

Leadership Agility and Employee Performance in Hybrid Work Environments in Nigeria: Why Human Resource Practices Matter

¹Joy Enya Idu &

²Uduak Ebong Bassey

¹Department of Fine and Applied
Arts, University of Calabar,
Calabar, Nigeria

²Federal Inland Revenue Service,
Nigeria

Article DOI:

10.48028/iiprds/ijdshtmss.v16.i1.18

Keywords:

Leadership agility;
Employee
performance; Hybrid
work; Human
resource practices;
Nigeria

Abstract

Hybrid work has become an established feature of Nigerian organizations since the COVID-19 pandemic, raising concerns about employee productivity, engagement and coordination. This paper examines how leadership agility and human resource practices jointly shape employee performance in hybrid work environments in Nigeria. Adopting a conceptual approach, it synthesizes the existing literature through the lenses of Adaptive Leadership Theory and Social Exchange Theory. The review indicates that leadership agility supports the management of uncertainty and the coordination of dispersed teams, but that its effect on performance is constrained where adaptive, employee-centred human resource systems are absent. Infrastructural deficits, digital inequality and economic uncertainty further weaken this relationship in the Nigerian context. The paper concludes that human resource practices are the mechanism through which leadership agility translates into sustained performance, and recommends flexible work policies, digital training, wellness programmes, transparent communication and outcome-based appraisal alongside deliberate leadership development.

Corresponding Author:

Joy Enya Idu

Background to the Study

The world of work has undergone major transformation since the outbreak of the COVID-19 pandemic in 2020. Before the pandemic, most organizations in Nigeria relied on traditional office-based systems in which physical presence was central to supervision, productivity, and accountability. Lockdowns and health restrictions disrupted this model, however, forcing organizations to adopt remote and flexible work arrangements. Even after the pandemic, many organizations retained these practices, leading to the emergence of hybrid work systems that integrate physical and virtual work structures.

Hybrid work environments refer to work arrangements in which employees perform their duties partly from the office and partly from remote locations using digital technologies. In Nigeria, this model has been increasingly adopted across sectors such as banking, telecommunications, and education because of its flexibility, cost efficiency, and potential to improve employee wellbeing (Okolie & Udom, 2023; Adeleke & Olaniyi, 2022). The increased reliance on digital communication tools has reshaped coordination and task execution. Consequently, hybrid work has expanded organizational transformation beyond technology to include leadership practices, workplace culture, and human resource systems (Akanji, Mordi, Ajonbadi, & Adekoya, 2021). Within this evolving context, leadership agility has become critical for organizational effectiveness. Leadership agility refers to the ability of leaders to adapt rapidly, think flexibly, and respond effectively to dynamic work environments. Agile leaders are expected to demonstrate adaptability, emotional intelligence, and sound decision-making across physical and virtual settings (Yukl, 2020; Eze & Amah, 2022). In hybrid systems, leaders must sustain productivity, coordination, and employee morale across dispersed teams. This requires reliance on trust, digital communication, and outcome-based performance management rather than direct supervision. Leaders must therefore develop competencies in virtual coordination, conflict management, and digital engagement (Purvanova & Kenda, 2022). Hybrid work also presents challenges such as employee isolation, communication breakdown, and reduced engagement, particularly in Nigeria, where infrastructural limitations such as unstable internet connectivity further constrain performance (Ojedokun & Ilesanmi, 2021).

Employee adaptability is another major concern in hybrid work environments, as workers are required to adjust continuously to changing technologies, workflows, and performance expectations. Not all employees possess equal capacity to adapt, however, particularly in areas such as digital literacy, virtual collaboration, and self-management (Kniffin et al., 2021; Omonijo & Eze, 2022). This makes organizational support systems essential for sustaining performance. Human resource practices therefore play a central role in addressing these challenges. Such practices involve structured policies and strategies used to recruit, develop, and support employees for improved performance outcomes (Dessler, 2020). In hybrid environments, they now include flexible work arrangements, digital training, employee wellbeing programmes, and performance management systems that support remote effectiveness (Armstrong & Taylor, 2023). In Nigeria, their importance is heightened by economic uncertainty, infrastructural deficits,

and organizational change pressures (Nwosu & Chukwu, 2021). Many organizations are still adjusting to sustainable hybrid systems, suggesting that leadership agility alone is insufficient without strong human resource support structures.

