

## **HYBRID WORK MODEL AND EMPLOYEE JOB SATISFACTION AMONG SELECTED CONSULTANCY FIRMS IN ENUGU STATE**

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**Abstract:** *This study ascertained the effect of a hybrid work model on employee job satisfaction, using selected consultancy firms in Enugu State. Survey research design was adopted. Data were generated from the questionnaires distributed to the respondents, and were tested with regression analysis. Based on the analysis, the study found that there is a significant relationship existing between autonomy and job satisfaction of employees in consultancy firms in Enugu State.; and, the study indicated that there is a significant relationship existing between flexibility and the job satisfaction of employees in consultancy firms in Enugu State. Based on findings, the study recommended among others that the organization should not relent in implementation of workplace autonomy as this has been shown to have numerous benefits for both employees and organizations; hence, it is a vital component of employee job satisfaction and productivity.*

**Keywords:** *Hybrid work model, Autonomy, Flexibility and job satisfaction*

### **Introduction**

Organizations operate within dynamic environments, influenced by internal and external factors that impact their ability to execute profitable business transactions (Rodenburg, 2024). External factors, including economic conditions, political climate, social demographics, and technological advancements, significantly affect business operations and profitability.

The modern workplace has undergone significant transformations due to technological advancements, evolving employee expectations, and demands for flexibility and adaptability (Gajendran & Harrison, 2022). Technological advancements have enabled flexible working arrangements through advanced communication and collaboration tools, virtual workspaces, time management tools, file-sharing tools, and virtual event platforms (Kossesk 2020).

This shift has led to a departure from the traditional office setup, with many companies now adopting a hybrid work model that combines the benefits of remote work and the collaborative nature of face-to-face interactions. This new approach enables employees to perform their tasks from any location and at any time, while still fostering a sense of belonging to a shared physical workspace (Palumbo,

2020). The hybrid work model aims to capitalize on the unique strengths of both remote and on-site work arrangements (Baker, 2021).

Hybrid working arrangement has been examined as a new work design in the current work environment (Radonić *et al*, 2021). Embracing this new era of work involves a deep understanding of how hybrid work environments function and the strategies that can be employed to maximize their potential for achieving desired outcomes.

The hybrid work model aligns with the New Ways of Working (NWW) concept introduced by Demerouti (2014), who claimed that integrating technology in the workplace has resulted in a shift from a traditional work setting to a hybrid work arrangement. Baker (2021), studying the potential of the hybrid work model to replace the contact work model, found that the hybrid work model is superior when considering economic, social, and sustainability aspects. Although the hybrid work model has only recently been widely adopted, there is already a strong interest from organizations in this work model. According to Kshirsagar (2022), hybrid work arrangements enable employees to prioritize their personal and professional growth by providing the autonomy to manage their time effectively. Further research by The Deloitte Global 2021 Millennial and Gen Z Survey, 2021 has shown that flexibility is also seen by Millennials and Gen Z as the number one characteristic that will lead to successful businesses.

The shift to hybrid work models, driven by the need for flexibility and work-life balance, has transformed the modern work environment. However, this shift also poses challenges for organizations. One significant drawback of autonomy is role ambiguity and uncertainty. When employees are unclear about their responsibilities or expectations, they may experience decreased motivation, increased stress, and difficulty prioritizing tasks. This ambiguity can lead to decreased job satisfaction, reduced productivity, and increased turnover rates. Furthermore, autonomy can lead to a lack of feedback and support, leaving employees feeling uncertain about their performance or progress. Without regular check-ins or guidance, employees may struggle to improve or grow in their roles. Additionally, autonomy can result in increased workload and responsibility, overwhelming employees with excessive tasks or expectations. Constantly switching between on-site and remote work can be challenging for employees, leading to adaptation difficulties, burnout, and reduced productivity. While flexibility is often seen as a perk, it can also lead to social isolation, causing employees to feel disconnected from their colleagues and the organization. Moreover, flexibility may not always be distributed equitably, leading to resentment and perceived unfairness among employees. Some may feel that they are shouldering an unfair burden or that others are receiving preferential treatment.

The broad objective of this study is to investigate the effect of a hybrid work model on employee job satisfaction among selected consultancy firms in Enugu State.

