free to withdraw at any point without explanation or penalty. All responses will be completely anonymous, meaning no personally identifiable information will be collected and your answers cannot be linked back to you. The data collected will be

used solely for academic purposes in this dissertation and will be stored securely until dissertation completion.

This questionnaire is expected to take approximately 10-15 minutes to complete.

If you have any questions about this research, please do not hesitate to contact me at x23243538@student.ncirl.ie

By clicking 'Next', you confirm that you have read and understood the information provided and agree to participate in this study.

Thank you for your time and contribution.

Kind Regards

Raymond Allen

Questionnaire

Q1. Gender

- Male
- Female
- Non-binary
- Prefer not to say

Q2. Sector

- Finance
- IT
- Pharmaceutical
- Education
- Telecommunications
- Government
- Business support
- Non profit

Q3. Level of Responsibility

- Entry level to Mid level
- Mid level professional

- Senior level professional
- Manager
- Executive
- Other (please specify)

Q4. Years in role

- 0-5 years
- 5-10 years
- 10-15 years
- 15+ years

Q5. Hybrid model

- Hybrid (set office days)
- Flexible hybrid (Core hours)
- Fully remote
- Bespoke / other

Q6. Remote frequency

- 1-2 days per week
- 3-4 days per week
- 5 days (fully remote)
- Varies

Section 2: Work Life Balance and Well Being

(1 = Strongly Disagree – 5 = Strongly Agree)

Q.		**Strongly Disagree**	**Disagree**	**Netural**	**Agree**	**Strongly Agree**	
		1	2	3	4	5	
7	My work schedule allows me to maintain a satisfying personal life.						WLB1

8	I can easily switch off from work at the end of the day.						WLB2
9	Technology helps me manage my work life boundaries effectively.						WLB3
10	I feel that work flexibility improves my overall well being						WLB4
11	My organisation supports me in achieving work life balance.						WLB5

Section 3: Job Resources and Support

(1 = Strongly Disagree – 5 = Strongly Agree)

Q.		**Strongly Disagree**	**Disagree**	**Netural**	**Agree**	**Strongly Agree**	
		1	2	3	4	5	
12	I feel competent in my ability to perform my job duties.						SAT1
13	I feel supported by my manager in my work efforts.						SAT2
14	I have strong relationships with coworkers.						SAT3

15	I feel comfortable reaching out to teammates for help.						SAT4
16	I find it easy to maintain social connections at work.						SAT5

Section 4: Productivity and Focus

(1 = Strongly Disagree – 5 = Strongly Agree)

Q.		**Strongly Disagree**	**Disagree**	**Netural**	**Agree**	**Strongly Agree**	
		1	2	3	4	5	
17	I achieve higher levels of focused work when working remotely.						PROD1
18	I complete my tasks more efficiently under my current hybrid arrangement.						PROD2
19	I experience fewer work interruptions						PROD3

	in my hybrid model.						
20	I find it easy to priorities tasks across locations.						PROD4
21	I am satisfied with my overall work output quality.						PROD5

Section 5: Communication and Collaboration

(1 = Strongly Disagree – 5 = Strongly Agree)

Q.		**Strongly Disagree**	**Disagree**	**Netural**	**Agree**	**Strongly Agree**	
		1	2	3	4	5	
22	I find it easy to coordinate tasks with colleagues during core hours.						COMM1
23	I receive timely responses from team members when collaborating remotely.						COMM2

Section 6: Innovation

(1 = Strongly Disagree – 5 = Strongly Agree)

Q.		**Strongly Disagree**	**Disagree**	**Netural**	**Agree**	**Strongly Agree**	
		1	2	3	4	5	
24	Leadership values innovative contribution from remote employees.						INNOV1

25	I feel empowered to experiment with new approaches in my work.						INNOV 2
26	Innovation metrics are used to recognise team achievements .						INNOV 3
27	Our hybrid structure supports cross functional innovation.						INNOV 4

Section 7: Digital Infrastructure

(1 = Strongly Disagree – 5 = Strongly Agree)

Q.		**Strongly Disagree**	**Disagree**	**Netural**	**Agree**	**Strongly Agree**	
		1	2	3	4	5	
28	Our network reliability meets the demands of my hybrid tasks.						INFRA1
29	IT support responds promptly to technical issues.						INFRA2
30	Our security						INFRA3

	protocols do not hinder my ability to work efficiently.						

