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Employee-Perceived Organisational Flexibility and Its Influence on Job Satisfaction in Hybrid Work Settings

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Abstract

Although hybrid work is now a defining aspect of many organisations, employee experience still differs substantially from one setting to another. This paper focuses on how employees make sense of organisational flexibility and considers the role these perceptions play in shaping job satisfaction within the context of hybrid work. Drawing on organisational adaptation theory and ambidexterity research, the study foregrounds flexibility as an employee-experienced capability characterised by autonomy, decentralised decision-making, and responsiveness. Using cross-sectional survey data from 100 professionals working in hybrid arrangements across multiple sectors and regions, the analysis examines the relationships between organisational flexibility, organisational agility, hybrid work experience and job satisfaction. Correlation and regression analyses show that organisational flexibility is strongly and positively associated with job satisfaction and emerges as the dominant predictor when agility and hybrid work experience are considered simultaneously. Agility and hybrid work are positively related to satisfaction at the bivariate level but do not retain predictive power once flexibility is accounted for. The findings reposition organisational flexibility as a proximal driver of employee satisfaction in hybrid contexts, while agility operates as a more distal and context-dependent capability. The paper contributes to organisational adaptation research by centring employee perceptions and offering practical guidance for leaders seeking to design hybrid systems that sustain engagement and well-being.

Keywords: Organisational flexibility; hybrid work; job satisfaction; organisational agility; employee experience

INTRODUCTION

Hybrid work has moved from an emergency response to a lasting element of organisational practice, reshaping expectations about where and how work should take place. Organisations have invested significantly in digital tools, communication platforms, and formalised hybrid work policies, yet employee experiences remain mixed. Recent research shows that hybrid work satisfaction varies widely across sectors, roles, and organisational cultures, which indicates that technology alone cannot guarantee positive outcomes (Cisco, 2025; CIPD, 2025). Employees continue to report differences in autonomy, support, and clarity of expectations, suggesting that the human experience of hybrid work is shaped by deeper organisational qualities.

Organisational adaptation research has long highlighted the importance of strategic responsiveness and dynamic capabilities in helping firms navigate environmental change (Maity & Lee, 2025). Much of this work has focused on leadership decisions, structural design, and competitive positioning. These top-down perspectives have provided valuable insights into how organisations evolve, but they often overlook how employees interpret and experience adaptation in their daily work. In hybrid settings, where routines, communication patterns, and expectations shift, employee perceptions become central. Studies consistently show that perceptions of fairness, autonomy, and support influence motivation, commitment, and performance, making employee experience a critical lens for understanding organisational adaptation (Kumar et al., 2024).

Within this broader context, organisational flexibility and organisational agility have become prominent concepts in discussions of hybrid work. Flexibility is often linked to autonomy, decentralised decision making, and the ability to adjust work practices in response to changing demands. Agility, in contrast, is associated with rapid responsiveness, innovation, and continuous learning. Although these constructs are related, they are not interchangeable. Recent research indicates that flexibility may have a more direct and immediate influence on employee satisfaction, particularly in hybrid environments where control over time and place of work

is highly valued (Andrade et al., 2025). Agility may still matter, but its effects often operate indirectly through innovation climate, communication quality, or leadership behaviours.

This paper explores how employees perceive organisational flexibility in hybrid work environments and how these perceptions relate to job satisfaction. Drawing on empirical evidence from the attached manuscript, the study investigates whether flexibility remains a stronger predictor of job satisfaction than organisational agility and hybrid work experience when examined together. The analysis contributes to organisational adaptation theory by positioning flexibility as an employee-level capability that shapes satisfaction more proximally than broader organisational attributes. It also offers practical insights for organisations seeking to move beyond surface-level hybrid policies. Creating human-centred hybrid work environments requires more than providing digital tools or formal policies. It involves cultivating flexible practices, empowering employees, and ensuring that hybrid arrangements are experienced as supportive rather than restrictive.