Specifically, the study seeks to:

1. To examine the effect of autonomy on job satisfaction of employees in selected consultancy firms in Enugu State.

2. To ascertain the effect of flexibility on job satisfaction of employees in selected consultancy firms in Enugu State.

### **Review of Related Literature**

#### **Hybrid work model**

Hybrid work model is a work arrangement that blends traditional on-site work with remote work (Cook et al. 2020). This provides employees with flexibility to work from anywhere (Sokolic, 2022). Hybrid work model blends remote work and on-site work giving employees the freedom to choose to work from any location (home, restaurant, beach etc.) with or without using digital tools and technology. Hybrid work is a new way of working that has gained popularity in recent years. The hybrid work model has emerged as a popular trend in recent years, providing employees with the autonomy to choose where they work best - at home or in the office. By merging the benefits of remote and in-person collaboration, hybrid work aims to boost productivity, job satisfaction, and work-life balance, while also promoting creativity, innovation, and employee engagement. (Hybrid Software Development, Challenges and Best Work Practices from SMES: A Systematic Literature Review, 2023).

Hybrid work, as noted by Halford (2005), transforms the dynamics of work, organization, and management, blurring the boundaries between personal (domestica wine, physical (organizational) space, and virtual (cyberspace) Hybrid work model offers a win-win solution for employers and employees by offering autonomy and embracing flexibility, on-site and remote collaboration organization can create increase productivity by improving employee work life balance, reducing commute work time and cost thereby creating an efficient and cost effective work environment. Strack *et al.* (2021) noted that it is flexibility that most people desire, rather than a drastic shift away from traditional work arrangements, where employees work from home full-time and never visit a physical office.

Teevan et al. (2022) examined hybrid work from two distinct perspectives: the individual perspective, where hybrid work means splitting time between working in the office and working from elsewhere, and the organizational perspective, where hybrid work refers to having a mix of employees who work fully on-site and others who work fully off-site.

Flexible hybrid work type allows remote work for over 90 days, giving employees the freedom to work from anywhere without needing to live near the office, with travel costs covered for occasional office visits. Finally, the Special Hybrid Work Type adopts a global talent approach, enabling borderless work without requiring office returns, recruiting talent worldwide and allowing them to work remotely without geographical constraints (Introductory Hybrid Working - Ones Blog, 2023).

#### **Job Satisfaction**

Job satisfaction refers to the degree of contentment or pleasure employees experience in their job, encompassing not only their specific tasks and responsibilities but also their relationships with

colleagues and supervisors, the organization's policies and culture, and the overall impact of their job on their personal well-being and life outside of work (Basumallick, 2021).

Job satisfaction refers to an individual's overall assessment of their job, encompassing their feelings and attitudes towards their work as a whole (Judge et al., 2017). It represents a comprehensive evaluation of one's job, capturing the extent to which they feel content, fulfilled, and pleased with their professional experience. Job satisfaction is a comprehensive evaluation of one's job, representing a global assessment of their feelings, attitudes, and experiences at work. (Rain et al., 2021) It encompasses an individual's overall sentiment towards their job, summarizing their level of contentment, fulfillment, and pleasure derived from their professional life. Job characteristics (e.g., autonomy, feedback, task significance) can enhance an employee's performance, attitude, and responsibility, leading to increased commitment (Obi et al., 2013) This, in turn, can contribute to higher job satisfaction. According to (Basumallick, 2021) job satisfaction is important because satisfied employees lead to satisfied customers, which is crucial for business success.

### **Autonomy and Job Satisfaction**

Autonomy is one of the advantages offered by a hybrid work model, autonomy provides employees with some degree of freedom and independence to choose to when and where carry out a task (Anual & Zakaria, 2023). Job autonomy, which encompasses the freedom to make decisions about how to perform job tasks (AdeAdeniji et al., 2021), requires having flexibility and discretion in carrying out duties and responsibilities (De Clercq & Brieger, 2022). Employee autonomy refers to the liberty to self-direct one's work, encompassing the ability to prioritize tasks in a personalized order, make independent decisions, set one's own work pace, autonomously solve problems, and exercise control over task management (Verlinden, 2024).

