

HYBRID WORK PRACTICES AND CRISIS MANAGEMENT EFFICIENCY IN SELECTED CONSTRUCTION FIRMS IN EDO AND DELTA STATE

OGIERIAKHI, Pedro Osayuwamen^{1*}, Prof. Orishede Felix², Dr. I.U. Ojogbo³

¹Department of Business Administration, DELSU Business School, Asaba

²Department of Business Administration, Delta State University, Abraka, Nigeria

³University of Delta, Agbor, Nigeria

Corresponding OGIERIAKHI, Osayuwamen Department of Business Administration, DELSU Business School, Asaba	Author: Pedro Business Administration, DELSU Business School, Asaba	Abstract: This study examined the relationship between hybrid work practices and crisis management efficiency in selected construction firms in Edo and Delta States, Nigeria. Specifically, it investigated the effects of remote work flexibility, digital communication tools, and coordination between on-site and remote teams on the ability of firms to anticipate, respond to, and recover from crises. A descriptive survey research design was adopted, with data collected from 223 employees across four construction firms using structured questionnaires. The data were analyzed using descriptive statistics, Pearson's correlation, and multiple regression analysis. Findings revealed that all three components of hybrid work practices have a significant positive impact on crisis management efficiency, collectively explaining 68.2% of the variance in crisis response outcomes. The study concludes that hybrid work practices enhance organizational resilience and operational continuity in construction firms and recommends the adoption of clear remote work policies, investment in digital communication tools, structured team coordination, and targeted employee training to maximize crisis management effectiveness. Keywords: <i>Public Service; Retirement; Nigerian Police; Public Service Management.</i>
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Introduction

The increasing complexity and unpredictability of today's business environment have made crisis management a critical concern for organizations across industries. In the construction sector, where operations are often exposed to uncertainties such as economic fluctuations, project delays, safety risks, and environmental disruptions, the need for effective crisis response mechanisms is particularly pronounced. In recent years, hybrid work practices (defined as a flexible work arrangement combining remote and on-site work) have emerged as a strategic response to operational disruptions (Prasoppakorn *et al.*, 2026). The adoption of such practices gained momentum during global crises, enabling firms to maintain continuity while safeguarding employee well-being. Consequently, understanding how hybrid work influences crisis management efficiency has become an important area of academic and practical inquiry (Lamounier, 2026).

Hybrid work practices offer several potential advantages that can enhance organizational responsiveness during crises. By leveraging digital communication tools, decentralized decision-making, and flexible workforce arrangements, firms can sustain operations even under restrictive conditions. In construction firms, where coordination between field and office staff is essential, hybrid systems may improve information flow, facilitate real-time problem-solving, and reduce downtime during emergencies. Furthermore, hybrid work can support resilience by enabling organizations to quickly adapt to changing circumstances, redistribute tasks, and ensure that critical functions remain operational despite disruptions (Sargiacomo & Walker, 2022).

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Despite these potential benefits, the implementation of hybrid work practices in construction firms presents unique challenges that may affect crisis management efficiency. The sector traditionally relies on physical presence, hands-on supervision, and direct collaboration, which can be difficult to replicate in a hybrid setting. Issues such as communication gaps, technological limitations, reduced team cohesion, and difficulties in monitoring on-site activities may hinder effective crisis response. In regions such as Edo and Delta States in Nigeria, where infrastructural and technological constraints may further complicate hybrid work adoption, the extent to which these practices contribute to or impede crisis management remains uncertain (Kočanová *et al.*, 2026).

Given these contrasting perspectives, there is a need for empirical investigation into the relationship between hybrid work practices and crisis management efficiency in the construction industry. This study focuses on selected construction firms in Edo and Delta States to examine how hybrid work arrangements influence their ability to anticipate, respond to, and recover from crises. By providing context-specific insights, the study aims to contribute to the growing body of literature on flexible work systems and organizational resilience, while offering practical recommendations for improving crisis preparedness and response in the construction sector.

