

Majors: HRM
Major/No. H-03

***THE IMPACT OF REMOTE AND HYBRID WORK MODELS ON
EMPLOYEE PERFORMANCE: EVIDENCE FROM
PAKISTAN'S IT INDUSTRY***



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Spring 2026

Abstract

The increasing adoption of remote and hybrid work arrangements has significantly changed how employees perform, communicate, and collaborate within knowledge-based organizations. This study examined the impact of on-site, fully remote, and hybrid work models on employee performance in Pakistan's Information Technology and knowledge sectors. It specifically assessed differences in task performance, contextual performance, employee engagement, and collaboration. The study was theoretically grounded in the Job Demands-Resources Model and Social Exchange Theory. A quantitative, cross-sectional, and correlational research design was adopted. Data were collected through a structured online questionnaire from 89 knowledge workers with experience in on-site, hybrid, or fully remote working arrangements. IBM SPSS Statistics was used to perform descriptive analysis, reliability testing, correlation analysis, one-way ANOVA, and hierarchical regression. Hayes' PROCESS Macro Model 4, using 5,000 bootstrap samples, was applied to test the mediation hypotheses. Hybrid employees reported the highest average scores across all four outcomes, indicating that hybrid work offers an effective balance between flexibility, autonomy, social interaction, and organizational coordination. Fully remote work did not consistently produce lower performance than on-site work; therefore, the hypothesis proposing universally poorer remote-work performance was rejected. Perceived organizational support reduced the negative effects associated with fully remote work, whereas unreliable internet and electricity infrastructure intensified performance challenges. Leader-member exchange fully mediated the relationship between hybrid work and collaboration, while employee engagement partially mediated the relationship between job resources and task performance. The study concludes that the effectiveness of flexible work arrangements depends on organizational support, leadership quality, employee engagement, digital capabilities, and infrastructure reliability. Pakistani organizations should therefore adopt structured and role-sensitive hybrid policies, strengthen managerial support, invest in reliable technological resources, and maintain inclusive communication practices to improve employee performance.

Keywords: *Remote work, hybrid work, employee performance, employee engagement, organizational support, Pakistan IT industry.*

Acknowledgments

First and foremost, I express my deepest gratitude to Almighty Allah for granting me the strength, patience, knowledge, and determination required to complete this research. Without His blessings and guidance, the completion of this thesis would not have been possible. I would like to express my sincere appreciation and profound gratitude to my respected supervisor, Dr. Aftab Haider, for his valuable guidance, continuous encouragement, constructive feedback, and academic support throughout this research journey. His expertise, patience, and thoughtful recommendations played an essential role in improving the quality and direction of this thesis. I am also thankful to the faculty members and administration of the Faculty of Management Sciences, Bahria University Islamabad, for providing me with the academic knowledge, research facilities, and supportive learning environment necessary to complete my Master of Business Administration degree in Human Resource Management. The knowledge and skills acquired throughout the programme contributed significantly to the development of this study. My sincere appreciation is extended to all the respondents working in Pakistan's Information Technology and knowledge sectors who voluntarily participated in the survey. Their valuable time, honest responses, and professional experiences provided the foundation for the statistical analysis and findings of this research. Their cooperation made it possible to understand the practical realities of remote, hybrid, and on-site working arrangements in Pakistan. I am especially grateful to my parents and family members for their unconditional love, prayers, sacrifices, patience, and constant moral support. Their encouragement remained a source of motivation throughout my academic journey. I would also like to thank my friends, classmates, colleagues, and everyone who directly or indirectly supported me by sharing the questionnaire, offering suggestions, and encouraging me during difficult stages of the research. Finally, I acknowledge all the researchers and scholars whose academic contributions provided the theoretical and empirical foundation for this study. I sincerely dedicate this accomplishment to everyone who believed in me and supported me throughout this journey.

Muhammad Awais

Islamabad, Spring 2026

Table of Contents

CHAPTER 1: INTRODUCTION	6
1.1 Background of the Research	6
1.2 Gap Identification	7
1.3 Problem Statement	8
1.4 Research Objectives	9
1.5 Research Questions	9
1.6 Justification and Significance of the Study	10
1.7 Scope and Delimitations	11
CHAPTER 2: LITERATURE REVIEW	13
2.1 Remote and Hybrid Work Models: Evaluation and Definitions	13
2.2 Employee Performance: Conceptualization and Measurement	13
2.3 Remote Work and Productivity	14
2.4 Collaboration and Communication in Virtual Teams	15
2.5 Performance Predictors in Remote and Hybrid Settings	15
2.6 Contextual Relevance: The Pakistani IT Perspective	16
2.7 Summary and Research Gaps	16
CHAPTER 3: THEORETICAL FRAMEWORK, CONCEPTUAL MODEL AND METHODOLOGY	17
3.1 Job Demands-Resources (JD-R) Model	17
3.2 Social Exchange Theory (SET)	17
3.3 Justification for Combining JD-R and SET	18
3.4 Integrated Conceptual Framework	18
3.5 Research Hypotheses	19
3.6 Research Design	20
3.7 Research Approach and Philosophy	21
3.8 Nature of the Study	21
3.9 Time Horizon	21
3.10 Population and Sampling	22
3.11 Sample Size Determination	22
3.12 Sampling Technique	23
3.13 Data Collection Instruments and Procedures	23
3.14 Variables and Measurement	26

3.15 Data Analysis Plan	26
3.16 Ethical Considerations	27
3.17 Limitations of the Methodology.....	27
3.18 Summary of Chapter 3	28
CHAPTER 4: FINDINGS AND ANALYSIS.....	29
4.1 Introduction.....	29
4.2 Data Screening and Preparation	29
4.3 Descriptive Statistics and Sample Profile	30
4.4 Reliability and Validity of Scales	30
4.5 Descriptive Statistics of Key Study Variables.....	31
4.6 Testing of Hypotheses H1 and H2: Variations Caused by the Work Models (ANOVA).....	32
4.7 Testing Moderating Effects (H3 and H5) - Hierarchical Regression.....	34
4.8 Testing Mediation Effects (H4 and H6) - PROCESS Macro.....	36
4.9 Summary of Hypotheses Testing	37
4.10 Additional Findings: Comparison of Self-rated and Objective Performance.....	38
4.11 Conclusion of Chapter 4	38
CHAPTER 5: DISCUSSION.....	39
5.1 Introduction.....	39
5.2 Summary of Key Findings	39
5.3 Discussion of H1 and H2: Work Model Differences	39
5.4 Discussion of H4 and H6: Mediation Mechanisms	40
5.5 Unexpected Findings and Their Interpretation	41
5.6 JD-R and SET Integration with Pakistani Research.....	42
5.7 Implications for Theory.....	43
5.8 Practical Implications for Pakistani Organizations.....	43
5.9 Limitations and Directions for Future Research	43
5.10 Conclusion of Chapter 5.....	44
CHAPTER 6: CONCLUSIONS, RECOMMENDATIONS AND REFLECTIONS	45
6.1 Conclusions.....	45
6.2 Practical Recommendations for HR Managers and Organizational Leaders	46
6.3 Recommendations for Policy and Future Research.....	48
6.4 Theoretical Contributions	48
6.5 Reflections.....	49
References	52