

Hybrid Work Practices and Organisational Commitment in Airtel Nigeria

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Abstract

The pandemic of COVID-19 has drastically emphasized the importance of hybrid work practice even though these have existed in the market beforehand. The aim of this study is to investigate the effect of hybrid work practices on organisational commitment in Airtel Nigeria Ltd. A descriptive survey research design was adopted, and primary data were collected through a structured questionnaire administered to 364 employees selected from a population of 4,132 staff using the Taro Yamane sampling technique. Data were analysed using descriptive statistics and multiple regression analysis. Regression results revealed that hybrid work flexibility had a negative but statistically significant effect on organisational commitment ($r = -0.456$, $p < 0.00$). Technological support also showed a negative but significant effect on organisational commitment ($r = -0.172$, $p < 0.23$). These findings indicate that although hybrid work practices are widely adopted, their implementation may weaken employees' psychological attachment to the organisation when not adequately managed. It is concluded that hybrid work arrangements require effective managerial control, equitable hybrid policies, and adequate technological Infrastructure to enhance organisational commitment. It is therefore, recommended that Airtel Nigeria Ltd strengthen employee support systems, improve hybrid work coordination, and provide continuous training to mitigate the adverse effects of hybrid work on organisational commitment.

Keywords: Flexibility, Hybrid Work, Organisational Commitment, Technological Support.

Introduction

In today's competitive world where organisation strives to achieve optimal performance, it births the need for every organisation to adopt the best strategy to engage the commitment of every employee in work place. Organisational commitment is vital to the survival of every organisation, understanding how best organisation can unveil the potential of it employee for optimal productivities and retention is germane and crucial. Organisational commitment is the psychological, emotional, and rational bond an employee has with their employer, determining their dedication and desire to remain in the organisation. Rebecca (2020) Posit that High organisational commitment is linked to lower employee turnover rates, as those with strong affective commitment are likely to stay due to their positive feelings about their work and employer.

Hybrid work is a flexible work model that supports a blend of in-office, remote, and on-the-go workers. It offers employees the autonomy to choose to work wherever and however they are most productive. Hybrid work is a people-first approach to managing the workforce that drives increased productivity and job satisfaction while addressing the major challenges of remote work, such as isolation and lack of community (Baker, 2021; Genty et al., 2025). Team members can migrate between various locations depending on the work they need to get done. To define what hybridity is, especially in a workspace, it combines the physical work arrangement and the remote work system (Cook 2022). In essence, some work in person on site of the business or organisation while some work virtually with the aid of internet.

The hybrid working system ensures the organisation employing it enjoys the special advantages that come with the remote working system (Trede 2019). In the package that comes with remote work, essential elements are flexibility at work, reduced labor cost, more satisfaction on the part of workers, and better environmental experiences. Also added is the benefit which comes with the traditional working system. There is the assurance of hands-on interaction of the existing culture in the work organisation. Likewise, there comes the advantage of informal networking, more likely in-person collaboration, and the added benefits of a structure to help foster creativity. Where both the benefits of the traditional and remote workplace system coexist is referred to as the situation of hybridity (Malhotra & Reay, 2019). However, this work seeks to investigate whether Airtel Nigeria has employed the use of hybrid to enhance commitment and if they have adopted it, how it has been working for them in Airtel Nigeria limited. Hence this research work seeks to examine the relationship between hybrid work and organisational commitment in Airtel Ltd, a telecommunication company in Nigeria Lagos State. When employees perceive trust, autonomy, and equitable access to opportunities, they tend to develop stronger affective commitment. Conversely, poor management of hybrid arrangements such as unequal treatment between remote and in-office employees can erode commitment levels (Malhotra & Reay, 2019).

Statement of Problem

The emergence of hybrid work models has redefined traditional workplace structures and practices, introducing both opportunities and challenges for organisations and their employees. While hybrid work arrangements offer flexibility, cost savings, and improved work-life balance, they also present potential risks to maintaining organisational cohesion, communication, and employee engagement (Malhotra & Reay, 2019). The transition to a hybrid work environment has blurred the boundaries between work and personal life, leading to challenges in monitoring performance, fostering collaboration, and sustaining a unified organisational culture (Cook et al., 2020).