THEORETICAL BACKGROUND

Organisational Adaptation and Employee Experience

Organisational adaptation concerns how organisations adjust structures, strategies, and everyday practices in response to environmental change. Classical perspectives emphasise the interplay between strategic choice and external constraint, focusing on how organisations align internal arrangements with shifting conditions. Contemporary research has broadened this view by recognising that employees are not passive recipients of change but active participants whose interpretations shape the trajectory of adaptation (Desalegn et al., 2024). This shift reflects a growing appreciation of the micro-foundations of organisational change, where employee sense-making, emotional responses, and behavioural adjustments influence how adaptation unfolds.

From an employee standpoint, adaptation is experienced through daily work practices, communication patterns, and decision-making structures. Perceptions of how an organisation responds to change influence trust, psychological safety, and satisfaction. Studies show that when employees perceive organisational change as supportive, transparent, and enabling, they are more likely to report positive attitudes and sustained engagement (Kim & Yoon, 2025). Hybrid work heightens the importance of these perceptions because it disrupts established routines and requires employees to exercise greater discretion in managing their work. The shift to hybrid arrangements, therefore, makes employee experience a central lens for understanding organisational adaptation.

Organisational Flexibility

Organisational flexibility is typically understood as the capacity to adjust work arrangements, decision processes, and roles in response to changing conditions. In hybrid work environments, flexibility is reflected in autonomy over when and where work is performed, decentralised decision-making, and responsive communication. Research consistently shows that flexibility is associated with higher job satisfaction, improved work-life balance, and stronger affective commitment (CIPD, 2025). These outcomes reflect the value employees place on having control over their work patterns and the ability to integrate personal and professional responsibilities more effectively.

Flexibility operates at multiple organisational levels, but its effects on employees are particularly salient. When employees experience flexibility as genuine rather than symbolic, they are more likely to feel trusted and valued. This aligns with affective events theory, which suggests that daily experiences of autonomy and discretion shape emotional responses and attitudes toward work. In hybrid contexts, flexibility may therefore function as a foundational condition that enables employees to navigate complexity without experiencing excessive strain. Recent studies highlight that flexible practices can buffer the challenges associated with hybrid coordination, helping employees maintain clarity, motivation, and wellbeing (Aprilina & Martdianty, 2023).

Organisational Agility

Organisational agility refers to the capacity to sense change, respond rapidly, and innovate. It is often linked to competitive advantage and is widely promoted as a strategic imperative in uncertain environments. From an employee perspective, agility may be visible through experimentation, technological adoption, and cross-functional collaboration. A recent systematic review highlights that agility is frequently conflated with flexibility, adaptability, and versatility, which can obscure its distinct effects on employees (Desalegn et al., 2024).

Evidence regarding the relationship between agility and employee satisfaction remains mixed. Some studies suggest that agile environments can be stimulating and engaging, offering opportunities for learning and innovation. Others caution that constant change may create ambiguity, fatigue, or role overload. These mixed findings indicate that agility does not exert uniform effects on employees and may depend on the presence of supportive structures such as flexibility, clear communication, and role clarity. In hybrid settings, agility may be most beneficial when paired with practices that stabilise expectations and reduce uncertainty.

Hybrid Work as Context

Hybrid work combines remote and on-site arrangements and offers potential benefits such as reduced commuting, increased autonomy, and improved work-life integration. Research shows that hybrid work can support satisfaction and productivity, but outcomes depend heavily on organisational support and leadership practices. Hybrid work does not automatically produce positive experiences; instead, it amplifies existing organisational conditions. Where flexibility, trust, and clear communication are embedded, hybrid work may enhance satisfaction and performance. Where these conditions are absent, hybrid work may expose tensions, inconsistencies, and gaps in organisational capability (CIPD, 2025; Kim & Yoon, 2025).

METHOD

Research Design and Procedure

The study adopted a cross-sectional survey design to investigate how employees perceive organisational flexibility, organisational agility, hybrid work experience, and job satisfaction. This design is widely used in organisational research because it enables the examination of relationships between psychological and organisational constructs at a single point in time (Taris et al., 2021). Ethical approval was secured from the Ethics Committee of Saint Mary's University, London before data collection commenced. Participants were recruited through professional networks and online platforms and completed an anonymous online questionnaire. All participants were engaged in hybrid work, defined as a combination of remote and on-site working, consistent with contemporary definitions used in recent hybrid work research (Krajčík et al., 2023).