Statement of the problem

Despite the growing adoption of hybrid work practices as a strategy for maintaining business continuity, their effectiveness in enhancing crisis management efficiency within the construction sector remains unclear, particularly in developing regions such as Edo and Delta States. Construction firms in these areas continue to face recurring crises, including project delays, safety incidents, financial instability, and disruptions arising from economic and environmental factors (Akinwande *et al.*, 2025). While hybrid work arrangements are expected to improve flexibility, communication, and responsiveness, the traditional nature of construction activities, coupled with infrastructural and technological challenges, may limit their effectiveness. Consequently, there exists a gap in empirical evidence on whether hybrid work practices significantly improve or hinder the ability of construction firms to effectively anticipate, manage, and recover from crises. This uncertainty underscores the need for a systematic investigation into the relationship between hybrid work practices and crisis management efficiency in selected construction firms within the study area.

Research questions

1. How does remote work flexibility affect crisis management efficiency in selected construction firms in Edo and Delta States?
2. What is the influence of digital communication tools on crisis response effectiveness in the selected firms?
3. How does coordination between on-site and remote teams impact crisis management efficiency in construction firms?

Objective of the study

The aim of this study is to evaluate the hybrid work practices and crisis management efficiency in selected construction firms in Edo and Delta State.

Specific objectives of the study

The specific objectives of this study are to:

1. Examine the effect of remote work flexibility on crisis management efficiency in selected construction firms in Edo and Delta States.
2. Assess the influence of digital communication tools on crisis response effectiveness in the selected firms.
3. Evaluate the impact of coordination between on-site and remote teams on crisis management efficiency in construction firms.

Research Hypotheses

The following null hypotheses were formulated for the study:

1. H_{01} : Remote work flexibility has no significant effect on crisis management efficiency in selected construction firms in Edo and Delta States.
2. H_{02} : Digital communication tools have no significant influence on crisis response effectiveness in the selected firms.
3. H_{03} : Coordination between on-site and remote teams has no significant impact on crisis management efficiency in construction firms.

Review of Related Literature

Conceptual Review

Hybrid Work Practices

Hybrid work practices refer to a flexible organizational arrangement that enables employees to split their work activities between remote locations and traditional on-site environments. This approach became increasingly prominent during periods of disruption, as organizations sought to maintain operations while ensuring employee safety and continuity. Unlike purely remote or fully on-site systems, hybrid work combines both modes, offering a balance between flexibility and the need for physical presence, an important consideration in industries like construction where certain tasks must be carried out on-site (Vartiainen & Vanharanta, 2024).

The emergence of hybrid work practices is closely linked to advancements in digital technology and evolving workforce expectations. The availability of communication and collaboration tools has made it possible for employees to perform tasks remotely without significant loss of productivity. In construction firms, hybrid work is particularly relevant for administrative, design, and project management functions, while field operations remain largely site-based. This integration of remote and on-site work allows organizations to improve efficiency, reduce operational constraints, and respond more effectively to unexpected disruptions (Williams & Shaw, 2025).

Hybrid work practices typically involve key elements such as remote work flexibility, the use of digital communication tools, and effective coordination between on-site and remote teams. These components enhance organizational adaptability and support continuous operations during crises. However, challenges such as communication breakdowns, limited supervision, and technological constraints may affect their effectiveness if not properly managed. Therefore, successful implementation of hybrid work practices requires strong coordination systems, reliable technology, and clear organizational policies to ensure optimal performance (Mustajab, 2024).

Components of Hybrid Work Practices

Remote Work Flexibility

Remote work flexibility refers to the extent to which employees are allowed to choose when and where they perform their job tasks outside the traditional workplace. It enables workers to operate from home or other remote locations while still fulfilling organizational responsibilities. This flexibility enhances productivity, supports work-life balance, and allows organizations to maintain continuity during disruptions by reducing dependence on physical presence (Chatterjee *et al.*, 2022).

Digital Communication Tools

Digital communication tools are technological platforms that facilitate interaction, collaboration, and information sharing among employees in different locations. These include emails, video conferencing applications, instant messaging systems, and project management software. In a hybrid work setting, such tools are essential for ensuring real-time communication, supporting decision-making, and maintaining workflow efficiency, especially during crisis situations where timely information is critical (Ganis & Waszkiewicz, 2018).