To stay competitive in the industry and increase market share, Airtel Nigeria Ltd need to address these challenges as it could undermine organisational commitment, employee satisfaction, and long-term productivity. Therefore, it becomes imperative to examine how hybrid work influence organisational commitment in a hybrid workplace setting.

Objectives of the study

The main objective of this study is to investigate the Relationship between hybrid work and organisational commitment in Airtel Ltd.

The specific objectives of this study are to:

1. Examine the relationship between flexibility and Organisational commitment at Airtel Nigeria Ltd.
2. Examine the relationship between technological support and Organisational commitment at Airtel Ltd

Research Questions

Based on the objectives above, the study will address the following research questions:

1. Is there a significant relationship between flexibility and organisational commitment at Airtel Nigeria?
2. Has technological support significant relationship with organisational commitment at Airtel Nigeria?

Research Hypotheses

H₁: There is no significant relationship between flexibility and organisational commitment at Airtel Ltd.

H₂: There is no significant relationship between technological support and organisational commitment at Airtel Nigeria.

Literature Review

This section intends to deepen the understanding of the study and close the perceived gap by examine relevant literature that would assist in explaining the research problem and furthermore recognize the efforts of scholars who had previously contributed immensely to similar research.

Conceptual Clarification of Terms

Hybrid Work

The traditional concept of work, characterised by employees commuting to a central office location, has undergone a significant transformation in the recent decades. This work arrangement has gained substantial attention among academicians and practitioners across various geographies. The advancements in technology and the changing nature of work have facilitated the adoption of hybrid work arrangements, enabling employees to perform their duties outside the traditional office environment (Allen et al., 2015).

According to Malhotra and Reay (2019), hybrid work provides the benefits of traditional in-office work such as teamwork, mentorship, and organisational culture while also offering the flexibility of remote work, including convenience and reduced commuting time, hybrid work helps sustain productivity while improving employee satisfaction and work-life balance. However, effective implementation requires robust digital infrastructure, clear communication, and consistent management practices to avoid employee disengagement and operational inefficiency. Study by Grsegorcsyk et al. (2021) posits that the hybrid work system provides numerous benefits to employees, one of which is increased flexibility. This flexibility includes the freedom to define workspaces and to determine the minimum or maximum amount of time spent working, whether remotely or in the office. Employees also have the liberty to choose specific locations for remote work. Bramanto and Saputra (2022) reveals that flexible working hour can positively support work-life balance, thereby enhancing employee performance. This is supported by studies from Borgia et al. (2022), Wolor et al. (2020), Dousin et al. (2019), Johari et al. (2018), Isse et al. (2018), and Rene & Wahyuni (2018), which show that factors such as equitable work schedules and supportive

leadership significantly and positively impact employee performance. These factors contribute to improved quality and effectiveness of employee performance.

Components of Hybrid Work

Flexible Hybrid Work: Employees choose their location and working hours based on their priorities for the day. In this instance, if they need to spend time focusing on a project, they can choose to work from home or in a coffee shop. If they want a sense of community, need to meet with their team, attend a training session or join a town hall, they can choose to go into the office. This flexibility lies in organisation choosing in between fixed hybrid work, office first hybrid work, and remote first hybrid work. Fixed hybrid work means that organisation sets the days and times employees are allowed to work remotely or go into the office. For example, it could be that certain teams go into the office on Mondays and Wednesdays, while others go in on Tuesdays and Thursdays.

Technological Support: Technological support is a fundamental enabler of hybrid work arrangements, ensuring that employees remain connected, productive, and collaborative regardless of their physical location. Technological support in hybrid work refers to the availability and application of digital tools, infrastructure, and technical assistance that facilitate efficient work processes and communication among distributed employees. It encompasses hardware (such as computers, routers, and mobile devices), software (such as communication and collaboration platforms), and IT support services that maintain connectivity and system reliability (Wang et al., 2021).