Although the existing literature has examined leadership effectiveness, employee performance, and remote work systems, limited attention has been given to how human resource practices influence the relationship between leadership agility and employee performance in Nigeria's hybrid work context. Much of the available research remains dominated by developed-country perspectives, creating contextual gaps in the understanding of developing economies characterized by infrastructural constraints, economic volatility, and evolving workplace cultures. This paper therefore argues that sustaining employee performance in hybrid work environments in Nigeria requires leadership agility driven by adaptive and employee-centred human resource practices. It further posits that leadership agility becomes effective only when supported by human resource systems that promote flexibility, wellbeing, digital collaboration, continuous learning, communication, and organizational trust, thereby positioning human resource practices as the key mechanism linking leadership agility to sustained employee performance.

Hybrid Work Environments: Concept and Dynamics

Hybrid work refers to a work arrangement in which employees divide their working time between physical office locations and remote environments, using digital technologies to perform tasks, communicate, and collaborate. It represents a structural shift from location-bound employment to more flexible, digitally enabled work systems that emphasize output rather than physical presence. In contemporary organizations, hybrid work is closely linked to digital transformation, as cloud computing, virtual platforms, and communication technologies now underpin everyday organizational activities (Allen, Golden, & Shockley, 2015). In Nigeria, this model has gained increasing relevance as organizations seek to improve efficiency, reduce operational costs, and respond to changing employee expectations in a post-pandemic economy (Okolie & Udom, 2023).

The adoption of hybrid work in Nigerian organizations reflects broader technological and institutional changes across sectors such as banking, telecommunications, education, and consulting. These sectors have increasingly integrated digital tools for meetings, reporting, project management, and inter-unit coordination, thereby reducing dependence on physical office spaces (Adeleke & Olaniyi, 2022). Hybrid work has also contributed to a reconfiguration of organizational processes, in which communication flows are more decentralized and task execution is supported through digital platforms. This shift has expanded organizational transformation beyond technological adoption to include changes in leadership practices, workplace culture, and human resource systems that support distributed work arrangements (Akanji et al., 2021).

Despite its growing adoption, hybrid work presents both significant opportunities and structural challenges for organizations. On the opportunity side, hybrid arrangements

enhance employee flexibility by allowing individuals to structure work schedules in ways that improve work-life balance and reduce commuting-related stress. They also increase employee autonomy, enabling workers to manage tasks with greater independence and responsibility. In addition, hybrid work expands opportunities for global collaboration by allowing teams to interact across geographic boundaries through virtual platforms, thereby increasing knowledge exchange and organizational learning. These advantages are accompanied by notable challenges that affect both organizational functioning and employee experience. One of the most prominent is communication breakdown, as reduced face-to-face interaction can lead to misunderstandings, delayed feedback, and coordination inefficiencies. Hybrid work may also contribute to employee isolation, particularly when workers spend extended periods working remotely without adequate social or professional interaction. Furthermore, organizations often experience difficulty in monitoring performance and maintaining supervision in virtual environments, which can weaken accountability structures if not properly managed (Eze & Amah, 2022). In the Nigerian context, these challenges are further intensified by infrastructural limitations such as unstable internet connectivity, irregular power supply, and unequal access to digital tools, all of which can disrupt workflow continuity and organizational efficiency (Ojedokun & Ilesanmi, 2021).

Hybrid work environments can also increase the risk of employee burnout when boundaries between work and personal life become blurred. The expectation of constant availability, combined with digital workload pressures, may contribute to emotional exhaustion and declining job satisfaction if not effectively managed. These conditions highlight that, while hybrid work offers flexibility, it also demands stronger organizational structures to support employee wellbeing and sustained productivity. Overall, hybrid work represents a fundamental redefinition of how work is organized and experienced. It offers clear advantages in terms of flexibility, autonomy, and technological integration, but it also introduces complex managerial and human resource challenges that organizations must address. In the Nigerian context, its effectiveness is closely tied to organizational capacity to manage digital infrastructure, communication systems, and employee support mechanisms in a balanced and sustainable manner.