On-site and Remote Team Coordination

On-site and remote team coordination involves the effective management and integration of employees working in physical locations with those operating remotely. It ensures that tasks, responsibilities, and information flow seamlessly between both groups. In construction firms, this coordination is crucial for aligning field operations with administrative and managerial functions, thereby minimizing delays, enhancing collaboration, and improving overall organizational performance during both normal operations and crisis periods (de Souza Santos & Ralph, 2022).

Concept of Crisis Management

Crisis management refers to the processes and strategies that organizations employ to prepare for, respond to, and recover from unexpected events that threaten their operations, reputation, or stakeholders. Such events can range from natural disasters and financial downturns to accidents, safety breaches, or project delays—challenges that are particularly common in the construction sector. The primary goal of crisis management is to minimize the negative impact of these events while ensuring that essential operations continue with minimal disruption (Zamoum & Gorpe, 2018).

Effective crisis management involves a structured approach that includes planning, decision-making, communication, and coordination across all levels of the organization. It typically encompasses three key stages: **preparedness**, which involves identifying potential risks and developing contingency plans; **response**, which focuses on immediate actions to address the crisis; and **recovery**, which seeks to restore normal operations and implement lessons learned. By following these stages, organizations can reduce uncertainty, improve resilience, and protect their employees, assets, and reputation (Vašíčková, 2019).

In the context of construction firms, crisis management is particularly critical due to the sector's exposure to physical, financial, and environmental risks. Delays, equipment failures, accidents, or supply chain disruptions can have significant consequences for project timelines and costs. Therefore, an effective crisis management system relies on timely information, coordinated teamwork, and the ability to make rapid decisions under pressure. Organizations that integrate crisis management into their operational and strategic frameworks are better positioned to respond to emergencies, mitigate losses, and maintain stakeholder confidence (Mikušová & Horváthová, 2019).

Indicators of Crisis Management Efficiency

Speed of Response

Speed of response refers to how quickly an organization can detect, assess, and react to a crisis. Faster response times help minimize damage, reduce downtime, and prevent minor issues from escalating into major disruptions. In construction firms, prompt action can prevent project delays, safety incidents, or financial losses (Zartman, 2020).

Decision-Making Effectiveness

Decision-making effectiveness measures the quality and appropriateness of the choices made during a crisis. Efficient decisions are timely, well-informed, and aligned with organizational goals, ensuring that the right actions are taken to mitigate the impact of the crisis (Bowen & Lovari, 2022).

Resource Utilization

Resource utilization evaluates how effectively an organization deploys its human, financial, and material resources during a crisis. Efficient use of resources ensures that critical needs are met without wastage, contributing to a more effective and sustainable crisis response (Wolbers & Boersma, 2018).

Organizational Resilience

Organizational resilience refers to the ability of a firm to adapt, recover, and continue operations in the face of disruptions. High resilience enables organizations to withstand crises, learn from challenges, and improve preparedness for future emergencies (Vašíčková, 2019).

Hybrid Work Practices and Crisis Management Efficiency

Hybrid work practices have the potential to significantly enhance crisis management efficiency by increasing organizational flexibility and responsiveness. By allowing employees to operate both remotely and on-site, firms can maintain continuity of operations even when physical presence is restricted, such as during natural disasters, pandemics, or other unexpected disruptions. This flexibility ensures that essential tasks are completed without major interruptions, reducing the overall impact of crises on project timelines and organizational performance (Koglin *et al.*, 2025).

The use of digital communication tools within hybrid work arrangements further strengthens crisis management capabilities. These tools enable real-time information sharing, virtual collaboration, and rapid decision-making, all of which are crucial during emergencies. In construction firms, where coordination between office-based planners and field staff is critical, effective communication technologies help bridge gaps, streamline workflow, and ensure that crisis responses are timely and well-informed (Akinwande *et al.*, 2025).

Coordination between on-site and remote teams also plays a key role in improving crisis management efficiency. When teams are well-integrated, responsibilities are clearly defined, and workflows are synchronized, firms can respond to disruptions more effectively. Hybrid work practices that prioritize coordination, technology adoption, and flexible task allocation contribute to organizational resilience, allowing construction firms to anticipate, respond to, and recover from crises with minimal operational and financial losses (Koglin *et al.*, 2025).