Potential Benefits of Hybrid Work

Increased flexibility: Hybrid work provides employees with the flexibility to work from home or a traditional office setting, depending on their preferences and job requirements (Trevor & Holweg, 2023)

Improved collaboration: Hybrid work allows employees to collaborate both in person and remotely, which can lead to improved communication and collaboration (Bloom et al., 2021). By allowing employees to work from home on certain days, organisations can reduce the number of employees in the office, making it easier for those who are in the office to collaborate and work together (Baker, 2021).

Cost savings: Hybrid work can help organisations save on costs associated with office space, utilities, and other expenses (Mirosiavov, 2023). By allowing employees to work from home on certain days, organisations can reduce the amount of office space required, leading to cost savings in the forms of lower utility bills, reduced cleaning services, and reduced cost of office supplies (Mirosiavov, 2023).

Organisational Commitment

Organisational commitment is defined as the strength of an individual's identification with and involvement in a particular organisation. It is characterised by three factors: a strong belief in, and acceptance of, the organisational goals and values; a readiness to exert considerable effort on behalf of the organisation; and a strong desire to remain a member of the organisation (Porter et al., 1974; Genty & Ifenowo, 2025). A distinction should be made between treating organisational commitment as an attitude and as a behavior. Most of the work that has been carried out on the subject of organisational commitment has been related to attitudes. Steers (1977) identified three

categories of antecedents of organisational commitment personal characteristics, job characteristics and work experience. Mowday et al. (1982) added role related characteristics as a fourth category. The issues discussed in the present study fall into Steers's third category (work experience), and the emphasis is on the organisational influence achieved through training and education on outcomes such as commitment.

A three-component model (TMC) of commitment was proposed by Meyer and Allen (1991). The three types of commitment are, affective, continuance; and normative. Meyer and Allen (1991) defined affective commitment as "employee's emotional attachment to, identification with, and involvement in the organisation". Employees with a high level of affective commitment want to remain in the organisations and are likely to perform to the best of their ability. The definition of continuance commitment is "an awareness of the costs associated with leaving the organisation". Employees who only have continuance commitment, stay in their organisations due to high switching cost, lack of alluring alternatives or the organisational benefits (Wang et al., 2020). This has the consequence that employees only do just enough work than is required to maintain employment.

Theoretical Review

This study is based on Self-determination Theory (SDT) and Job Demands-Resource Theory (JD-R)

Self-Determination Theory (SDT) The Self-Determination Theory (SDT), proposed by Deci and Ryan (1985), suggests that individuals are motivated to grow and change by three fundamental psychological needs: autonomy, competence, and relatedness. Hybrid work environments can satisfy these needs by offering autonomy (flexibility in work location and schedule), competence (access to technology and resources), and relatedness (opportunities for collaboration and communication). When these needs are fulfilled, employees experience intrinsic motivation, which enhances affective commitment and job satisfaction (Gagné & Deci, 2005). Conversely, a poorly managed hybrid work system that limits social interaction or creates technological frustration may undermine these needs and weaken organisational commitment.

Job Demands-Resources (JD-R) Theory

The Job Demands-Resources (JD-R) Theory, formulated by Demerouti et al. (2001), explains how work characteristics influence employee well-being and commitment. According to this theory, job demands (e.g., workload, time pressure, communication challenges) can cause strain, while job resources (e.g., autonomy, technological support, social support, feedback) enhance motivation and engagement. In hybrid work settings, the balance between demands and resources is critical. Adequate technological infrastructure, managerial support, and flexible scheduling serve as essential resources that foster engagement and organisational commitment. However, excessive workload, poor communication, or lack of IT support can lead to burnout and reduced commitment (Bakker & Demerouti, 2017).

Empirical Review of Literature

Several empirical studies have examined the relationship between hybrid work and organisational commitment

Relationship between Work Flexibility and Organisational Commitment

Mee, Desa and Abu (2016) researched on Flexible Working arrangement toward Organisational Commitment and Work- Family Conflict This paper investigates the relationship between flexible working arrangements and organisational commitment and work-family conflict. They argue that a flexible working arrangement was significantly and positively related to organisational commitment. Also, flexible working arrangement was significantly and positively related to work-family conflict.