Autonomy in the workplace is a vital component of employee satisfaction and productivity. In a hybrid work model, employees can experience various forms of autonomy, which can have a profound impact on their work experience. By granting employees task autonomy, organizations give them control over their work tasks and priorities, allowing them to manage their workload effectively and take ownership of their projects (Sousa et al., 2012) Time autonomy provide flexibility in scheduling work hours, enabling employees to balance their work and personal life more effectively. Location autonomy offers the freedom to choose their work location, whether it from home, office, or remotely, allowing them to optimize their work environment (Verlinden, 2024). Decision-making autonomy is also crucial, as it grants employees the authority to make decisions related to their work, projects, or clients. This enables them to develop problem-solving skills, take calculated risks, and innovated (Sousa et al., 2012).

Mohite and James (2024) believed increased work autonomy is positively correlated with job satisfaction, as evidenced by studies showing that employees with higher autonomy report greater satisfaction levels. Autonomy enables employees to align their work with personal values and

interests. When employees' work resonates with their values, they experience increased engagement and commitment. This alignment boosts job satisfaction, as employees feel their work has purpose and meaning (Zychová et al., 2023). A meta-analysis indicates that employee empowerment, which includes autonomy, significantly boosts job satisfaction and organizational commitment across diverse industries (Roy, 2024). Autonomy is essential for enhancing job satisfaction as it reduces stress and anxiety by providing a sense of control. Employees can manage their workload, prioritize tasks, and make decisions without excessive oversight.

### **Flexibility and Job Satisfaction**

Flexibility refers to the ability to balance and manage one's personal and professional life effectively. Flexibility is a crucial aspect of hybrid work models, allowing employees to choose when, where, and how they work (Allen et al., 2021). Hill & Kelly (2020) reported that flexibility can take various forms, including location flexibility, time flexibility, and task flexibility. By offering flexibility, employers can improve work-life balance, increase productivity, enhance job satisfaction, and attract and retain top talent from a wider geographic area.

Location flexibility allows employees to choose to work from home, office, or other locations, providing them with the autonomy to work in settings that optimize their productivity. Time flexibility enables employees to choose their work schedule, including flexible hours, compressed workweeks, or job sharing, allowing them to balance work and personal responsibilities more effectively. Task flexibility empowers employees to choose their tasks or projects, enabling them to focus on areas where they excel.

### **Empirical Review**

Aprinda, Daulay and Zenal (2024) investigated strategies for improving employee performance effectiveness in implementing hybrid working at switching service companies. This study was conducted at a payment system infrastructure network company in Indonesia from January to February 2024. Both primary and secondary data were used, with primary data collected through an online questionnaire filled out by 83 employees working under a hybrid work system. The results of the study revealed that the work environment, technology infrastructure, work efficiency, and intrinsic motivation significantly influence employee performance. Additionally, job autonomy indirectly affects performance through intrinsic motivation.

Ingela, Michaela, and Marie-France (2024) examined different facilitators for a good hybrid work-life. A reflexive thematic analysis was adopted for the study. Participants comprised 33 hybrid workers selected through an online survey created in the survey platform Qualtrics. Data were generated using an online survey. The results showed success factors for collaboration, work-related health, and work-life balance in the hybrid work context, including combining onsite and remote work environments, socialization and collaboration onsite and remotely, suitable ICT-solutions and structured communication, and workplace flexibility and personalized strategies.



John, Hopkins, Anne, and Bardoel (2023) investigated the design and support of sustainable hybrid work models in post-pandemic Australia. A qualitative research design was adopted for the study. Participants comprised 15 senior Australian human resource (HR) managers selected through purposive sampling. Data were generated using semi-structured interviews. Thematic analysis was employed to analyze the data. The results showed five key contributions: identification of popular hybrid work arrangements, key supporting pillars, required infrastructure, theoretical contributions, and interpretation via Conservation of Resources (COR) theory. The study found that hybrid work models improve work-life balance and job satisfaction but require careful design and support. The findings have significant implications for scholars and HR professionals, contributing to sustainable improvements in performance, working conditions, employee health, wellbeing, and gender equality.