A further dimension of hybrid work that is reshaping organizational communication is the rapid diffusion of artificial intelligence (AI). Digital collaboration platforms now embed AI-enabled features such as automated meeting transcription, real-time translation, sentiment analysis, workflow automation, and algorithmic performance monitoring, which increasingly mediate how instructions are issued, how feedback is delivered, and how work is evaluated across dispersed teams (Purvanova & Kenda, 2022). These technologies are gradually altering the language of work itself, standardizing written communication, compressing organizational discourse into asynchronous text, and shifting authority from physical presence to digitally recorded output. For Nigerian organizations, this raises distinctly contemporary concerns. Employees with limited digital literacy or restricted bandwidth may be disadvantaged by AI-mediated communication systems (Ojedokun & Ilesanmi, 2021), while automated

monitoring tools raise questions of fairness, privacy, employee consent, and data governance that existing labour frameworks do not adequately address. Linguistic considerations are equally significant in a multilingual society, where communication tools trained largely on standard English may marginalize employees who work across indigenous languages and local varieties of English. Leadership agility and human resource practices must therefore respond not only to the physical restructuring of work but also to the linguistic, ethical, and regulatory implications of AI-mediated communication in hybrid environments.

Leadership Agility in Hybrid Organizations

Leadership agility has become increasingly important in contemporary organizations characterized by uncertainty, technological disruption, and changing work structures. In hybrid work environments, leaders are expected to respond effectively to rapidly evolving organizational conditions while managing employees across both physical and virtual settings. Leadership agility refers to the ability of leaders to adapt quickly, think strategically, and respond flexibly to emerging challenges and opportunities within dynamic work environments (Joiner & Josephs, 2007). Unlike traditional leadership approaches that rely heavily on rigid control systems and direct supervision, agile leadership emphasizes responsiveness, innovation, collaboration, and continuous adjustment to change.

In modern organizations, leadership agility is reflected through several core attributes. One important attribute is adaptability, which enables leaders to adjust strategies and management approaches in response to changing workplace realities. Another critical attribute is emotional intelligence, which helps leaders understand employee concerns, manage interpersonal relationships, and sustain morale in dispersed work environments. Agile leaders are also characterized by rapid decision-making and problem-solving abilities that allow organizations to respond efficiently to uncertainty and operational disruptions (Northouse, 2021). In hybrid work settings, these qualities are particularly important because leaders must coordinate employees who operate across different locations, schedules, and technological systems. The growing complexity of hybrid work arrangements has increased the strategic importance of leadership agility. Agile leaders play a significant role in managing uncertainty by maintaining organizational stability during periods of technological and structural transition. They also facilitate communication and coordination among geographically dispersed teams through digital collaboration platforms and virtual engagement strategies (Fernandez & Shaw, 2020). In addition, agile leadership contributes to employee motivation and trust by encouraging transparency, participation, and supportive workplace relationships. Employees in hybrid systems often require greater autonomy and flexibility, making trust-based leadership more effective than traditional command-and-control approaches.

Leadership agility also promotes innovation and organizational learning within hybrid environments. Agile leaders encourage experimentation, creativity, and knowledge sharing, thereby helping organizations remain competitive in rapidly changing business

environments. Their openness to new ideas and flexible thinking enables teams to adjust more effectively to technological changes and shifting organizational demands. This is especially relevant in Nigeria, where organizations continue to navigate economic uncertainty, digital transformation, and evolving workforce expectations (Adeosun & Ohiani, 2020). Leadership agility can also be understood through different dimensions that shape leader effectiveness in hybrid organizations. Cognitive agility refers to the ability of leaders to think critically, process complex information, and make informed decisions in uncertain situations. Emotional agility involves the capacity to manage emotions, demonstrate empathy, and respond appropriately to employee concerns and workplace pressures. Behavioural agility relates to a leader's ability to modify actions, communication styles, and management approaches in response to situational demands. Contextual agility reflects the ability to understand organizational environments and respond strategically to changing external conditions. Despite its importance, leadership agility alone may not automatically guarantee improved employee performance in hybrid work systems. Leaders may demonstrate adaptability and strategic responsiveness, yet employees may still struggle with inadequate technological support, communication barriers, or work-related stress. This suggests that leadership effectiveness in hybrid organizations depends not only on the personal capabilities of leaders but also on the existence of supportive organizational systems that reinforce employee engagement, wellbeing, and productivity.