Leeuw (2021) wrote on Remote Working and Organisational Commitment: A Systematic Review of the Literature, The aim of this literature review is to analyse the research findings that influence organisational commitment of remote workers to provide organisations guidance in implementing policies for remote working, using the need-to-belong theory. COVID-19 created an extraordinary situation in the world, where many employees were forced to work remotely. In this paper, eleven articles were used to analyse the topic. The findings indicate that (1) by focusing on organisational commitment, the disadvantages of remote working will be buffered, (2) organisations need to embrace the change of remote working fully and retrain their managers in management style, (3) employees need to receive appropriate support and training by their organisation if they work remotely. A limitation for this research is the different definitions used in the articles of remote working. Another limitation is the corresponding restrictions that were imposed, due to the pandemic, which may have had an influence on the experienced (dis)advantages of remote working.

Relationship between Technological Support and Organisational Commitment

Benjamin (2020) Explore Achieving the Dream through a Screen: Exploring employee engagement and Commitment in Virtual Environments. The aim of this capstone is to explore factors that heighten the level of engagement and commitment of individuals who work virtually, or away from their organisation's central office, at least four days a week. Drawing on a survey of 120 participants who work virtually in various industries, this project analyses what factors can heighten or diminishes levels of engagement and organisational commitment in virtual workers. The survey uses factors that have been shown to enhance employee engagement and commitment in traditional work environments, such as clear communication and interpersonal relationships, to indicate how important these factors are for participants who work virtually.

Ahmad, Sham and Ismail (2021) examined how technology-based support from supervisors and peers impacts affective commitment of employees in a Malaysian government institutions, Survey of 250 respondents analysed with PLS-SEM, the findings state that both supervisor technology support and peer technology support exhibited positive relationships with affective organisational commitment. It connote that practical tech support enhances employees' emotional attachment to their organisation. Li, Akouatcha, Akram and Anaba (2021) investigated how information and communication technology (ICT) adoption influences organisational performance with organisational commitment as mediator. Questionnaire was distributed to respondents (n=297) in Côte d'Ivoire during COVID-19. The result shows that ICT adoption positively affected organisational performance, and organisational commitment significantly mediated this relationship, showing that technology uptake improves commitment, which in turn supports performance. The implication is that Commitment is a psychological channel through which technology enhances organisational outcomes.

Gaps in the Literature

This study specifically examining how hybrid work, flexibility and technological support affects employee's commitment in telecommunication industries remain limited. Although a substantial body of literature has examined flexible work arrangements, telework, and remote work, much of the existing research has been conducted in developed economies, particularly in Europe (Harpas, 2002; Harker & MacDonnell, 2012; Leeuw, 2021; Bartsch et al., 2021). Empirical evidence from developing economies, especially sub-Saharan Africa, remains limited. Within Nigeria, and specifically within the telecommunications sector, there is a paucity of empirical studies that examine hybrid work arrangements and their implications for organisational commitment. This creates a significant contextual gap, as organisational culture, infrastructural readiness, and labour market dynamics in Nigeria differ markedly from those in developed economies. Moreso, many prior studies have examined remote work or telework as a standalone work arrangement rather than as a component of a broader hybrid work system (Desrosiers, 2001; Hunton & Norman, 2010; Sokolic, 2022).

Research Methodology

Research Design

The study adopted the Descriptive survey research design to examine the influence of hybrid work on organisational commitment in Airtel Ltd, a telecommunication company, Lagos. The choice of the design is informed by the study's objective, which is to empirically test the extent to which employees are committed to the employing the use of hybrid work system in work place. This strategy is perfect for addressing the descriptive functions. This approach has been used in the works of Sultana, Islam, Islam, Jesmin, Ferdous (2021); Suganthi and Kuppusamy (2021); Olajide (2020); and Danquah (2014) because it makes it possible to get data from a lot of respondents.

Population

The total population of Airtel Ltd workforce is four thousand one hundred and thirty two (4132) staff. The population consists of major departments. Airtel Ltd was chosen based on their adoption of modern work practices, flexible and hybrid work arrangements, digital platforms, and technology-driven processes, making it suitable for studies on hybrid work and organisational commitment. The study's target population comprises of various department such as Human resource, Customer care, marketing, product and solution delivery, technology and Network Operation, Sales and Distribution. To ensure that every respondent had an equal chance of being chosen, the study used a straight forward random selection procedure.

