

HYBRID WORKING AND EMPLOYEE COMMITMENT IN TELECOMMUNICATION COMPANIES IN PORT HARCOURT, RIVERS STATE

Mark, J.

*Department of Management, Faculty of Management Sciences, Rivers State University,
Port Harcourt, Nigeria*

and

Dum-aabaBari, A. R.

*Department of Management, Faculty of Management Sciences, Rivers State University,
Port Harcourt, Nigeria
robindeargod@gmail.com*

ABSTRACT

This study examined the association of hybrid working with employee commitment in the telecommunication sector in Port Harcourt Rivers State. The study was guided by ten research questions and ten research hypotheses. Affective commitment and normative commitment were the measures of employee commitment in the study. The work was anchored on Organizational Support Theory as the baseline theory. The study adopted a cross-sectional survey design. The population of the study consisted of thirteen (13) functional telecommunication companies in Port Harcourt and by adopting census sampling, the sample size consisted of all thirteen (13) functional telecommunication companies in Port Harcourt using seven (7) managers and head of departments from each of the companies. Primary data were used and these data were sourced using structured questionnaire. Statistical procedure such as frequencies, tables, simple percentages and weighted mean scores were used to analyze the demographic data while Pearson Product Moment Correlation was used to test the hypotheses formulated at 5% level of significance. The result of the study showed that hybrid working has a positive and significant relationship with all the measures of employee commitment. The study concluded that hybrid working plays a vital and significant role in increasing affective commitment of telecommunication companies in Port Harcourt, Rivers State. It was recommended that telecommunication companies should pay close attention to the benefits of hybrid working and the effect it could have on their employees' problem-solving ability particularly those employees that require fewer interruptions and distractions to do their job.

Key Words: Remote working, Hybrid working, affective commitment, employee commitment and normative commitment.

INTRODUCTION

Every organization has its own way of ensuring that its workers are committed to their work in the organization. These ways differ from one organization to another in relation to their job roles, commitment and responsibilities towards the performance of their job in the organization with other activities outside the organization. So, it becomes important to find a hybrid system which will be unique to the team and which also suits the people and prevailing culture. Remote working was very rare in earlier days. Employers felt that remote employees would be distracted more at home. One major concern for employers was a loss of productivity. Remote work is the work that doesn't take place in a traditional manner. It can be done where there is access to high speed internet. Working amidst a global pandemic is something many of us would not have expected to happen during our life.

The world drastically changed due to the COVID-19 pandemic, including people's work-life and the organization structure (Ipsen, van Veldhoven, Kirchner & Hansen, 2021). Organizations suddenly needed to adapt to the pandemic, sending employees home to stop the spread of the virus (Bao, Li, Xia, Zhu, Li & Yang, 2020). The pandemic created an extraordinary situation for employees, since many employees were bound to work from home as a consequence of national lockdowns (Ipsen et al., 2021). In the U.S., the share of remote workers increased from 5% to over 40% during the lockdown. The same patterns, a growth in remote working, were also found in other countries. In the UK, the percentage of remote workers during the lockdown was 45%, before the pandemic this was only 5% (Etheridge, Tang & Wang, 2020). In the Netherlands, the share of remote workers increased by 50% (Hamersa, de Haas & Faber, 2020).

Bao, Li, Xia, Zhu, Li & Yang, 2020; Baker, Avery & Crawford, (2007) first adopted the term 'remote working'. Di Martino and Wirth (1990, p. 530) defined remote working as "a flexible work arrangement whereby workers work in locations, remote from their central offices or production facilities, the worker has no personal contact with co-workers, but is able to communicate with them using technology". Another

definition is given by Fay and Kline (2012), defining remote working as employees who work outside the organization's physical boundaries, to do at least a part of their workload remotely and thereby using technology to interact. For organizations, remote working can create a potential cost efficiency, improved organizational performance as well as organizational commitment (Fay & Kline, 2012; Ipsen et al., 2021; Amigoni & Gurvis, 2009; Mee Choo, Dese & Asaari, 2016). Loscoco (2020), posit that commitment is considered to be very important as it explains the connectivity between work and one's self. For organizations work commitment is very important topic to be understood. In any organization, job involvement, organizational commitment, work ethic and commitment to career or profession have a greater impact. According to Vince Lombard, "Individual commitment to group efforts are what makes a team work, company work, a society work, a civilization work". Morrow (1993) revealed that work commitment is determined by a person's attachment to work ethic, job involvement, organizational commitment and commitment to a career / profession.