Section 8: Retention and Commitment

(1 = Strongly Disagree – 5 = Strongly Agree)

Q.		**Strongly Disagree**	**Disagree**	**Netural**	**Agree**	**Strongly Agree**	
		1	2	3	4	5	
31	I intend to remain with my organisation for a least the next 12 months.						RET1
32	I feel committed to the long term success of my organisation.						RET2

Section 9: In your own words

33. What do you see as the biggest benefit of hybrid working for you personally?

34. What is the biggest challenge you face when working in a hybrid model?

Closing Statement

Thank you for taking the time to complete this survey. Your responses are greatly appreciated and will contribute to deeper understanding of hybrid working policies and their impact on employees and organisations. All data will remain confidential and used solely for research purposes.

If you have any questions or concerns or wish to access support, please contact NCI Support Services via this link.

A.2. Pilot Survey

Q1. Gender

- Male
- Female
- Non-binary
- Prefer not to say

Q2. Sector

- Finance
- IT
- Pharmaceutical
- Education
- Telecommunications
- Government
- Business support
- Non profit

Q3. Level of Responsibility

- Entry level to Mid level
- Mid level professional
- Senior level professional
- Manager
- Executive
- Other (please specify)

Q4. Years in role

- 0-5 years
- 5-10 years
- 10-15 years
- 15+ years

Q5. Hybrid model

- Hybrid (set office days)
- Flexible hybrid (Core hours)
- Fully remote
- Bespoke / other

Q6. Remote frequency

- 1-2 days per week
- 3-4 days per week
- 5 days (fully remote)
- Varies

Section 2: Work Life Balance and Well Being

(1 = Strongly Disagree – 5 = Strongly Agree)

Q.		**Strongly Disagree**	**Disagree**	**Netural**	**Agree**	**Strongly Agree**	
		1	2	3	4	5	
7	My work schedule helps me maintain						WLB1

	personal life satisfaction.						
8	I can disengage from work at day's end.						WLB2
9	Technology helps me manage my work life boundaries effectively.						WLB3
10	Flexible work enhances my well being.						WLB4
11	My organisation supports me in achieving work life balance.						WLB5

Section 3: Job Resources and Support

(1 = Strongly Disagree – 5 = Strongly Agree)

Q.		**Strongly Disagree**	**Disagree**	**Netural**	**Agree**	**Strongly Agree**	
		1	2	3	4	5	
12	I feel competent in my work.						SAT1
13	My manager supports me.						SAT2
14	I have strong relationships with coworkers.						SAT3
15	I can ask coworkers for help.						SAT4
16	I find it easy to maintain social						SAT5

	connections at work.						

Section 4: Productivity and Focus

(1 = Strongly Disagree – 5 = Strongly Agree)

Q.		**Strongly Disagree**	**Disagree**	**Netural**	**Agree**	**Strongly Agree**	
		1	2	3	4	5	
17	I can concentrate better when working from home.						PROD1
18	I finish taks more quickly with flexible work.						PROD2
19	Work interruption are reduced.						PROD3
20	I find it easy to priorities tasks across locations.						PROD4
21	I am satisfied with my overall work output quality.						PROD5

Section 5: Collaboration and Communication

(1 = Strongly Disagree – 5 = Strongly Agree)

Q.		**Strongly Disagree**	**Disagree**	**Netural**	**Agree**	**Strongly Agree**	
		1	2	3	4	5	
22	Coordination during core hours is effective.						COMM1

23	Respoonses are prompt in remote collaboration .						COMM 2

Section 6: Innovation

(1 = Strongly Disagree – 5 = Strongly Agree)

Q.		**Strongly Disagree**	**Disagree**	**Netural**	**Agree**	**Strongly Agree**	
		1	2	3	4	5	
24	Leadership values remote innovative.						INNOV 1
25	I am free to experiment in my role.						INNOV 2
26	Innovation metrics are used to recognise team achievements .						INNOV 3
27	Our hybrid structure supports cross functional innovation.						INNOV 4

Section 7: Digital Infrastructure

(1 = Strongly Disagree – 5 = Strongly Agree)

Q.		**Strongly Disagree**	**Disagree**	**Netural**	**Agree**	**Strongly Agree**	
		1	2	3	4	5	
28	Network reliability meets work demands.						INFRA1

29	IT support is prompt.						INFRA2
30	Our security protocols do not hinder my ability to work efficiently.						INFRA3

Section 8: Commitment & Retention

(1 = Strongly Disagree – 5 = Strongly Agree)

Q.		**Strongly Disagree**	**Disagree**	**Netural**	**Agree**	**Strongly Agree**	
		1	2	3	4	5	
31	I plan to stay with my organisation next year.						RET1
32	I feel committed to this organisation.						RET2

Closing Statement

Thank you for taking the time to complete this survey. Your responses are greatly appreciated and will contribute to deeper understanding of hybrid working policies and their impact on employees and organisations. All data will remain confidential and used solely for research purposes.