Employee Performance in Hybrid Work Settings

Employee performance refers to the extent to which employees effectively accomplish assigned tasks and contribute to organizational goals and objectives. In contemporary organizations, employee performance is no longer assessed solely through physical presence or direct supervision but increasingly through productivity, efficiency, responsiveness, and overall contribution to organizational outcomes. The transition to hybrid work environments has significantly altered how performance is measured and managed, as employees now operate across both physical and virtual work settings (Koopmans et al., 2014). Organizations are consequently required to adopt more flexible and outcome-oriented approaches to evaluating employee effectiveness. In hybrid work systems, employee performance is reflected through several indicators that extend beyond traditional productivity measures. One major indicator is task productivity, which refers to the ability of employees to complete assignments efficiently within specified timelines. Work quality is also important, as organizations increasingly expect employees to maintain accuracy, professionalism, and consistency regardless of work location. Other important indicators include creativity, responsiveness, collaboration, and goal attainment, particularly in environments where teamwork and virtual communication are essential for organizational operations (Aguinis, 2019). Hybrid work arrangements therefore require employees to demonstrate greater self-management, accountability, and adaptability in order to sustain high performance levels.

Several factors influence employee performance within hybrid work environments. One important factor is access to reliable technology and digital infrastructure, since effective

communication, collaboration, and task execution depend heavily on stable internet connectivity and functional digital platforms. Leadership style also plays a critical role, as supportive and adaptive leaders are more likely to sustain employee motivation, trust, and engagement in dispersed work settings. In addition, organizational culture significantly affects how employees adjust to hybrid work systems, particularly where flexibility, inclusion, communication, and innovation are encouraged within the workplace (Breevaart & Zacher, 2019). Human resource support systems further influence employee performance in hybrid organizations. Employees are more likely to perform effectively when organizations provide digital training opportunities, flexible work policies, wellness programmes, and clear performance management systems that support remote and hybrid work arrangements. In the Nigerian context, these support systems are particularly important because infrastructural limitations, economic uncertainty, and technological disparities can create additional pressure on employees working within hybrid systems (Ibrahim & Daniel, 2022). Without adequate organizational support, employees may experience stress, disengagement, and reduced productivity despite the flexibility associated with hybrid work arrangements. Employee performance in hybrid work settings therefore depends on the interaction between individual adaptability, leadership effectiveness, organizational culture, and supportive human resource systems. While hybrid work offers opportunities for flexibility and autonomy, sustaining employee performance requires organizations to establish structures that promote communication, accountability, wellbeing, and continuous support across both physical and virtual work environments.

Human Resource Practices as the Connecting Mechanism

Human resource practices play a strategic role in determining how effectively organizations manage hybrid work systems and sustain employee performance. In modern organizations, human resource functions have expanded beyond routine administrative responsibilities to include employee support, organizational adaptability, digital workforce management, and performance sustainability. Within hybrid work environments, these practices serve as the institutional framework through which leadership strategies are implemented and employee experiences are shaped. Effective human resource systems help organizations balance flexibility with accountability while creating conditions that support productivity, engagement, and collaboration in dispersed work settings (Akanji et al., 2021; Ibrahim & Daniel, 2022).

One of the most important human resource practices in hybrid work environments is the development of flexible work policies. Flexible work arrangements enable employees to manage professional and personal responsibilities more effectively while improving autonomy and job satisfaction. In Nigeria, flexible work policies have become increasingly relevant because of transportation difficulties, infrastructural limitations, and changing employee expectations regarding work-life balance. Organizations that provide structured flexibility are more likely to sustain employee commitment, reduce stress, and improve morale within hybrid systems (Adeleke & Olaniyi, 2022; Nwosu & Chukwu, 2021). Digital training and employee development programmes also represent

critical human resource practices in hybrid organizations. Since hybrid work depends heavily on technology, employees require continuous development of digital competencies, communication skills, and virtual collaboration abilities. Human resource departments therefore play an important role in organizing digital learning programmes, online workshops, and technology-based training that improve employee adaptability and effectiveness. Continuous learning opportunities not only enhance employee confidence but also strengthen organizational competitiveness in rapidly changing work environments (Noe, Clarke, & Klein, 2014; Omonijo & Eze, 2022).