Buchanan, (1974) sees commitment as the willingness of employees to give their energy to an organization. Commitment is also defined in terms of a belief in organizational values, the desire to perform well and to have meaningful relationships with colleagues. Porter, Steers, Mowday and Boulian (1974). In any organization, commitment towards work plays a vital role. It defines the close relationship between the employee's effort and their motivation towards work which decides whether the organization wins or loses. The employee's motivation depends on the job commitment. Committed and engaged employees contribute to company's critical competitive edge which includes high productivity and fewer turnovers of employees, Vance (2006). The commitment towards work mainly relies on the employees of the organization. Only those employees with more engagement level and high commitment towards their job contribute positively to the organization future growth.

Howell & Dorfman (1986) revealed that professional employees express more commitment to the values and the career more when compared to what they express to the employers or for the organization. The issues therefore, which this study intend to address are whether remote working can boost employee commitment towards the achievement of organizational goals. The research will also provide the foundation for the discussion on the new way of working, post COVID-19 with a deeper understanding of the influence of remote working on employees, organizations can understand where help is needed by the worker, which can result in organizational success (Ipsen et al., 2021; Amigoni & Gurvis, 2009). Therefore, the research question of this paper is: ‘How can organizations keep their employee committed while they work remotely.

The purpose of this study is to investigate the relationship between hybrid working and employee commitment. In view of this, the objectives therefore are to:

- i. Examine the relationship between hybrid working and affective commitment in telecommunication companies in Port Harcourt, Rivers State.
- ii. Examine the relationship between hybrid working and normative commitment in telecommunication companies in Port Harcourt, Rivers State.

Conceptual Framework

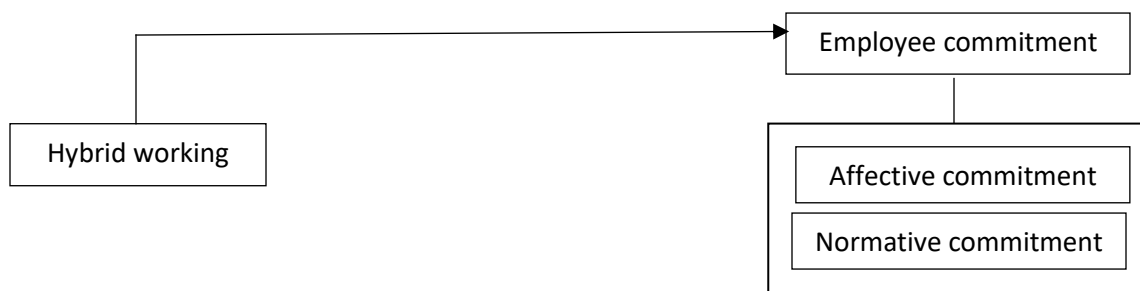


Figure 1: Association between hybrid working and employee commitment

Source: Desk Research (Biriowu C. S. 2023 and Allen and Meyer 1991)

In view of the stated objectives above, the following research questions have been postulated:

- i. What is the relationship between hybrid working and affective commitment in telecommunication companies in Port Harcourt, Rivers State?
- ii. What is the relationship between hybrid working and normative commitment in telecommunication companies in Port Harcourt, Rivers State?

The following hypotheses were raised to guide the analysis of the findings.