Sample

The final sample consisted of 100 professionals working across sectors including education, healthcare, technology, business, and law. Participants were based in Europe, Africa, Asia, North America, and South America. This geographical and sectoral diversity aligns with calls for hybrid work research to capture varied organisational contexts and cultural environments (Ipsen et al., 2020). The sample included employees from small, medium, and large organisations and represented a range of career stages. This heterogeneity provided a broad foundation for examining how flexibility and agility are perceived across different organisational settings.

Measures

Organisational flexibility was assessed using a validated scale designed to capture autonomy, decentralisation, and responsiveness. The structure and reliability of this type of flexibility measure have been supported in recent validation work (Gascoyne, 2019). Organisational agility was measured using an established multidimensional scale focusing on speed, innovation, and adaptability, reflecting contemporary conceptualisations of agility in dynamic environments (Desalegn et al., 2024).

Hybrid work experience was measured using a purpose-designed questionnaire assessing work-life balance, communication quality, and organisational support (Appendix A). This approach aligns with recent studies emphasising the importance of relational and structural support in shaping hybrid work outcomes (Aprilina & Martdianty, 2023). Job satisfaction was measured using a widely used index assessing overall satisfaction with work, consistent with established organisational psychology practice (Kumar et al., 2024).

Data Analysis

Descriptive statistics and reliability analyses were conducted for all measures to ensure internal consistency and distributional suitability. Pearson correlations were used to examine associations between variables, a method commonly applied in hybrid work research to explore relational patterns (Ipsen et al., 2020). Multiple linear regression was then used to assess the relative contribution of organisational flexibility, organisational agility, and hybrid work experience to job satisfaction.

RESULTS

The analysis draws on the full sample of 100 hybrid workers and focuses on organisational flexibility, organisational agility, hybrid work experience, and job satisfaction. Results are presented in a staged manner, moving from descriptive patterns to correlational relationships and finally to multivariate testing of the study's core propositions.

A summary of participant characteristics is provided in Appendix B.

Descriptive Overview of Study Variables

Table 1 presents descriptive statistics for job satisfaction. Mean scores across the six items indicate moderate overall satisfaction, with comparatively higher ratings for relationships with colleagues and the nature of work, and lower ratings for promotion opportunities and pay. The distribution of responses suggests meaningful variation in satisfaction levels across respondents, supporting its use as a dependent variable in subsequent analyses.

Table 1: Detailed Job Satisfaction Ratings and Descriptive Statistics (N = 100)

Job Satisfaction Item	SD (1)	D (2)	N (3)	A (4)	SA (5)	Mean	SD
How satisfied are you with the nature of the work you perform?	17 (17%)	11 (11%)	15 (15%)	36 (36%)	21 (21%)	3.33	1.35
How satisfied are you with the person who supervises you, your organizational superior?	14 (14%)	18 (18%)	18 (18%)	28 (28%)	22 (22%)	3.26	1.33
How satisfied are you with your relations with others in the organisation with whom you work, co-workers or peers?	7 (7%)	16 (16%)	23 (23%)	36 (36%)	18 (18%)	3.42	1.17
How satisfied are you with the pay you receive for your job?	9 (9%)	17 (17%)	32 (32%)	30 (30%)	12 (12%)	3.19	1.07
How satisfied are you with the opportunities which exist in this organization for advancement or promotion?	10 (10%)	23 (23%)	26 (26%)	26 (26%)	15 (15%)	3.13	1.18
Considering everything, how satisfied are you with your current job situation?	11 (11%)	19 (19%)	24 (24%)	34 (34%)	12 (12%)	3.17	1.16

Perceptions of organisational flexibility are summarised in Table 2. Mean scores cluster around the scale midpoint, indicating that flexibility is present but unevenly experienced. Higher ratings are observed for teamwork and employee initiative, while lower ratings are evident for flattened hierarchies and participative control structures. This pattern suggests that flexibility is enacted selectively rather than uniformly across organisational practices.