If you have any questions or concerns or wish to access support, please contact NCI Support Services via this link.

A.3 Survey Reliability Analysis

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
WLB1	120	1	5	3.00	.820
WLB2	120	1	5	2.98	.799
WLB3	120	1	5	2.99	.794
WLB4	120	1	5	2.95	.765
WLB5	120	1	5	3.03	.788
SAT1	120	1	5	3.11	.818
SAT2	120	1	5	3.14	.910
SAT3	120	1	5	2.90	.782

SAT4	120	1	5	3.14	.770
SAT5	120	1	5	2.93	.927
PROD1	120	1	5	3.03	.907
PROD2	120	1	5	2.93	.852
PROD3	120	1	5	3.00	.820
PROD4	120	1	5	2.93	.900
PROD5	120	1	5	2.94	.802
COMM1	120	1	5	2.94	.873
COMM2	120	1	5	3.02	.820
INNOV1	120	1	5	3.09	.889
INNOV2	120	1	5	2.93	.801
INNOV3	120	1	5	2.98	.889
INNOV4	120	1	5	3.00	.789
INFRA1	120	1	5	3.01	.845
INFRA2	120	1	5	3.06	.823
INFRA3	120	1	4	2.97	.777
RET1	120	1	5	2.97	.744
RET2	120	1	5	2.98	.814
WLB_mean	120	1.40	4.60	2.9917	.57535
SAT_mean	120	1.40	4.60	3.0433	.64518
PROD_mean	120	1.00	4.40	2.9650	.64439
COMM_mean	120	1.00	4.50	2.9792	.73163
INNOV_mean	120	1.50	4.50	3.0000	.63179
INFRA_mean	120	1.67	4.67	3.0111	.64955
RET_mean	120	1.50	5.00	2.9708	.64592
Valid N (listwise)	120				

A.4 Reliability outputs for all constructs

Reliability Coefficients (Cronbach's Alpha) for All Constructs.

Scale	Items (N)	Cronbach's alpha	Interpretation
WLB	5	0.775	Acceptable
SAT	5	0.120	Unreliable
PROD	5	0.808	Good
COMM	2	0.661	Poor (limited items)
INNOV	4	0.740	Acceptable
INFRA	3	0.712	Acceptable
RET	2	0.542	Poor (limited items)

A.5. Inferential analyses

(ANOVA) group comparisons

Descriptives

						95% Confidence Interval for Mean		
		N	Mean	Std. Deviation	Std. Error	Lower Bound	Upper Bound	Minimum	Maximum
WLB_mean	1	30	2.8267	.36287	.06625	2.6912	2.9622	2.00	3.40
	2	31	3.0452	.62120	.11157	2.8173	3.2730	2.00	4.40
	3	35	3.1257	.56378	.09530	2.9320	3.3194	1.60	4.60
	4	24	2.9333	.70936	.14480	2.6338	3.2329	1.40	4.20
	Total	120	2.9917	.57535	.05252	2.8877	3.0957	1.40	4.60
SAT_mean	1	30	3.0933	.67207	.12270	2.8424	3.3443	2.00	4.60
	2	31	2.9484	.58644	.10533	2.7333	3.1635	1.40	4.20
	3	35	2.8914	.64415	.10888	2.6702	3.1127	1.60	4.20
	4	24	3.3250	.62363	.12730	3.0617	3.5883	1.80	4.20
	Total	120	3.0433	.64518	.05890	2.9267	3.1600	1.40	4.60
PROD_mean	1	30	3.0933	.55019	.10045	2.8879	3.2988	2.20	4.20
	2	31	3.0387	.68200	.12249	2.7886	3.2889	1.60	4.40
	3	35	2.7829	.73304	.12391	2.5310	3.0347	1.00	4.20