H₀₁: There is no significant relationship between hybrid working and affective commitment in telecommunication companies in Port Harcourt, Rivers state

H₀₂: There is no significant relationship between hybrid working and normative commitment in telecommunication companies in Port Harcourt, Rivers state

LITERATURE REVIEW

Theoretical Foundation

The Organizational Support Theory

The Organizational Support Theory is an application of the reciprocity norm to the employee-employer relationships (Eisenberger et al., 1990). The theory maintains that employees pay attention to the manner in which organizations treat them in order to discern the extent to which the organization is supportive and values their contribution (Eisenberger et al., 1990). The theory further maintains that based on the norm of reciprocity, employees strive to repay the organization for a high level of support by increasing their commitment to help the organization reach its goals (Singh, 2000).

The Organizational Support Theory also suggests that the development of perceived organizational support is based on an employee's idea that organizations have human characteristics (Eisenberger et al., 1986). Eder and Eisenberger (2008) opined that employees associate the treatment to them by agents of the organization as indicative of the organizations' overall favorable or unfavorable orientation towards them. The Organizational Support Theory serves to address the psychological consequences of perceived

organizational support (Shoss 2013). Eisenberger et al. (1990) asserted that the caring, approval and respect indicated by perceived organizational support fulfill employees' socio-emotional needs, which in turn, lead employees to incorporate membership and role status into their social identity.

The central construct within organizational support theory (OST), perceived organizational support (POS), refers to the degree to which employees believe their work organization values their contributions and cares about their wellbeing (Eisenberger et al. 1986; Rhoades & Eisenberger 2002). Organizational support theory considers the development, nature, and outcomes of perceived organizational support (Aselage & Eisenberger 2003; Rhoades and Eisenberger 2002; Shore & Shore 1995). The theory further stress that employees develop perceived organizational support in response to socioemotional needs and the organization's readiness to reward increased efforts made on its behalf (Eisenberger et al. 1986; Rhoades & Eisenberger 2002; Shore & Shore 1995). The theory is an application of social-exchange theory to the employer–employee relationship. As such, organizational support theory maintains that, based on the norm of reciprocity, workers trade effort and dedication to their organization for such tangible incentives as pay and fringe benefits and such socio-emotional benefits as esteem, approval, and caring (Eisenberger et al. 1986).

The main consequences of perceived organization's support are commitment, performance, citizenship behavior, withdrawal behaviors, job-related effect, and strain. Organizational support theory specifies three processes underlying the relationship between perceived organizational support and its consequences. First, based on the reciprocity norm, employees who perceive organizational support feel obligated to reciprocate toward the organization. Second, perceived organizational support helps to fulfill socio-emotional needs such as needs for esteem, approval, and affiliation, leading to organizational membership and role status becoming part of one's social identity and helping to reduce occupational strain and to enhance employee well-being (Rhoades & Eisenberger 2002). Finally, perceived organizational support helps to determine the organization's readiness to reward efforts made on its behalf (Rhoades & Eisenberger 2002).

Conceptual Review

Hybrid Working

The hybrid working model is defined as the combination of partial remote working and partial in-person working such as presence at the office. It is the use of a combination of the physical office setting and remote working models. Biriowu (2022). This model incorporates the following best remote work practices for their remote work population, VMware (2022): 1) Clear guidelines and policies: A culture of trust is often grounded in a healthy understanding of expectations: Is a person expected to be “in the office” (or accessible for communication online) by a certain time or for a certain number of hours a day. 2) Team building for the remote work population: A virtual team is still a team. Managers, in particular, have a responsibility to build collaborative, communicative teams that are invested in each other’s success. 3) Top-notch technologies: Companies with high-performing remote teams invest in the technologies their people rely on to do their jobs. These include remote desktops and mobile devices, high-speed broadband, reliable and easy-to-use applications, and other business-specific needs. Hybrid work models require clarity about job roles, since it is necessary to decide which tasks are best suited for remote work and office work. In addition, it is advisable to use asynchronous form of communication to include team members with necessary information regarding work.