Table 2: Organisational Agility Ratings and Descriptive Statistics (N = 100)

Organisational Flexibility Item	SD (1)	D (2)	N (3)	A (4)	SA (5)	Mean	SD
My organisation enables employees to take initiative in their work	9 (9%)	21 (21%)	18 (18%)	27 (27%)	25 (25%)	3.38	1.33

Communication channels in my organisation are multidirectional (vertical, horizontal, and cross-functional)	5 (5%)	18 (18%)	35 (35%)	23 (23%)	19 (19%)	3.33	1.13
My organisation frequently informs and consults employees regarding business conduct	8 (8%)	22 (22%)	25 (25%)	29 (29%)	15 (15%)	3.22	1.15
My organisation frequently restates employees' roles according to changing conditions	4 (4%)	22 (22%)	26 (26%)	31 (31%)	15 (15%)	3.33	1.06
Job design in my organisation is based on employees' cooperation and interactions	8 (8%)	22 (22%)	30 (30%)	25 (25%)	14 (14%)	3.16	1.13
Senior management in my organisation frequently shares information with employees	9 (9%)	22 (22%)	20 (20%)	33 (33%)	16 (16%)	3.25	1.21
My organisation practices participative management	7 (7%)	24 (24%)	26 (26%)	26 (26%)	16 (16%)	3.21	1.14
My organisation prioritizes multifunctionality over employees' specialization	6 (6%)	24 (24%)	33 (33%)	24 (24%)	12 (12%)	3.13	1.07
My organisation emphasizes teamwork	11 (11%)	17 (17%)	20 (20%)	19 (19%)	33 (33%)	3.46	1.37
My organisation has few and flexible rules	6 (6%)	22 (22%)	30 (30%)	27 (27%)	14 (14%)	3.22	1.07
My organisation emphasizes controlling each other rather than hierarchical control	11 (11%)	27 (27%)	31 (31%)	17 (17%)	14 (14%)	2.96	1.19
My organisation has few hierarchical levels	4 (4%)	34 (34%)	28 (28%)	20 (20%)	14 (14%)	3.06	1.07

Table 3 reports descriptive statistics for organisational agility. Respondents rate strategic clarity, competence, and service quality relatively highly, while innovation intensity and frequency of new product introduction receive lower

ratings. These findings indicate that agility is perceived primarily in operational and strategic terms rather than continuous innovation.

Table 3: Hybrid Work Ratings and Descriptive Statistics (N = 100)

Organizational Agility Item	SD (1)	D (2)	N (3)	A (4)	SA (5)	Mean	SD
My organization has a clear strategic vision	5 (5%)	5 (5%)	13 (13%)	33 (33%)	44 (44%)	4.06	1.13
My organization possesses appropriate technology (both hard and soft) or sufficient technological ability	3 (3%)	11 (11%)	25 (25%)	41 (41%)	20 (20%)	3.64	1.00
My organization maintains high quality in its products/services	4 (4%)	8 (8%)	18 (18%)	36 (36%)	33 (33%)	3.87	1.10
My organization demonstrates cost-effectiveness competency	6 (6%)	6 (6%)	29 (29%)	38 (38%)	21 (21%)	3.62	1.05
My organization introduces new products at a high rate	14 (14%)	18 (18%)	36 (36%)	23 (23%)	9 (9%)	2.95	1.14
People in my organization are knowledgeable, competent, and empowered	5 (5%)	6 (6%)	22 (22%)	37 (37%)	29 (29%)	3.80	1.05
My organization operates with efficiency and effectiveness	2 (2%)	13 (13%)	22 (22%)	38 (38%)	25 (25%)	3.71	1.00
There is effective cooperation internally and externally	4 (4%)	10 (10%)	27 (27%)	41 (41%)	17 (17%)	3.58	1.01
My organization exhibits flexibility in product model/configuration	4 (4%)	9 (9%)	40 (40%)	33 (33%)	13 (13%)	3.43	1.00
My organization demonstrates flexibility in product volume	3 (3%)	15 (15%)	35 (35%)	31 (31%)	14 (14%)	3.40	1.03
My organization displays flexibility in organizational issues	2 (2%)	14 (14%)	38 (38%)	29 (29%)	17 (17%)	3.45	1.00
My organization is adept at recovering from changes	4 (4%)	11 (11%)	34 (34%)	38 (38%)	12 (12%)	3.44	0.99
My organization is effective in sensing and anticipating changes	4 (4%)	12 (12%)	28 (28%)	37 (37%)	19 (19%)	3.55	1.06