	4	24	2.9750	.53507	.10922	2.7491	3.2009	1.80	4.20
	Total	120	2.9650	.64439	.05882	2.8485	3.0815	1.00	4.40
COMM_mean	1	30	2.9667	.82976	.15149	2.6568	3.2765	1.00	4.00
	2	31	2.9677	.72956	.13103	2.7001	3.2353	1.50	4.50
	3	35	2.9286	.65465	.11066	2.7037	3.1535	2.00	4.50
	4	24	3.0833	.74697	.15248	2.7679	3.3988	1.50	4.50
	Total	120	2.9792	.73163	.06679	2.8469	3.1114	1.00	4.50
INNOV_mean	1	30	3.0417	.65352	.11932	2.7976	3.2857	2.00	4.50
	2	31	3.0242	.62368	.11202	2.7954	3.2530	2.00	4.50
	3	35	2.9071	.63329	.10704	2.6896	3.1247	1.50	4.50
	4	24	3.0521	.63835	.13030	2.7825	3.3216	1.75	4.25
	Total	120	3.0000	.63179	.05767	2.8858	3.1142	1.50	4.50
INFRA_mean	1	30	3.1444	.62320	.11378	2.9117	3.3772	1.67	4.33
	2	31	3.0323	.77151	.13857	2.7493	3.3152	1.67	4.67
	3	35	2.9238	.54883	.09277	2.7353	3.1123	2.00	4.00
	4	24	2.9444	.65693	.13410	2.6670	3.2218	1.67	4.33
	Total	120	3.0111	.64955	.05930	2.8937	3.1285	1.67	4.67
RET_mean	1	30	3.0500	.64794	.11830	2.8081	3.2919	1.50	4.50
	2	31	3.0323	.77390	.13900	2.7484	3.3161	2.00	5.00
	3	35	2.8000	.59656	.10084	2.5951	3.0049	1.50	4.00
	4	24	3.0417	.50898	.10389	2.8267	3.2566	2.00	4.00
	Total	120	2.9708	.64592	.05896	2.8541	3.0876	1.50	5.00

A.6 Inferential analyses

Correlations

Correlations

		WLB_mean	SAT_mean	PROD_mean	COMM_mean	INNOV_mean	INFRA_mean	RET_mean
WLB_mean	Pearson Correlation	1	.066	.209*	.008	-.148	.098	.094
	Sig. (2-tailed)		.473	.022	.935	.107	.288	.306
	N	120	120	120	120	120	120	120
SAT_mean	Pearson Correlation	.066	1	-.011	.025	.038	-.013	-.009
	Sig. (2-tailed)	.473		.906	.786	.679	.886	.922
	N	120	120	120	120	120	120	120
PROD_mean	Pearson Correlation	.209*	-.011	1	-.014	-.171	.158	.228*
	Sig. (2-tailed)	.022	.906		.879	.061	.086	.012
	N	120	120	120	120	120	120	120
COMM_mean	Pearson Correlation	.008	.025	-.014	1	-.025	-.114	-.112
	Sig. (2-tailed)	.935	.786	.879		.786	.213	.221
	N	120	120	120	120	120	120	120

INNOV_mean	Pearson Correlation	-.148	.038	-.171	-.025	1	.034	.088
	Sig. (2-tailed)	.107	.679	.061	.786		.711	.342
	N	120	120	120	120	120	120	120
INFRA_mean	Pearson Correlation	.098	-.013	.158	-.114	.034	1	-.039
	Sig. (2-tailed)	.288	.886	.086	.213	.711		.670
	N	120	120	120	120	120	120	120
RET_mean	Pearson Correlation	.094	-.009	.228*	-.112	.088	-.039	1
	Sig. (2-tailed)	.306	.922	.012	.221	.342	.670	
	N	120	120	120	120	120	120	120

*. Correlation is significant at the 0.05 level (2-tailed).