Size and Sampling Techniques

A sample size of three hundred and sixty-four (364) respondents was selected from among the four thousand One Hundred and Thirty two (4132) staff population of Airtel Ltd using the Yamane (1974) statistical formula. The sample for the analysis was drawn using a stratified sampling technique. The stratified sampling technique was adopted for this study because the population of Airtel employees cuts across various demographic features, different levels of roles, responsibilities and work experiences.

Data Collection Instrument

Instrument used for this study was a close-ended and well-structured adapted questionnaire from existing literature. In this study, the questionnaire is divided into two sections. Section A focused

on demographic information in which the respondents were asked to provide some basic background information such as gender, age, job title, years of service, Job Cadre as it applies to each respondent. Section B contained items on the independent and dependent variables. A four-point Likert Scale type was used to elicit responses from every item in the questionnaire and this covered; Strongly Agree (SA) 4–; Agree (A) –3; Disagree (D) – 2; Strongly Disagree (SD) – 1. The rationale for using a questionnaire as a data collecting method is to help obtain replies in a systematic way while also saving a significant amount of time and money. Additionally, as said by Olateju (2013), primary data is employed in decision-making due to its precision, dependability, and reliability.

Method of Data Analysis

Preliminary analyses of descriptive statistics, hypotheses testing and reliability checks were conducted using linear regression analysis to test the relationship between hybrid work and organisational commitment. Statistical analyses were conducted using SPSS v22 at a significance level of $p < 0.00$ and 0.023 for both variables. By adopting this quantitative orientation, the study ensures objectivity, replicability, and the capacity to generalise findings within the organisational context under investigation (Saunders, Lewis & Thornhill 2019)

Results and Discussion

This section focuses on testing the variables of the study

H_{01} : There is no significant relationship between hybrid work flexibility and organisational commitment

Table 1: Relationship between Flexibility and Organisational Commitment

Hybrid Work Flexibility and Organisational Commitment						
Model One $Y = \alpha_0 + \beta_1 X_1 + \mu_i$		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.732	0.408		16.480	.000
	Flexibility	-0.456	.079	-.343	-5.878	.000
a. Dependent Variable: Organisational Commitment $R = 0.343$, $R^2 = 0.118$ Sig value = $0.000 < 0.05$, $F = 34.555$, $DW = 0.997$ $OC = 6.732 - 0.465BC + \mu_i$						

Source: Researcher's Computation (2025)

It displays the regression results between organisational commitment and flexibility a facet of hybrid work. The findings showed that organisational commitment at Airtel Nigeria is negatively yet significantly impacted by flexibility ($r = -0.456$, $t = -5.878$, $\text{sig} = 0.000 < 0.05\%$ significant threshold). Additionally, the model for the hypothesis is significant and fit in reaching the study's goal, as indicated by the F-statistic value of 34.555 and the p-value of 0.000 .

H₀₂: There is no significant relationship between technological support and organisational commitment

Table 2: Relationship between Technological Support and Organisational Commitment

Technological Support and Organisational Commitment						
Model Two $Y = \alpha_0 + \beta_2 X_2 + \mu_i$		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.158	0.361		16.480	.000
	Technological support	-.172	.075	-.141	-2.288	.023
a. Dependent Variable: Organisational commitment $R = 0.141$, $R^2 = 0.020$ Sig value = $0.000 < 0.05$, $F = 5.235$, $DW = 0.760$ $OC = 5.158 - 0.361FC + \mu_i$						

Source: Researcher's Computation (2025)

It displays the regression analysis of the relationship organisational commitment and technological support, a facet of hybrid work. The findings showed that organisational commitment at the chosen telecommunication company in Nigeria is negative yet significantly impacted technological support ($r = -0.172$, $t = -2.288$, $\text{sig} = 0.023 < 0.05\%$ significant threshold). Additionally, the model for the hypothesis is fit and significant in reaching the study's goal, as indicated by the f-statistic value of 5.235 and the p-value of 0.023.