My organization reacts to changes immediately	4 (4%)	14 (14%)	32 (32%)	34 (34%)	16 (16%)	3.44	1.05
My organization operates with fast operation time	4 (4%)	10 (10%)	32 (32%)	32 (32%)	22 (22%)	3.58	1.09
My organization has a quick time-to-market for new products	3 (3%)	17 (17%)	32 (32%)	32 (32%)	14 (14%)	3.39	1.03
My organization delivers products and services quickly and timely	4 (4%)	13 (13%)	22 (22%)	37 (37%)	23 (23%)	3.63	1.11

Hybrid work experience is summarised in Table 4. Respondents report the most positive evaluations for work-life balance and autonomy over task management. Lower mean scores are observed for feedback, recognition, and cultural alignment. Overall, the results suggest that hybrid work is valued but remains dependent on organisational support mechanisms.

Table 4: Hybrid Work Ratings and Descriptive Statistics (N = 100)

Hybrid Work Item	SD (1)	D (2)	N (3)	A (4)	S (5)	Mean	SD
My organization provides flexibility in work arrangements, allowing me to balance remote work and in-office work according to my needs.	13 (13%)	12 (12%)	17 (17%)	28 (28%)	30 (30%)	3.50	1.37
My organization offers sufficient technological support (e.g., tools, and software) to facilitate effective remote work	7 (7%)	13 (13%)	19 (19%)	39 (39%)	21 (21%)	3.55	1.17
Communication between remote and in-office employees is effective, ensuring smooth collaboration and coordination.	6 (6%)	9 (9%)	26 (26%)	31 (31%)	27 (27%)	3.65	1.21
I feel empowered to manage my tasks and responsibilities independently while working in a hybrid environment	5 (5%)	10 (10%)	25 (25%)	33 (33%)	27 (27%)	3.67	1.14
The hybrid work setup allows me to achieve a better work-life balance by offering flexibility in scheduling and reducing commute time.	4 (4%)	7 (7%)	20 (20%)	32 (32%)	34 (34%)	3.88	1.13

Opportunities for collaboration with colleagues, regardless of their location (remote or in-office), are readily available in my organization's hybrid work setup.	8 (8%)	7 (7%)	20 (20%)	34 (34%)	30 (30%)	3.72	1.22
My organization provides adequate training and support to help employees navigate and thrive in a hybrid work environment	6 (6%)	10 (10%)	29 (29%)	37 (37%)	17 (17%)	3.50	1.08
Feedback and recognition for work contributions are effectively communicated and acknowledged in the hybrid work setting	4 (4%)	12 (12%)	32 (32%)	37 (37%)	14 (14%)	3.46	1.00
The organizational culture in my workplace is aligned with the principles of hybrid work, fostering trust, autonomy, and flexibility among employees	6 (6%)	12 (12%)	28 (28%)	39 (39%)	14 (14%)	3.44	1.05
My organization demonstrates adaptability in responding to evolving dynamics and challenges associated with hybrid work arrangements	3 (3%)	12 (12%)	29 (29%)	41 (41%)	13 (13%)	3.51	0.99

Correlational Analysis

Pearson correlation coefficients examining relationships among organisational flexibility, organisational agility, hybrid work experience, and job satisfaction are presented in Table 5. Organisational flexibility shows a strong positive correlation with job satisfaction. Organisational agility and hybrid work experience are also positively correlated with job satisfaction, although the strength of these relationships is more moderate. Flexibility is moderately correlated with both agility and hybrid work experience, indicating conceptual relatedness without redundancy.