Martin, Krajčík, Dusana, Alshatti, Schmidt, and Barath (2023) examined the hybrid work model as an approach to work-life flexibility in a changing environment. A quantitative research design was adopted for the study. Participants comprised employees from Slovakia and Kuwait selected through online sampling. Data were generated using a web-based questionnaire survey. Descriptive and inferential statistics were employed to analyse the data. The results showed that employees value time flexibility and localization flexibility, with the proposed hybrid work model being the most suitable solution. The study found that understanding employees' needs in terms of working time and place is crucial for organizational resiliency and competitiveness.

Jain and Sharma (2023) investigated the impact of the hybrid work model on employee engagement in the finance sector in Mumbai, India. A quantitative approach was employed, using a survey questionnaire to collect data from a sample of 200 employees, selected from a population of 800 employees working in various finance companies. The results showed a significant positive correlation between the hybrid work model and employee engagement, with employees experiencing increased autonomy, flexibility, and work-life balance. However, challenges such as lack of face-to-face interaction and technological issues were also identified. The study suggests that organizations in the finance sector should implement strategies to address these challenges and leverage the benefits of the hybrid work model to enhance employee engagement.

Vanitha and Shailashri (2023) investigated the impact of hybrid work culture on employee job engagement and productivity, with a specific focus on IT professionals in Karnataka. A mixed-methods research design was adopted for the study. Participants comprised 250 IT professionals selected using a random sampling technique. Data were generated using a validated structured questionnaire and semi-structured interviews. Descriptive and inferential statistics, including regression analysis, were employed to analyze data collected from the respondents. The results showed a significantly positive relationship between hybrid work culture and employee job engagement, with factors like culture, recognition, and reinvented appraisal systems contributing to enhanced engagement. However, the impact of hybrid work on productivity was inconclusive.

Kalyan Ram Kuppachi (2023) examined the impact of hybrid work arrangements on employee engagement and performance, with a specific focus on the mediating role of Leader-Member Exchange (LMX), communication frequency, and knowledge sharing. The study adopted a quantitative research design, utilizing linear regression analysis on survey data collected from a sample of 446 professionals working at Innominds Software Pvt. Ltd. The study investigated the direct and indirect effects of remote work on employee engagement and performance, revealing that remote work intensity has a positive effect on LMX and knowledge sharing, a negative effect on communication frequency, and no direct or indirect effect on employee engagement and performance. Nor Lelawati Jamaludin and Sakinah Ahmad Kamal (2023) investigated the relationship between remote work and job satisfaction, with a focus on the mediating role of perceived autonomy. The study aimed to examine the impact of remote work on employee job satisfaction performance in the oil and gas industry. A survey of 185 employees from various departments in an oil and gas company in Kuala Lumpur was conducted, and the data were analysed using SPSS. Findings revealed that remote work has a significant relationship with job satisfaction, and perceived autonomy mediates this relationship.

Kumar and Singh (2023) explored the impact of the hybrid work model on employee productivity in the IT industry in Chennai, India. A mixed-methods approach was employed, combining survey data from a sample of 150 employees, selected from a population of 500 employees working in various IT companies, with semi-structured interviews. The results revealed that employees experienced increased flexibility, work-life balance, and autonomy in the hybrid work model, leading to enhanced productivity. However, challenges such as communication breakdowns, technological issues, and blurred boundaries between work and personal life were also identified.

Chellam and Divya. (2022) investigated the impact of the hybrid work model on employee performance. This study employed a qualitative research method, collecting primary data through questionnaires and interviews with selected staff, and secondary data from published works. Data analysis used simple linear regression and Pearson's Product-Moment Correlation Coefficient. The findings revealed that the hybrid work model has both positive and negative impacts on organizations, affecting job performance, interpersonal relationships, and employee turnover.

Ivanović, Đorđević & Petrović (2022) examining the impact of hybrid work on productivity and job satisfaction in the Serbian software industry. This study investigated the effects of hybrid work on productivity and job satisfaction in the Serbian software industry. A mixed-methods approach was used, combining survey data from 150 employees with semi-structured interviews of 20 managers. The results showed a positive correlation between hybrid work and productivity, as well as job satisfaction, with employees experiencing increased flexibility and autonomy.