Hybrid working 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 working 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. A hybrid working model provides employees with greater flexibility and the option to work from home or anywhere they can be productive. With hybrid working, the workplace is no longer inside the four walls of the corporate office, it’s an ecosystem of employees working from home, in co-working spaces, and the office. 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., 2020). In essence, some work in person on site of the business or organization while some work by virtue of the internet.

This arrangement could also involve the same party of people, where they get to show up physically on site of the company and take the rest of the week's days to work remotely. The hybrid working system ensures the organization 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 organization. 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).

Hybrid working can also address the problems with remote working if well implemented such as blurred work life issues (Pluut & Wonders, 2020). It may also reduce the likelihood of excessive working as it creates greater opportunities for compartmentalizing. When employees switch from remote to hybrid working, the negative aspects of remote work such as barriers to communication, feeling isolated, and information overload can also be reduced (Delany, 2021; European Parliament, Directorate-General for Internal Policies of the Union et al., 2021; Flores, 2019; Li & Herd, 2017; Routley, 2020). However, the successful application of remote and hybrid working requires several actions by organizations. Several workers across countries had problems disconnecting due the absence of an official end of day marker and easy and open-ended access to digital devices, e-mails, calendars, and communication tools, such as MS Teams, or Zoom. For some, this resulted in back-to-back working and a sedentary lifestyle. Considering the low levels of indulgence in China (Figure 1), the problem of disconnection might be a serious factor that policymakers and managers need to consider. This is supported by the literature in relation to working

long hours, damage to health and sacrifice of family for work (Chandra, 2012; Choi, 2008; Gao, 2019; Stanier, 2019; Yip, 2019).

Organizations with a wellbeing interest, will need to consider both the hard and soft resources required for remote working whilst factoring in the need to balance remote and hybrid offerings. On the hard side, this can include clear work allocation, instructions, and technology support (Wheatley, 2017). More specifically, organizations operating in China will need to identify methods to ensure that remote workers have access to information, can communicate in real-time or within a reasonable period to ensure that productivity and work life balance are maintained. If organizations choose to follow a purely or majority remote format, regardless of country, they will need to establish policies and offer training on how to work from home to ensure that work life balance is embraced and workaholism is disincentivized due to their negative outcomes (Johnson and Lipscomb, 2006; Moyer et al., 2017; Robinson, 2000b; Shimazu et al., 2015; Song and Lee, 2021). For instance, working long hours is associated with well-being problems and poor outcomes for family life and marriage (Johnson and Lipscomb, 2006; Song & Lee, 2021). And workaholism is also associated with anxiety, depression, suicidal thoughts, emotional exhaustion, depersonalization, reduced personal accomplishment and decreased life satisfaction (Moyer et al., 2017; Robinson, 2000b; Shimazu et al., 2015).

Organizations wishing to capitalize on human talent in a sustainable fashion will need to recognize the limitations of working excessively and compulsively and address the role they play in promoting this behavior. As demonstrated through the institutional theory lens, the organization can guide behavior, and this can be more salient when an individual's feels motivationally or emotionally attached. Organizations will need to find ways to communicate the importance of breaks, sports and free time and they will need to model the behavior they desire. This could include policies on when and how to communicate after work hours, rewarding those demonstrating work life balance and not rewarding excessive working, assigning sustainable workload which affords employees autonomy on when and how they complete it, being mindful

about invitations to meetings, emphasizing the importance of breaks between meetings and promoting the company employee assistance programme (EAPs).

Furthermore, employees, regardless of what soft resources are provided, should find time to prioritize their wellbeing. This requires personal policies to balance their work lives and personal lives. Skills needed will be self-management to ensure that personal wellbeing plans are followed but also time management skills and focus to ensure that work is efficient and productive. Organizations will need to find ways to develop employees and managers to become successful remote workers and leaders respectively (Delany, 2021). For example, building self-discipline and good time management skills appear to increase the benefits one can gain from remote working. Moreover, individual training can be designed to help employees become more skilled at compartmentalizing, the act of carving time for oneself in an open-ended job (Hynes and Cullinane, 2021).