Employee wellness programmes have become equally important in sustaining productivity within hybrid work environments. Although hybrid systems provide flexibility, they may also contribute to emotional exhaustion, work overload, and burnout arising from prolonged digital engagement and blurred work-life boundaries. Human resource practices aimed at supporting employee wellbeing, including counselling services, mental health support initiatives, stress management programmes, and workload regulation mechanisms, help organizations maintain healthier and more engaged employees. In Nigeria, where economic pressures and infrastructural challenges already affect employee wellbeing, such support systems are particularly important for sustaining morale and long-term productivity (Eze & Amah, 2022; Akinyemi & Fashina, 2022).

Performance management systems must also be redesigned to align with hybrid work realities. Traditional supervision methods based on physical presence are increasingly ineffective in decentralized work environments. Organizations consequently rely more on outcome-based appraisal systems that emphasize productivity, responsiveness, collaboration, and goal attainment. Transparent performance evaluation systems help strengthen accountability, fairness, and employee trust while enabling organizations to monitor productivity across dispersed teams. Effective performance systems also provide regular feedback that supports employee improvement and organizational alignment (Okolie & Udom, 2023; Aguinis, 2019).

Communication and recognition systems further strengthen employee engagement within hybrid organizations. Since employees may have limited physical interaction with supervisors and colleagues, human resource departments must establish communication structures that encourage collaboration, information sharing, and employee participation. Virtual meetings, feedback channels, employee engagement platforms, and recognition programmes help sustain organizational cohesion despite physical separation. Recognition systems are especially important because employees are more likely to remain committed and motivated when their contributions are acknowledged and rewarded fairly (Ojedokun & Ilesanmi, 2021; Armstrong & Taylor, 2023).

Overall, human resource practices function as the critical connecting mechanism between leadership agility and employee performance in hybrid work environments. Leadership agility alone may not produce sustainable organizational outcomes unless it is supported

by human resource systems that promote flexibility, employee wellbeing, communication, continuous learning, and fair performance management. In the Nigerian context, adaptive human resource practices are particularly important for helping organizations overcome infrastructural limitations and workforce challenges while sustaining productivity within evolving hybrid work structures.

Integrating Leadership Agility and Human Resource Practices in Nigeria

The authors contend that sustaining employee performance in hybrid work environments in Nigeria depends largely on leadership agility supported by adaptive and employee-centred human resource practices. While leadership agility enables organizations to respond effectively to uncertainty, technological disruption, and changing workplace expectations, its impact on employee performance becomes limited when organizations fail to establish human resource systems that support flexibility, communication, wellbeing, and continuous learning. Human resource practices consequently serve as the organizational mechanism through which agile leadership translates into sustained employee productivity and engagement within hybrid work systems.

The growing adoption of hybrid work arrangements in Nigeria has altered the traditional relationship between leaders and employees. In conventional office settings, managers relied heavily on physical supervision, direct interaction, and centralized control to coordinate employee activities. Hybrid systems, by contrast, require leaders to manage geographically dispersed teams through digital communication, trust-based relationships, and outcome-oriented performance structures. This shift has increased the importance of leadership agility, particularly the ability to adapt quickly, make responsive decisions, and coordinate employees across both physical and virtual workspaces (Akanji et al., 2021; Omonijo & Eze, 2022). Despite the importance of agile leadership, leadership alone cannot effectively address the structural and psychological challenges associated with hybrid work environments. Employees operating in hybrid systems often face communication difficulties, social isolation, digital fatigue, infrastructural constraints, and blurred work-life boundaries that affect morale and productivity. In Nigeria, these challenges are intensified by unstable internet connectivity, irregular electricity supply, transportation difficulties, and broader economic uncertainty. Under such conditions, organizations require institutional support systems that go beyond leadership behaviour alone. Human resource practices therefore become essential in creating supportive work environments that enable employees to remain engaged and productive despite these challenges (Eze & Amah, 2022; Nwosu & Chukwu, 2021). The authors further argue that adaptive human resource practices strengthen the effectiveness of leadership agility by providing employees with the resources and support needed to function successfully in hybrid systems. Flexible work policies improve work-life balance and reduce stress, while digital training programmes enhance technological competence and adaptability. Similarly, employee wellness initiatives help organizations manage burnout and emotional exhaustion associated with prolonged digital work engagement. Performance management systems

based on measurable outcomes rather than physical presence also reinforce accountability and trust between leaders and employees. These practices create organizational conditions that allow agile leadership to produce meaningful performance outcomes (Adeleke & Olaniyi, 2022; Ibrahim & Daniel, 2022).