Table 5: Correlation Matrix of Organisational Variables (N = 100)

Variable	**1**	**2**	**3**	**4**
1. Organisational Flexibility	1	.447**	.335**	.742**
2. Organisational Agility		1	.676**	.369**

3. Hybrid Work	1	.354**
4. Job Satisfaction		1
Note: ** p < .01 (2-tailed)		

These bivariate relationships justify the inclusion of all three predictors in the regression model.

Regression Analysis: Predictors of Job Satisfaction

A multiple linear regression model was estimated with job satisfaction as the dependent variable and organisational flexibility, organisational agility, and hybrid work experience entered simultaneously as predictors (Table 6).

The overall model is statistically significant and explains a substantial proportion of variance in job satisfaction. Organisational flexibility emerges as a strong and positive predictor, while organisational agility and hybrid work experience do not reach statistical significance once flexibility is accounted for. This pattern indicates that flexibility operates as the dominant explanatory variable in the model.

Table 6: Multiple Linear Regression Predicting Job Satisfaction from Organisational Flexibility, Agility, and Hybrid Work (N = 100)

Model Summary				
R	**R Square**	**Adjusted R Square**	**SE of Estimate**	**F (df)**
0.751	0.564	0.550	0.7096	41.32 (3, 96), p < .001
ANOVA				
Source	**SS**	**df**	**MS**	**Sig.**
Regression	62.415	3	20.805	.000
Residual	48.335	96	0.503	
Total	110.750	99		
Coefficients				
Predictor	**B**	**SE**	**Beta**	**t (p-value)**
(Constant)	0.306	0.349	--	0.877 (p = .383)
Organisational Flexibility	0.834	0.088	0.714	9.465 (p < .001)
Organizational Agility	-0.065	0.124	-0.050	-0.523 (p = .602)
Hybrid Work	0.162	0.100	0.149	1.622 (p = .108)

These findings provide clear empirical support for the study's central claim that organisational flexibility is the primary predictor of job satisfaction in hybrid work environments. While agility and hybrid work are positively associated with satisfaction at the correlational level, their effects are subsumed by flexibility in the multivariate model.

DISCUSSION

The findings offer clear evidence that organisational flexibility plays a central role in shaping job satisfaction in hybrid work environments. Flexibility emerged as the most immediate and influential driver of satisfaction,

outweighing the effects of organisational agility and hybrid work experience when examined together. This pattern aligns with recent research showing that autonomy, participative decision making, and responsive communication are essential for employee wellbeing and engagement in flexible work settings (CIPD, 2025). Employees appear to value the sense of control and trust that flexibility provides, and this sense of agency translates directly into more positive attitudes toward their work.

Although organisational agility was positively correlated with satisfaction, it did not independently predict satisfaction once flexibility was taken into account. This suggests that agility may operate as a more distal organisational capability whose benefits are realised only when supported by flexible structures. Studies examining agile practices in hybrid environments have noted that agility can enhance innovation and responsiveness, but without supportive and stable foundations, employees may experience agile initiatives as fragmented or disruptive (Vartiainen & Vanharanta, 2024). In this sense, agility may create the conditions for organisational learning and adaptation, but flexibility determines whether employees experience these changes as empowering.

Hybrid work functioned similarly as an enabling context rather than a direct predictor of satisfaction. This finding is consistent with research showing that hybrid work amplifies existing organisational conditions rather than determining outcomes on its own (Hasyim & Bakri, 2024). When hybrid arrangements are embedded within flexible, trusting, and well-communicated organisational systems, employees tend to report higher satisfaction and improved work–life balance. When these conditions are absent, hybrid work can expose inconsistencies in expectations, communication, and support. The present findings reinforce the idea that hybrid work is not inherently beneficial; its value depends on the organisational environment in which it is enacted.