A.7 Hayes' PROCESS macro

Hayes' PROCESS macro used for mediation and moderation analyses

Matrix Mediation Process Model 4

Run MATRIX procedure:

***************** PROCESS Procedure for SPSS Version 4.2 *****************

Written by Andrew F. Hayes, Ph.D. www.afhayes.com

Documentation available in Hayes (2022). www.guilford.com/p/hayes3

****

Model : 4

Y : RET_mean

X : WLB_mean

M : SAT_mean

Sample

Size: 120

****

OUTCOME VARIABLE:

SAT_mean

Model Summary

R	R-sq	MSE	F(HC3)	df1	df2	p
.0662	.0044	.4179	.4598	1.0000	118.0000	.4990

Model

	coeff	se(HC3)	t	p	LLCI	ULCI
constant	2.8213	.3406	8.2822	.0000	2.1467	3.4959
WLB_mean	.0742	.1094	.6781	.4990	-.1425	.2909

****

OUTCOME VARIABLE:

RET_mean

Model Summary

R	R-sq	MSE	F(HC3)	df1	df2	p
.0955	.0091	.4205	.5750	2.0000	117.0000	.5643

Model

	coeff	se(HC3)	t	p	LLCI	ULCI
constant	2.6974	.3726	7.2394	.0000	1.9595	3.4354
WLB_mean	.1070	.1006	1.0633	.2898	-.0923	.3063
SAT_mean	-.0154	.0955	-.1610	.8724	-.2044	.1737

********** DIRECT AND INDIRECT EFFECTS OF X ON Y **********

Direct effect of X on Y

Effect	se(HC3)	t	p	LLCI	ULCI
.1070	.1006	1.0633	.2898	-.0923	.3063

Indirect effect(s) of X on Y:

	Effect	BootSE	BootLLCI	BootULCI
SAT_mean	-.0011	.0126	-.0283	.0273

********** ANALYSIS NOTES AND ERRORS **********

Level of confidence for all confidence intervals in output:

95.0000

Number of bootstrap samples for percentile bootstrap confidence intervals:

5000

NOTE: A heteroscedasticity consistent standard error and covariance matrix estimator was used.

------ END MATRIX -----

Matrix Moderation Process Model 1

Run MATRIX procedure:

********** PROCESS Procedure for SPSS Version 4.2 **********

Written by Andrew F. Hayes, Ph.D. www.afhayes.com

Documentation available in Hayes (2022). www.guilford.com/p/hayes3

****

Model : 1

Y : PROD_mea

X : WLB_mean

W : INFRA_me

Sample

Size: 120

****

OUTCOME VARIABLE:

PROD_mea

Model Summary

R	R-sq	MSE	F(HC3)	df1	df2	p
.2658	.0706	.3959	2.7908	3.0000	116.0000	.0436

Model

	coeff	se(HC3)	t	p	LLCI	ULCI
constant	2.9708	.0591	50.2776	.0000	2.8538	3.0879
WLB_mean	.2059	.1069	1.9256	.0566	-.0059	.4177
INFRA_me	.1431	.0882	1.6222	.1075	-.0316	.3179
Int_1	-.1608	.1583	-1.0161	.3117	-.4743	.1526

Product terms key:

Int_1 : WLB_mean x INFRA_me

Test(s) of highest order unconditional interaction(s):

	R2-chng	F(HC3)	df1	df2	p
X*W	.0081	1.0326	1.0000	116.0000	.3117

********************** ANALYSIS NOTES AND ERRORS ************************

Level of confidence for all confidence intervals in output: 95.0000

NOTE: A heteroscedasticity consistent standard error and covariance matrix estimator was used.

NOTE: The following variables were mean centered prior to analysis:

INFRA_me WLB_mean

------ END MATRIX -----

A.8 Qualitative Responses and Thematic Coding

	FRAMEWORK	
Q33 BENEFITS	Flexibility & Autonomy	1
	Work Life Balance & Well being	2
	Productivity & Focus	3
Q34 CHALLENGES	Social Disconnection & Visibility	1
	Boundary Management & Overwork	2
	Coordination & Communication Strain	3
	Digital infrastructure & Security	4
	Equity & Career Progression	5

Sample Responses from N = 120

Q33 Benefits

Flexibility to start earlier and finish earlier helps me match work to my energy peaks overall.	1
I get more uninterrupted blocks for deep work and strategic thinking.	3
nice to drop kids to school in the mornings	2
Saving 75 minutes of commuting each day lets me spend more time with my elderly parent.	2

Q34 Challenges

can feel isolated as only one in the house during the day	1
getting things done quickly if need other staff	3
hard to disconnect in evening as global teams always on	2
hard to switch off nofitications outside core hours in our team.	2
I sometimes feel isolated and miss casual chats with colleagues lately.	1

ENDs