Employee Commitment

The term "employee commitment" refers to a psychological assessment of an organization's members regarding their connection to the organization for which they work. Identifying an ongoing vision may assist predict traits like employee happiness, involvement, authority assignment, ability to do the job, job insecurity, and many others (Bhat, 2020). From a management Perspective, it's critical to know how committed a person is to their work to gauge how dedicated they are to the everyday responsibilities they are given. In businesses, organizational commitment plays a crucial impact in employee retention and turnover. Work engagement, psychological capital, and subjective hope are all aspects that have not been thoroughly explored in prior studies, and we expect this analysis to illuminate the connections between them. Understanding organizational commitment and the relationships between it and its elements can help us stabilize organizations and reduce staff turnover. People become engaged when they are passionate about their work and the organization and driven to reach high-performance levels. "Engagement has become for practitioners an umbrella concept for capturing the various means by which employers can elicit additional

or discretionary effort from employees – a willingness on the part of staff to work beyond the contract," according to the Chartered Institute of Personnel and Development (2012, p13).

According to a previous study, people working remotely were happier and more productive than traditional workers (Nield, 2016). This trend has been growing and has become an alarming issue many employers have considered. Consequently, many ideas have been solicited regarding working at home to be practical as it saves your time, money, and effort of traveling daily (Peeters, 2014). However, there is not much found in a study that significantly correlates home working and productivity. A survey conducted on Tiny Pulse for 509 full-time remote workers in the US found that remote workers are more satisfied, happy, and more value. However, their presence was not physically observed in the actual workplace (Peeters, 2014). Interestingly, about 91% of those remote workers stated that they were more productive while doing their jobs from a satellite work centers or far from offices because they feel more comfortable and can independently work with the given tasks. Many studies have found a relationship between flexible working and employee commitment (Chow & Keng-Howe, 2006; Gajendran & Harrison, 2007; Kelly & Moen, 2007). Notwithstanding the problems with definitions discussed above, a study of how formal and informal approaches to flexibility relate to employee commitment showed little difference between the forms (Eaton, 2003)

According to Sanchuli (2014), teleworking is choosing a method for performing a task that allows the employees to perform the whole or a part of the workload effectively. Afraa Tariq Haji AL. Balushi, Anas Bashayreh, Revenio C. Jalagat, Jr – Assessing the Impact of Remote Working, Work-Life Balance, and Organizational Commitment on Employee Productivity part of their tasks outside the workplace. Considering goals such as increasing efficiency, flexible working, reducing the employees' commuting and avoiding transportation costs, and reducing air pollution, teleworking will increase job satisfaction, loyalty, and employee commitment. An increase in employees' self-awareness makes the organizations seek different work patterns, create appropriate infrastructures, and design a new structure for accomplishing their mission.

Measures of Employee Commitment

Affective Commitment

This refers to the employee's emotional attachment to, identification with, and involvement in the organization. Employees with a high level of affective commitment, want to remain in the organizations and are likely to perform to the best of their ability. (Allen and Meyer, 1990,). addae, Parboteeah and Velinor (2008) see it as the extent to which employees are attached emotionally and are involved with their organizations. Affection commitment refers to the positive thoughts and feeling of an employee towards the work for which is formed as a result of combination of personal traits, perceptions and work experience (Mowday, Porter & Streers, 1982). Affective commitment occurs when an employee feels himself as a part of an organization, and feels proud to be a part of the organization. Thus, desires to increase his efforts and contribution toward the organization. According to Greenberg and Baron (1996), affective commitment is the commitment which results from an employee willingness to work for his or her current organization.