Effective communication and recognition systems further reinforce employee commitment within hybrid environments. Employees are more likely to remain motivated when organizations provide consistent feedback, transparent communication channels, and recognition for performance contributions. In dispersed work environments where physical interaction is limited, human resource systems that encourage inclusion, participation, and organizational belonging become critical for sustaining employee engagement and collaboration. Human resource practices thus not only support operational efficiency but also strengthen the psychological relationship between employees and organizations. The position advanced in this paper therefore emphasizes that organizations in Nigeria should not treat leadership agility and human resource practices as separate organizational functions. Rather, both should operate in an integrated manner to achieve sustainable employee performance in hybrid work environments. Agile leaders require supportive human resource systems to coordinate employees effectively, while human resource practices require agile leadership to ensure successful implementation and responsiveness to changing workplace realities. Without this integration, organizations may struggle to maintain productivity, employee wellbeing, and organizational stability within increasingly decentralized work systems. Ultimately, the authors contend that the future of organizational performance in Nigeria's hybrid work environment will depend on the capacity of organizations to institutionalize adaptive human resource practices that reinforce agile leadership behaviours. Organizations that successfully combine leadership flexibility with employee-centred human resource systems are more likely to sustain engagement, resilience, innovation, and long-term performance in an evolving digital workplace.

Theoretical Perspectives

This paper is anchored on two theoretical perspectives, Adaptive Leadership Theory and Social Exchange Theory, which together provide a strong explanation of how leadership agility and human resource practices interact to influence employee performance in hybrid work environments. Adaptive Leadership Theory explains how leaders adjust their behaviours, strategies, and decision-making approaches in response to changing and complex environments. In hybrid work contexts, organizations operate under conditions of uncertainty, technological dependence, and dispersed workforce structures. Adaptive leadership emphasizes flexibility, learning, and responsiveness, which are essential for managing employees across physical and virtual spaces. Leaders are expected to shift between directive and supportive roles depending on situational demands, ensuring that teams remain productive despite environmental disruptions. In Nigeria's hybrid work environment, this theory is particularly relevant because organizational leaders must constantly respond to infrastructural challenges, digital limitations, and evolving employee expectations (Uhl-Bien & Arena, 2018; Avolio & Kahai, 2003).

The second framework, Social Exchange Theory, explains workplace relationships as reciprocal exchanges between employers and employees. According to this theory, employees are more likely to demonstrate higher commitment, performance, and loyalty when they perceive that their organization values and supports them. In hybrid work environments, human resource practices such as flexible work arrangements, employee wellness programmes, fair performance evaluation, and training opportunities become key signals of organizational support. When employees perceive these practices as beneficial, they reciprocate through improved engagement, productivity, and organizational commitment. In the Nigerian context, where employees often face infrastructural and economic constraints, supportive human resource practices play an even more critical role in strengthening this reciprocal relationship (Blau, 1964; Cropanzano & Mitchell, 2005).

When combined, these two theories provide a comprehensive explanation of the paper's argument. Adaptive Leadership Theory highlights the importance of leadership flexibility and responsiveness in managing hybrid workforces, while Social Exchange Theory explains how human resource practices influence employee attitudes and performance through perceived organizational support. Together, they reinforce the view that leadership agility alone is insufficient unless it is supported by strong human resource systems that foster trust, wellbeing, and mutual commitment between employees and organizations. These theoretical perspectives justify the central argument of this paper: that sustainable employee performance in hybrid work environments is achieved through the integration of agile leadership and adaptive human resource practices.

Practical Implications

The arguments presented in this paper have important implications for managers, human resource practitioners, organizational leaders, and policymakers, particularly within the Nigerian work context, where hybrid work arrangements are still evolving and unevenly implemented. For managers and organizational leaders, the paper highlights the need to move beyond traditional supervision methods and adopt leadership styles that are flexible, responsive, and digitally enabled. Leadership agility should be deliberately developed through training programmes that enhance emotional intelligence, virtual team management, and adaptive decision-making skills. Managers must also learn to build trust-based relationships with employees rather than relying on physical monitoring, as hybrid work systems demand outcome-oriented performance approaches rather than presence-based evaluation (Adeleke & Olaniyi, 2022; Omonijo & Eze, 2022).