Wang and Zhang (2021) examined the impact of the hybrid work model on employee engagement and performance at Huawei Technologies in Shanghai, China. A survey research design was adopted for

the study. Participants comprised 200 employees selected using a random sampling technique. Data were generated using a validated structured questionnaire. Descriptive and Pearson Product Moment Correlation Statistics were employed to analyze data collected from the respondents. The results showed a significantly positive relationship between the hybrid work model (flexibility, autonomy, and work-life balance) and employee engagement and performance. Also, the result of the Pearson product Moment Correlation indicated that autonomy displayed the highest significant positive correlation with employee performance.

Yusuf (2021) investigated Remote Work and Employee Performance in the FinTech industry in Nigeria during COVID-19, examining problem-solving ability, quality of work, time management, and productivity. A quantitative research method was adopted, using a cross-sectional survey design. Participants comprised 123 employees selected through convenience sampling from three leading FinTech companies in Nigeria. Data were generated through an online Google Form questionnaire. Descriptive and Pearson Product Moment Correlation Statistics were employed to analyze data collected from the respondents. The results showed a significantly positive relationship between Remote Work and Employee Performance (problem-solving ability, quality of work, time management ability, and productivity). Also, the result of the Pearson Product Moment Correlation indicated that time management ability displayed the highest significant positive correlation with employee performance.

### **Methodology**

This study employed a survey research design to investigate the impact of hybrid work models on employee performance in consultancy firms. Survey research design is a quantitative approach that involves collecting data from a sample of respondents through self-report measures, such as questionnaires, observations, or interviews.

### **Population and Sampling Technique**

The population of the study is 48 employees of selected consultancy firms. This study employed purposive sampling to select participants who work in a hybrid work arrangement. Purposive sampling is a non-probability sampling technique where participants are selected based on specific criteria or characteristics. From the population of 48 employees across two firms, IDP Education (29 employees) and Okekeson and Co (19 employees), a total of 20 employees were selected for the study. By using purposive sampling, this study aimed to select a sample that is representative of the population and relevant to the research question. The researcher administered questionnaires to all employees, as the total number of staff was within a manageable size. However, only 20 out of 48 worked hybrid and so complete enumeration was used.

### **Source of Data**

This study majorly relied on primary data, collected through a structured questionnaire designed to gather firsthand information from respondents



The data collection instrument used in this research is a self-administered online Google Form questionnaire, comprising two sections with a total of (20) items. Section A contains 16 statements designed to address the research objectives and test the research hypotheses, with responses measured using a 5-point Likert Scale: Strongly Disagree (SD, 0), Disagree (D, 1), Undecided (N, 2), Agree (A, 3), and Strongly Agree (SA, 4). Section B includes five questions to gather sociodemographic information from participants, such as gender, age, position, work experience, and others. This information will be used to determine the descriptive statistics of the study.

### Method of Data Collection

A questionnaire was developed using Google Forms, a web-based survey tool, to collect primary data from participants. The form was distributed through social media platforms and email attachments to reach the target population. Responses were collected directly through the Google Forms platform and stored in the linked Google Sheets document for analysis.

### Reliability of Instrument

To evaluate the reliability of the questionnaire, a test-retest method was employed. Ten respondents from C4 Consultants, Enugu, Anambra State (a separate organization from the study's population), participated in this assessment. The questionnaire was administered to the respondents initially. After an interval of time the same questionnaire was redistributed to the same respondents. The responses from both administrations were compared and analyzed. The results of the reliability analysis revealed a strong coefficient of 0.85, demonstrating the instrument's excellent reliability and internal consistency.

Options	No Of Distribution	Pretest	Retest	Difference	D2
Strongly Agree	10	10	9	1	1
Agree	10	10	10	0	0
Undecided	10	10	10	0	0
Strongly Disagree	10	10	8	2	4
Disagree	10	10	10	0	0
Total					5

### Source: Field survey 2024

$$\text{Formula} = 1 - \frac{6E di^2}{n(n^2-2)}$$

d = deviation/differences

n = number of paired items

1 = unity

$$\text{Substitute: } r = 1 - \frac{6 \times 5}{10(10^2-2)}$$

$$r = 0.85$$

### Method of Data Analysis

The data analysis employed a combination of descriptive and inferential statistics, utilizing SPSS software. Descriptive statistics included frequency distributions, charts, means, and ranks. Inferential statistics involved simple linear regression to examine the relationship's strength. Hypothesis testing was conducted at a 5% significance level ( $\alpha = 0.05$ ).