Mowday *et al* (1979) posit that affective commitment may be primarily impacted by positive work experience and employee's perceived organizational support. On their own view, Mathieu and Zajac (1990), note that a strong belief in and acceptance of an organization's goals and values, the willingness to put in considerable effort toward an organization, and the strong desire to maintain membership in an organization are what characterize affective commitment. In affective commitment, an employee strongly identifies with the goals of an organization and desires to remain a part of the organization. The antecedents of affective commitment include perceived job characteristics, organizational dependability and perceived participatory management (Baridam & Nwibere, 2009).

Normative Commitment

This refers to an employee's feeling of obligation to remain with the organization (based on the employee having internalized the values and goals of the organization) major antecedents of normative. This is the commitment of an employee to an organization resulting from social pressure (Greenberg & Baron 1996).

It is a commitment based on an individual feeling of obligation towards an organization. According to Inanc and Ozdilek (2015), normative commitment take place when an employee's feels that he or she owes his organization, based on what they have done for him/her, as a result, felt a sense of obligation and responsibility towards the organization, to show her appropriate job performance.

According to Schappe and Doran (1997) and Allen and Meyer (1996), normative commitment may arise as a result of social pressure and sense of obligation to an organization. Factors that may influence and individual feelings of obligation towards and organization include individual's familial and cultural socialization. On their own, Buchko, Weinzimmer and Sergeyer (1998) define Normative Commitment as an obligation to remain with an obligation, and is based on the sense of reciprocal obligation between organizations and their employees. Meyer and Allen (1991) sees normative commitment as "a feeling of obligation to continue employment". Meyer, Stanley, Herscovitch and Topolnytsky (2002) stated that if employees receive organizational benefits, they would develop a feeling of obligation towards the organization and grow their normative commitment.

METHODOLOGY

Research Design

A research design by definition is the arrangement of conditions for collection and analysis of data in a matter that aims to combine relevance to the research purpose with economy in procedure. It is the structure and strategy used in investigating the relationship among the variable of study (Asika, 2001). Osuala (2005) opine that research design is the general approach adopted to execute a study. This study is a cross-sectional survey design as it sought to describe data characteristics about the population or phenomenon under studied. This design is preferred because very large samples are feasible, making the results statistically significance even when analyzing multiple variables. Survey are useful in describing the characteristics of a large population. Additionally, high reliability is easy to obtain by presenting the subjects with a

standardized stimulus which ensures that observer's subjectivity is greatly eliminated. The population of the study consisted of thirteen (13) functional telecommunication companies in Port Harcourt, Rivers State. By adopting census sampling, the sample size consisted of all thirteen (13) functional telecommunication companies in Port Harcourt using seven (7) managers and head of departments from each of the companies. Primary data were used and these data were sourced using structured questionnaire. Statistical procedure such as frequencies, tables, simple percentages and weighted mean scores were used to analyse the demographic data of the respondents and other questionnaire items. The questionnaire was structured into different sections. Section A was structured to provide demographic information about the respondents, section B elicits data on the important of remote working amongst firms in Port Harcourt, while section C was concerned with the knowledge level of the important of remote working to employee commitment.

However, the five (5) point Likert scale will be used to measure responses from respondents and the response mode ranges from: Strongly Disagree. (SD), Disagree (D), Neutral (N), Agree (A), strongly Agree (SA). The study adopted content validity. Content validity makes it possible for enough representation of all set of items that capture all aspects of the variables being measured. The instruments will be presented to the course supervisor and other accessible lecturers within the field of interest for corrections and modifications to the instrument based on their review and suggestions. Reliability for the study was determines using the Cronbach alpha coefficient which is an internal form of reliability measurement which assesses the internal consistency of data. This form of reliability is considered most appropriate given time constrained studies (where a specific time window is allowed for the study) and the use of multi-item scales which manifest latent constructs. The adopted benchmark for the study reliability was based on Nunally's 1971 criterion of 0.70 for the social sciences (Baridam, 2001) where coefficients ($\alpha > 0.70$) are considered as adequate and reliable while coefficients ($\alpha < 0.70$) is considered as inadequate and therefore unreliable.