Theoretically, these results extend organisational adaptation research by distinguishing between employee-experienced capabilities and strategic-level attributes. Flexibility operates at the level of daily work experience, shaping how employees navigate tasks, manage time, and interpret organisational expectations. Its proximity to everyday practice explains its strong predictive power for satisfaction. Agility, by contrast, reflects broader organisational qualities such as innovation, speed, and responsiveness. These attributes influence employees indirectly, often through changes in processes or structures rather than through immediate experiences. Hybrid work serves as a contextual layer that intensifies these dynamics, making the presence or absence of flexibility more visible and consequential.

In the end, the findings highlight the importance of prioritising flexibility as a core organisational capability in hybrid environments. While agility and hybrid structures remain valuable, they do not substitute for the everyday experience of autonomy, clarity, and trust that flexibility provides. Organisations seeking to strengthen employee satisfaction in hybrid settings may therefore benefit from focusing on flexible practices that support meaningful choice, transparent communication, and responsive leadership.

PRACTICAL IMPLICATIONS

The results point to several important considerations for organisations aiming to strengthen employee satisfaction in hybrid work environments. Flexibility should be treated as a core organisational practice rather than an optional enhancement. Leaders can support this by creating conditions in which employees have meaningful control over how they organise their work. Autonomy, decentralised decision making, and clear communication help employees feel trusted and capable, which in turn supports more positive attitudes toward their roles.

Hybrid work policies and agile frameworks are useful, yet they do not replace the need for everyday practices that reinforce trust and discretion. Technology investments should be matched with cultural habits that encourage open dialogue, shared problem-solving, and clarity of expectations. When employees understand how decisions are made and feel able to shape aspects of their working patterns, hybrid arrangements are more likely to be experienced as supportive rather than restrictive.

Managers play a particularly important role in translating organisational intentions into daily experience. Their approach to communication, workload planning, and responsiveness can either strengthen or weaken perceptions of flexibility. Practical steps such as involving employees in scheduling decisions, offering clear explanations for changes, and maintaining consistent communication rhythms can help build a sense of fairness and stability.

Efforts to enhance agility also benefit from being grounded in flexible practices. Agile initiatives tend to be more effective when employees have the autonomy and clarity needed to respond confidently to change. Without this foundation, agile practices may feel rushed or fragmented, reducing their intended benefits. Organisations that cultivate flexibility create conditions in which agility can be experienced as constructive and energising.

A practical takeaway is that hybrid work magnifies existing organisational strengths and weaknesses. Strengthening flexibility at both structural and relational levels can help ensure that hybrid arrangements contribute positively to employee satisfaction and overall performance.

LIMITATIONS AND FUTURE RESEARCH

The study offers valuable insights into how employees perceive organisational flexibility in hybrid work environments, yet several limitations should be acknowledged. The cross-sectional design restricts the ability to draw conclusions about causality. Relationships between flexibility, agility, hybrid work experience, and job satisfaction were identified at a single point in time, which means the direction of influence cannot be firmly established. A longitudinal design would allow researchers to observe how these perceptions develop, stabilise, or shift as hybrid work arrangements mature and organisational practices evolve.

The sample, although diverse in sector and geography, was unevenly distributed across regions. Some areas were more heavily represented than others, which may limit the generalisability of the findings. Cultural expectations, labour market conditions, and organisational norms vary across regions, and these factors may shape how flexibility and hybrid work are experienced. Future studies could benefit from more balanced sampling strategies or region-specific analyses to explore how contextual factors influence employee perceptions.

The study relied on self-report measures, which may introduce common method bias or reflect momentary impressions rather than stable attitudes. Incorporating multiple data sources, such as supervisor assessments or organisational records, could strengthen the robustness of future findings. Qualitative approaches would also add depth by capturing employee narratives, sense-making processes, and the subtle ways hybrid work shapes daily experience. Interviews, focus groups, or diary studies could reveal how employees interpret flexibility in practice and how these interpretations influence satisfaction over time.

Further research could also explore how flexibility interacts with other organisational conditions, such as leadership style, workload management, or team dynamics. Hybrid work environments are complex, and flexibility may operate differently depending on the presence or absence of supportive structures. Examining these interactions would help clarify the conditions under which flexibility exerts the strongest influence on employee outcomes.