**Decision Rule**

If the resulting p-value was less than 0.05, the alternative hypothesis would be accepted; otherwise, the null hypothesis would be retained.

**Data Presentation**

Out of twenty (20) copies of questionnaire administered, eight three (83) were completed and returned, this represent 75%.

**Table 1: Responses Summary for question One Autonomy**

S/N		SA	A	U	D	SD
7	I have control over my work schedule	5	11	0	3	0
8	My organisation trusts me to work independently	7	10	0	2	0
9	I feel empowered to choose the best working method for each tasks	7	7	1	4	0
10	The level of autonomy in my work arrangement improves job satisfaction	4	12	1	1	1

**Table 2: Responses Summary for question three Flexibility**

S/N		SA	A	U	D	SD
15	<i>My current work environment offers sufficient flexibility</i>	5	10	0	4	0
16	<i>Flexibility improves my work life balance</i>	7	11	0	1	0
17	<i>Flexibility helps reduces work related stress</i>	5	13	0	1	0
18	<i>I would consider leaving my job for a more flexible work arrangement</i>	5	10	1	3	0

**Table 3: Responses Summary for question Job satisfaction**

S/N		SA	A	U	D	SD
19		6	9	0	3	1
20		6	10	0	2	0
21		4	13	1	1	0
22		6	9	0	3	1

**Data Analysis****Table 4: Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
JST	5	1.00	41.00	15.0000	16.77796
ATO	5	1.00	40.00	15.2000	16.42255
FLX	5	.00	44.00	15.2000	18.34939
Valid N (listwise)	5				

**Interpretation**

The descriptive statistics for the independent variables, autonomy (ATO), and flexibility (FLX) with the dependents variable; job statistics (JST) were represented in table 4. The mean is used to establish a baseline. The maximum and minimum numbers, on the other hand, aid in the detection of data problems. The variation from the mean is represented by the standard deviation. It is a risk indicator; the greater the standard deviation, the greater the risk. The standard deviation is a metric that expresses how much each item in a dataset deviates from the mean. It is the most reliable and extensively used metric. The standard deviations in the firms are 16.78, 16.42, and 18.35, for JST, ATO, and FLX respectively.

**Test of Hypotheses****Hypothesis One**

H<sub>A1</sub>: There is a significant relationship existing between autonomy and job satisfaction of employees in selected consultancy firms in Enugu State.

**Table 5: Model Summary**

Model	R	R Square	Adjusted Square	Std. Error of the Estimate
1	.998 <sup>a</sup>	.996	.995	1.20877

a. Predictors: (Constant), ATO

In table 5, a regression analysis was conducted to test the autonomy and job satisfaction of employees. Adjusted R squared is coefficient of determination which provides the distinction in the dependent variable due to changes in the independent variable. From the findings in the table 5, the value of adjusted R squared shows a value of 0.995 showing that there was variation of 100% on job satisfaction due to changes in autonomy. This implies that all changes in customer satisfaction could be accounted for autonomy.

**Table 6: ANOVA<sup>a</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1121.617	1	1121.617	767.637	.000 <sup>b</sup>
Residual	4.383	3	1.461		
Total	1126.000	4			

a. Dependent Variable: JST

b. Predictors: (Constant), ATO

**Table 7: Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-.499	.778		-.641	.567
ATO	1.020	.037	.998	27.706	.000

a. Dependent Variable: JST

Table 6 reveals that the p-value is 0.000 shows that the hypothesis is statistically significant at level of significance (5%); hence p-value of the test statistic is less than alpha value ( $0.000 < 0.05$ ).

In table 7, the regressed result shows that an evaluation of the autonomy of the explanatory variable shows positive statistically significant, hence coefficient value = 0.998 and t-statistics is =27.706, showing that autonomy is positively statistically significant on job satisfaction at 5% level of significance.

**Decision:**

Since p-value of the test statistic is less or equal to alpha, we therefore, reject null hypotheses and uphold alternative hypothesis which state that there is a significant relationship existing between autonomy and job satisfaction of employees in consultancy firms in Enugu State.