For human resource professionals, the paper underscores the importance of redesigning human resource systems to align with hybrid work realities. Human resource departments must prioritize flexible work policies, structured digital training, employee wellbeing programmes, and fair performance appraisal systems. These practices are essential for sustaining employee engagement and ensuring productivity in dispersed work environments. Practitioners must also ensure that communication channels remain

effective and inclusive, so that employees working remotely do not feel disconnected from organizational processes (Ibrahim & Daniel, 2022; Eze & Amah, 2022). For organizations, the paper suggests that long-term success in hybrid work environments depends on integrating leadership agility with strong human resource support systems. Organizations that fail to invest in employee-centred practices risk reduced productivity, low morale, and disengagement among employees. Conversely, organizations that institutionalize adaptive human resource systems are more likely to experience improved employee performance, stronger commitment, and greater resilience in the face of environmental uncertainty. This is particularly important in Nigeria, where infrastructural and economic challenges require more robust organizational support mechanisms (Nwosu & Chukwu, 2021; Okolie & Udom, 2023). For policymakers and regulatory bodies, the paper highlights the need to develop clear national and sectoral guidelines for hybrid work implementation. Such policies should address issues such as employee rights in remote work settings, digital infrastructure development, workplace safety in virtual environments, and minimum standards for employee wellbeing. Government support in improving internet access, electricity supply, and digital literacy will also significantly enhance the effectiveness of hybrid work systems across sectors. The practical implications of this paper therefore emphasize that sustainable employee performance in hybrid work environments requires coordinated effort across leadership development, human resource system redesign, organizational commitment, and supportive public policy frameworks.

Conclusion

This paper has examined the relationship between leadership agility, human resource practices, and employee performance within hybrid work environments in Nigeria. It has shown that hybrid work represents a fundamental shift in how organizations operate, requiring new approaches to leadership, employee management, and organizational support systems. While hybrid work offers benefits such as flexibility, autonomy, and improved work-life balance, it also introduces challenges including communication barriers, employee isolation, performance monitoring difficulties, and infrastructural constraints. The discussion further established that leadership agility is essential in navigating the complexity of hybrid work systems. Agile leaders are better equipped to manage uncertainty, coordinate dispersed teams, and sustain employee motivation in digitally enabled work environments. Leadership effectiveness alone is not sufficient to guarantee sustained employee performance, however, particularly in contexts where employees face technological, psychological, and environmental challenges. The paper also demonstrated that human resource practices play a central role in shaping employee outcomes in hybrid work environments. Systems that emphasize flexibility, employee wellbeing, digital training, communication, and performance management provide the structural and psychological support necessary for employees to function effectively. These practices help bridge the gap between leadership intentions and employee experiences, thereby strengthening organizational performance. The paper concludes that leadership agility and human resource practices must operate in an integrated manner to achieve sustainable employee performance in hybrid work environments. In

the Nigerian context, where infrastructural and organizational challenges are significant, the alignment of agile leadership with adaptive human resource systems is critical for ensuring long-term organizational effectiveness and employee wellbeing in an evolving digital workplace.