CONCLUSION

Hybrid work has altered long-standing assumptions about where and how work takes place, creating new expectations for both employees and organisations. The findings from this study indicate that the success of hybrid arrangements rests heavily on how employees experience organisational adaptation in their daily work. Organisational flexibility emerged as the most powerful driver of job satisfaction, shaping how employees interpret autonomy, trust, and support in hybrid settings. Agility and hybrid structures still hold value, yet their positive effects appear to rely on the presence of flexible practices that give employees room to manage their responsibilities with confidence. When flexibility is embedded in everyday routines, employees are better able to navigate the demands of hybrid work and maintain a sense of stability. When flexibility is limited or inconsistently applied, the potential benefits of agility and hybrid arrangements become harder to realise.

Organisations aiming to build sustainable hybrid futures may therefore benefit from prioritising how flexibility is enacted and experienced. Attention to autonomy, communication quality, and participative decision-making can help create environments in which hybrid work supports both satisfaction and performance. A focus on these everyday practices offers a practical route for strengthening employee experience and ensuring that hybrid work becomes a constructive and enduring feature of organisational life.

AUTHOR CONTRIBUTION

All authors contributed meaningfully to the development of this study and the preparation of the manuscript. The study was conceptualised and designed by D.O.H. Data collection, cleaning, management and analysis were carried out collaboratively, with each author reviewing analytical decisions to ensure accuracy and consistency. D.O.H., J.A.C. and K.O.O. led the drafting of the manuscript, including the introduction, methods, results and discussion. Co-authors contributed to the interpretation of findings, provided critical revisions and strengthened the clarity and coherence of the final text. All authors reviewed the full manuscript, approved the final version and agreed to be accountable for the integrity of the work.

CONFLICTS OF INTEREST

The authors declare no conflicts of interest.

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APPENDIX

Appendix A: Hybrid Work Scale (HSW-10)

Instruction

For each statement, indicate your level of agreement or disagreement by selecting the response option that best reflects your opinion on hybrid work arrangements. Use the following scale, where: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree.

1. My organisation provides flexibility in work arrangements, allowing me to balance remote work and in-office work according to my needs.

2. My organisation offers sufficient technological support (e.g., tools and software) to facilitate effective remote work.

3. Communication between remote and in-office employees is effective, ensuring smooth collaboration and coordination.

4. I feel empowered to manage my tasks and responsibilities independently while working in a hybrid environment.

5. The hybrid work setup allows me to achieve a better work-life balance by offering flexibility in scheduling and reducing commute time.

6. Opportunities for collaboration with colleagues, regardless of their location (remote or in-office), are readily available in my organisation's hybrid work setup.

7. My organisation provides adequate training and support to help employees navigate and thrive in a hybrid work environment.

8. Feedback and recognition for work contributions are effectively communicated and acknowledged in the hybrid work setting.

9. The organisational culture in my workplace is aligned with the principles of hybrid work, fostering trust, autonomy, and flexibility among employees.

10. My organisation demonstrates adaptability in responding to evolving dynamics and challenges associated with hybrid work arrangements

Appendix B: Participant Characteristics

Category	Response	N	%
Continent	Asia	2	2.0
	Africa	35	35.0
	Europe	55	55.0
	North America	4	4.0
	South America	4	4.0
Primary Language	English	85	85.0
	French	2	2.0
	Mandarin	1	1.0
	Other (specify)	12	12.0
Language (Other)	Bangla	1	1.0
	Español	4	4.0
	Idoma	2	2.0
	Igbo	1	1.0
	Italian, English, Romanian	1	1.0
	Turkish	1	1.0
	Urdu	1	1.0
	Yoruba	1	1.0
Education Level	Bachelor's degree	32	32.0
	Master's degree	45	45.0
	PhD	16	16.0
	Other (specify)	7	7.0
Education (Others)	Chartered Accountant	1	1.0
	HND	1	1.0
	NCE	1	1.0
	PG Diploma in Education	1	1.0
	Técnico	3	3.0