DATA ANALYSIS AND RESULT

Relationship between Hybrid working and Affective commitment.

Table 1: Pearson Product Moment Correlation Analysis of the Relationship between Hybrid Working and Affective Commitment

		Hybrid Working	Affective Commitment
Hybrid Working	Pearson Correlation	1.000	.611**
	Sig. (2-tailed)	.	.004
	N	85	85
Affective Commitment	Pearson Correlation	.611**	1.000
	Sig. (2-tailed)	.004	.
	N	85	85

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

Source: Field Survey (SPSS Output), 2023.

Table 1 reveals a Pearson Product Moment Correlation (PPMC) coefficient of 0.611 and probability value of 0.004. This result indicates that there is a positive relationship between hybrid working and affective commitment. Also, since the *p-value* (0.004) is less than *alpha value* (0.05), we therefore reject the null hypothesis four (H_{04}) and conclude that there is a significant relationship between hybrid working and affective commitment.

Relationship between Hybrid working and normative commitment

Table 2: Pearson Product Moment Correlation Analysis of the Relationship Between Hybrid Working and Normative Commitment

		Hybrid Working	Normative Commitment
Hybrid Working	Pearson Correlation	1.000	.602**
	Sig. (2-tailed)	.	.008
	N	85	85
Normative Commitment	Pearson Correlation	.602**	1.000
	Sig. (2-tailed)	.008	.
	N	85	85

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

Source: Field Survey (SPSS Output), 2023.

Table 2 reveals a Pearson Product Moment Correlation (PPMC) coefficient of 0.602 and probability value of 0.008. This result indicates that there is a positive relationship between hybrid working and normative commitment. Also, since the *p-value* (0.008) is less than *alpha value* (0.05), we therefore reject the null hypothesis five (H_{05}) and conclude that there is a significant relationship between hybrid working and normative commitment.

DISCUSSION OF FINDINGS

Relationship between Hybrid Working and Affective Commitment

The finding emanating from this study showed that there is a positive and significant relationship between hybrid working and affective commitment of telecommunication industries in Port Harcourt, Rivers State. This finding is supported by the work of Karachatzis and Parameshwarappa (2021) who found that co-working space and hybrid working is indicators of remote work that have positive and significant influence on employee commitment and innovation.

Relationship between Hybrid Working and Normative Commitment

The result of this study showed that there is a positive and significant relationship between hybrid working and normative commitment of telecommunication industries in Port Harcourt, Rivers State. This finding is supported by the work of Nwagwu (2020) which established that there was a positive relationship between hybrid working and commitment among employees in the banking sector.

CONCLUSION AND RECOMMENDATIONS

This study has examined the relationship between hybrid working and employee commitment of telecommunication industries in Port Harcourt, Rivers State. The results of the study showed that hybrid working have a positive and significant relationship with the measures of employee commitment (affective commitment and normative commitment). Based on the findings, the study concludes that hybrid working play a vital and significant role in increasing employee commitment of telecommunication industries in Port Harcourt, Rivers State.

Based on the findings, the following recommendations were put forward by the researcher.

1. Telecommunication industries need to pay close attention to the benefits of remote work and the effect it could have on their employees' problem-solving ability particularly those employees that require fewer interruptions and distractions to do their job.
2. Telecommunication industries should give employees some measure of discretion in setting targets, selecting work methods, and sequencing activities to conveniently carry out their tasks when working remotely.
3. Telecommunication industries should equally train their employees and enable supportive interactions among employees using technology like Zoom, Microsoft meetings, Google meeting, etc.
4. Telecommunication industries should embark on collaborative monitoring using remote working platforms such as Zoom, and Google Meeting and employees should be trained on how to use these platforms.
5. Telecommunication industries should re-define and regularly measure employees' performance on a daily or weekly basis to ascertain whether they are meeting their targets or not.

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