References

- Adeleke, B. S., & Olaniyi, A. O. (2022). Flexible work arrangements and employee commitment in selected Nigerian service organizations, *African Journal of Management and Business Research*, 12(3), 44-58.
- Adeosun, O. T., & Ohiani, A. S. (2020). Attracting and recruiting quality talent: Firm perspectives, *Rajagiri Management Journal*, 14(2), 107-120.
- Aguinis, H. (2019). *Performance management* (4th ed.). Chicago, IL: Chicago Business Press.
- Akanji, B., Mordi, C., Ajonbadi, H., & Adekoya, O. D. (2021). Exploring cultural values in conflict management: A qualitative study of university heads of departments, *Qualitative Research in Organizations and Management*, 16(2), 350-369. doi:10.1108/QROM-06-2020-1953
- Akinyemi, B., & Fashina, A. (2022). Employee wellbeing and organizational resilience in post-pandemic Nigerian workplaces, *Nigerian Journal of Human Resource Management*, 14(2), 77-91.
- Allen, T. D., Golden, T. D., & Shockley, K. M. (2015). How effective is telecommuting? Assessing the status of our scientific findings, *Psychological Science in the Public Interest*, 16(2), 40-68. doi:10.1177/1529100615593273
- Armstrong, M., & Taylor, S. (2023). *Armstrong's handbook of human resource management practice* (16th ed). London, England: Kogan Page.
- Avolio, B. J., & Kahai, S. S. (2003). Adding the "E" to e-leadership: How it may impact your leadership. *Organizational Dynamics*, 31(4), 325-338. doi:10.1016/S0090-2616(02)00133-X
- Blau, P. M. (1964). *Exchange and power in social life*. New York, NY: Wiley.
- Breevaart, K., & Zacher, H. (2019). Main and interactive effects of weekly transformational and laissez-faire leadership on followers' trust in the leader and leader effectiveness, *Journal of Occupational and Organizational Psychology*, 92(2), 384-409. doi:10.1111/joop.12253
- Cropanzano, R., & Mitchell, M. S. (2005). Social exchange theory: An interdisciplinary review. *Journal of Management*, 31(6), 874-900.

- Dessler, G. (2020). *Human resource management* (16th ed.). Harlow, England: Pearson.
- Eze, S. C., & Amah, E. (2022). Leadership and workforce performance in Nigeria, *Management Dynamics in the Knowledge Economy*, 10(2), 167-182.
- Fernandez, A. A., & Shaw, G. P. (2020). Academic leadership in a time of crisis: The Coronavirus and COVID-19, *Journal of Leadership Studies*, 14(1), 39-45.
- Ibrahim, A. U., & Daniel, C. O. (2022). HR systems and productivity in Nigeria, *Nigerian Journal of Management Sciences*, 23(1), 55-69.
- Joiner, B., & Josephs, S. (2007). *Leadership agility: Five levels of mastery for anticipating and initiating change*, San Francisco, CA: Jossey-Bass.
- Kniffin, K. M., Narayanan, J., Anseel, F., Antonakis, J., Ashford, S. P., Bakker, A. B., Van Vugt, M. (2021). COVID-19 and the workplace: Implications, issues, and insights for future research and action, *American Psychologist*, 76(1), 63-77. doi:10.1037/amp0000716
- Koopmans, L., Bernaards, C. M., Hildebrandt, V. H., van Buuren, S., van der Beek, A. J., & de Vet, H. C. W. (2014). Improving the Individual Work Performance Questionnaire using Rasch analysis, *Journal of Applied Measurement*, 15(2), 160-175.
- Noe, R. A., Clarke, A. D. M., & Klein, H. J. (2014). Learning in the twenty-first-century workplace, *Annual Review of Organizational Psychology and Organizational Behavior*, 1, 245-275. doi:10.1146/annurev-orgpsych-031413-091321
- Northouse, P. G. (2021). *Leadership: Theory and practice* (9th ed.), Thousand Oaks, CA: SAGE.
- Nwosu, K. C., & Chukwu, B. I. (2021). HR challenges in Nigeria, *Journal of Management and Social Sciences*, 9(1), 88-104.
- Ojedokun, O., & Ilesanmi, O. S. (2021). Remote work challenges in Nigeria, *Information Development Review*, 37(3), 245-260.
- Okolie, U. C., & Udom, I. D. (2023). Hybrid work and performance in Nigeria, *African Journal of Economic and Management Studies*, 14(1), 72-89.
- Omonijo, D. O., & Eze, N. M. (2022). Digital skills in hybrid work, *International Journal of Human Resource Studies*, 12(2), 55-70.
- Purvanova, R. K., & Kenda, R. (2022). The impact of virtuality on team effectiveness in organizational and non-organizational teams: A meta-analysis, *Applied Psychology*, 71(3), 1082-1131. doi:10.1111/apps.12348

Uhl-Bien, M., & Arena, M. (2018). Leadership for organizational adaptability: A theoretical synthesis and integrative framework, *The Leadership Quarterly*, 29(1), 89-104.

Yukl, G. (2020). *Leadership in organizations* (9th ed.), Harlow, England: Pearson.