Discussion of Findings

It is impossible to overstate the impact of developing a high degree of hybrid work has on organisational commitment in Airtel Company. According to the study, the telecommunication company in Lagos, Nigeria, has implemented a number of measures, including Flexibility, technological support has a negative but significant impact on organisational commitment at Airtel Nigeria in Lagos, Nigeria, according to the results of hypothesis one ($r = -0.456$, $t = -5.878$, $\text{sig} = 0.000 < 0.05\%$ significant threshold). Additionally, the model for the hypothesis is fit and significant in reaching the study's goal, as indicated by the F-statistic value of 34.555 and the p-value of 0.000. The table also showed a 34.5% correlation between organisational commitment and technological support at the chosen telecommunication company Airtel Nigeria.

According to the coefficient of determination, or R^2 , technological support accounts for approximately 11.8% (0.118) of the variances in organisational commitment of the companies, with other characteristics not included in the model accounting for the remaining 88.2%. Similar to the findings of Naqshbandi et al. (Naqshbandi et al., 2023), flexible work has a positive influence on organisational commitment. This finding is also in line with previous research (Sekhar & Patwardhan, 2023) and Mee,Desa, Abu, (2016). This suggests that individuals who have control over their schedules can enhance their workplace efficiency by optimising their most productive periods, leading to improved organisational commitment.

This viewpoint agrees that people have a set period during which they function optimally or seem ready to contribute their best (Pierce et al., 1989). Hence, the advantages of having autonomy over working hours can assist individuals in managing their professional and personal obligations with flexibility. The work of Leeuw (2021), who holds that flexibility, may be conceptualised in a variety of ways, including remote working, communication flow, social interaction, organisational commitment and psychological isolation of employees the latter of which has received a lot of attention in recent studies further supports this. Although flexibility is typically linked to psychological well-being, each of these conceptualization is also linked to a variety of distinct consequences.

The Job Demands-Resources (JD-R) Theory, formulated by Demerouti et al. (2001), explains how work characteristics influence employee well-being and commitment. According to this theory, job demands (e.g., workload, time pressure, communication challenges) can cause strain, while job resources (e.g., autonomy, technological support, social support, feedback) enhance motivation and engagement. In hybrid work settings, the balance between demands and resources is critical. Adequate technological infrastructure, managerial support, and flexible scheduling serve as essential resources that foster organisational commitment. However, excessive workload, poor communication, or lack of IT support can lead to burnout and reduced commitment (Bakker & Demerouti, 2017).

Conclusion

The following conclusions were drawn from the preceding chapter's consideration of these findings: The results of the first hypothesis showed that organisational commitment is negatively impacted hybrid work flexibility. Organisational commitment at the chosen telecommunication company was shown to be significantly impacted by hybrid work flexibility. Regarding the second hypothesis, the result shows that organisational commitment of the chosen telecommunication company is significantly impacted by technological support.

Recommendations

This study therefore proposed the following recommendations in light of its findings and conclusion.

1. In order to raise organisational commitment level, the research suggests that employees receive training in interpersonal connections, work flexibility, technological support in order to adjust in hybrid work environment.
2. That there should be adequate provision of technological infrastructure so as for Telecommunication Company especially Airtel ltd can continuously enhance work flow which in turns leads to organizational commitment. (Schwab and Malleret,2020; Warhurst and Knox,2022).

Contributions to Knowledge

This research work makes several significant contributions to knowledge as follows:

By providing empirical evidence of a negative but significant relationship between hybrid work practices and organisational commitment.

1. This finding challenges the dominant narrative in the literature that hybrid and flexible work arrangements are inherently beneficial to employee attitudes.

2. It demonstrates that poorly managed hybrid systems may weaken employees' psychological attachment to organisations, thereby extending scholarly debate beyond optimistic assumptions.
3. On a final note, this work enriches theoretical discourse by integrating Self-Determination Theory (SDT) and Job Demands–Resources (JD-R) Theory to explain organisational commitment within a hybrid work context. The combined application of these theories offers a more comprehensive explanation of how autonomy, technological resources, and job demands interact to influence commitment in hybrid workplaces an approach that remains underutilised in existing African-based studies.

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