**Hypothesis Two**

H<sub>A2</sub>: There is a significant relationship existing between flexibility and the job satisfaction of employees in selected consultancy firms in Enugu State.

**Table 8: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.999 <sup>a</sup>	.998	.997	.94351

a. Predictors: (Constant), FLX

In table 8, a regression analysis was conducted to test the flexibility and job satisfaction of employees. Adjusted R squared is coefficient of determination which provides the distinction in the dependent variable due to changes in the independent variable. From the findings in the table 8, the value of adjusted R squared shows a value of 0.997 showing that there was variation of 100% on job satisfaction due to changes in flexibility. This implies that all changes in customer satisfaction could be accounted for flexibility.

**Table 9: ANOVA<sup>a</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1123.329	1	1123.329	1261.872	.000 <sup>b</sup>
Residual	2.671	3	.890		
Total	1126.000	4			

a. Dependent Variable: JST

b. Predictors: (Constant), FLX

**Table 10: Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.118	.575		1.944	.147
FLX	.913	.026	.999	35.523	.000

a. Dependent Variable: JST

Table 9 reveals that the p-value is 0.000 shows that the hypothesis is statistically significant at level of significance (5%); hence p-value of the test statistic is less than alpha value ( $0.000 < 0.05$ ).

In table 10, the regressed result shows that an evaluation of the flexibility of the explanatory variable shows positive statistically significant, hence coefficient value = 0.999 and t-statistics is =35.523, showing that flexibility is positively statistically significant on job satisfaction at 5% level of significance.

**Decision:**

Since p-value of the test statistic is less or equal to alpha, we therefore, reject null hypothesis and uphold alternative hypothesis which state that there is a significant relationship between flexibility and job satisfaction of employees in consultancy firms in Enugu State.

**Discussion of Findings**

Hypothesis one revealed that there is a significant relationship existing between autonomy and job satisfaction of employees in consultancy firms in Enugu State. This result is in line with Aprinda Efendi Dauly, Harianto, and Zenal Asikin (2024) whose results revealed that the work environment,



technology infrastructure, work efficiency, and intrinsic motivation significantly influence employee performance. Additionally, job autonomy indirectly affects performance through intrinsic motivation. Nor Lelawati Jamaludin and Sakinah Ahmad Kamal (2023) revealed that remote work has a significant relationship with job satisfaction, and perceived autonomy mediates this relationship. Jain and Sharma (2023) results showed a significant positive correlation between the hybrid work model and employee engagement, with employees experiencing increased autonomy.

Hypothesis two indicated that there is a significant relationship existing between flexibility and the job satisfaction of employees in consultancy firms in Enugu State. This result is in agreement with Martin, Krajčík, Dusana, Alshatti, Schmidt, and Barath (2023) showed that employees value time flexibility and localization flexibility, with the proposed hybrid work model being the most suitable solution. The study found that understanding employees' needs in terms of working time and place is crucial for organizational resiliency and competitiveness. Also, Jain and Sharma (2023) results showed a significant positive correlation between the hybrid work model and employee engagement, with employees experiencing increased flexibility, and work-life balance. Also, Jain and Sharma (2023) results showed a significant positive correlation between the hybrid work model and employee engagement, with employees experiencing increased flexibility and work-life balance.

### **Conclusion and Recommendations**

This study ascertained the effect of a hybrid work model on employee job satisfaction using selected consultancy firms in Enugu State. The hypotheses were tested and the study found that there is a significant relationship existing between autonomy and job satisfaction of employees in consultancy firms in Enugu State. Similarly, the study also indicated that there is a significant relationship existing between flexibility and the job satisfaction of employees in consultancy firms in Enugu State. The study therefore, concluded that hybrid work model has significant effect on employee job satisfaction. Based on findings, the study recommended the followings;

1. The organization should not relent in implementation of workplace autonomy as this has been shown to have numerous benefits for both employees and organizations; hence, it is a vital component of employee job satisfaction and productivity.
2. The organization should allow employees to choose how to work in terms of office, or other locations, providing them with the autonomy to work in settings that optimize their job satisfaction and productivity.

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