

**IMPACT OF HYBRID WORKPLACE MODEL (TELEWORK AND
FLEXIBLE WORK) ON THE JOB PERFORMANCE: WORK
ENGAGEMENT AS MEDIATING ROLE, WITH A SPECIAL REFERENCE
TO SELECTED IT COMPANIES IN COLOMBO DISTRICT**



By:

MOHAMMED JIBRIL FATHIMA HANSA

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**DEPARTMENT OF MANAGEMENT
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EASTERN UNIVERSITY, SRI LANKA**

ABSTRACT

This study investigates the impact of hybrid workplace model (telework and flexible work) on job performance, with work engagement as a mediating role, among IT companies in Colombo District of Sri Lanka. A quantitative approach was employed, and data were collected from 260 IT employees using structured questionnaires. The data were analyzed using descriptive statistics, correlation analysis, regression, and mediation analysis.

The finding related to objective one, univariate analysis revealed that telework, flexible work, work engagement, and job performance were perceived at a very high level among employees, reflecting positive experiences with hybrid work practices.

Objective two, correlation analysis indicated positive associations among the variables. Telework showed a moderate positive relationship with work engagement and a strong positive relationship with job performance. Flexible work exhibited strong positive relationships with both work engagement and job performance, while work engagement was significant strong positive associated with job performance.

Further, objective three, mediation analysis confirmed that work engagement partially mediates the relationship between both telework and job performance, and flexible work and job performance. Although telework and flexible work directly enhance job performance, their effects are strengthened when employees demonstrate higher work engagement.

These findings suggest that hybrid workplace models can be effectively leveraged to enhance job performance by fostering greater employee engagement. The study offers practical implications for IT companies seeking to optimize their workforce strategies in hybrid environments and contributes to the growing body of research on flexible work practices in emerging economies.

Key Words: *Hybrid Workplace Model, Telework, Flexible work, Work engagement, Job performance.*

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