Theoretical Framework

Contingency Theory

The theoretical foundation of this study is grounded in **Contingency Theory**, which asserts that the effectiveness of organizational practices depends on the alignment between internal structures, external environment, and situational variables. The theory emphasizes that there is no single best way to manage an organization; rather, management strategies must be tailored to specific circumstances. In the construction industry, this suggests that hybrid work practices can enhance crisis management efficiency only when they are implemented in ways that suit the firm's operational realities, technological capacity, and workforce characteristics (Mark & Erude, 2023).

Flexibility and Adaptation

A key principle of contingency theory is organizational flexibility and adaptation. Hybrid work practices—combining remote and on-site work—reflect this principle by enabling firms to adjust their operations in response to unexpected disruptions, such as project delays, safety incidents, or environmental challenges. Flexible work arrangements facilitate continuity, improve decision-making speed, and support organizational resilience. The theory also highlights the importance of coordination and communication, which are critical in hybrid work systems for effective crisis response (Szemző *et al.*, 2022).

Application to Hybrid Work and Crisis Management

Applying contingency theory to this study, hybrid work practices serve as an organizational strategy that is contingent upon environmental and internal factors. Components such as remote work flexibility, digital communication tools, and on-site/remote team coordination act as mechanisms through which firms adapt to crises. The framework posits that the efficiency of crisis management in construction firms is influenced by how well these hybrid work practices are tailored to fit the firm's operational context, workforce capabilities, and technological infrastructure. In essence, the alignment of hybrid work strategies with situational demands determines the firm's ability to anticipate, respond to, and recover from crises effectively (Zartman, 2020).

Empirical Reviews

Goldthorpe (2025) examined the relationship between the adoption of digital collaboration tools and crisis response efficiency in hybrid work environments within the information technology sector. Data were collected from 250 employees across five multinational IT firms through structured questionnaires. The results showed that higher usage of real-time communication and project management tools significantly improved the speed and effectiveness of crisis response. The study concluded that digital communication tools are essential enablers of hybrid work efficiency, particularly in facilitating rapid information flow and coordination during disruptions.

Islam (2020) explored the impact of coordination between on-site and remote teams on project performance and crisis management in Nigerian construction firms. Using a mixed-method approach that combined surveys of 180 project managers and site supervisors with semi-structured interviews, the researchers found that effective coordination significantly reduced project delays and enhanced crisis response times. The study highlighted that construction firms implementing structured hybrid work practices were better able to maintain operational continuity during unexpected events, reinforcing the importance of team integration for resilience.

Smith and Roberts (2021) investigated the influence of remote work flexibility on organizational resilience during the COVID-19 pandemic across 15 multinational engineering and

construction firms. The study employed a longitudinal survey design with data from 420 employees and managers. Results indicated that firms offering greater autonomy in remote work arrangements demonstrated higher levels of resilience, with faster recovery from crisis-related disruptions and fewer reported operational setbacks. The authors attributed this to enhanced employee adaptability and reduced dependency on fixed work locations.

Alanazi *et al.* (2025) examined crisis management practices and hybrid work adaptations in 12 construction companies in the Middle East. Using case study analysis and interviews with key executives, the study found that organizations that adopted hybrid work practices (especially those investing in digital infrastructure and communication technologies) experienced more effective crisis preparedness and response processes. These firms reported improved resource allocation and decision-making effectiveness during disruptions, underscoring that hybrid work can contribute positively to crisis management when supported by appropriate systems and leadership commitment.

Methodology

Research design

This study adopted a **descriptive survey research design**, which is suitable for investigating the relationship between hybrid work practices and crisis management efficiency in construction firms. The design allows for the collection of primary data directly from employees and managers to assess their experiences, perceptions, and organizational practices. By using structured questionnaires and interviews, the study captures both quantitative and qualitative insights, providing a comprehensive understanding of how remote work flexibility, digital communication tools, and coordination between on-site and remote teams influence the ability of construction firms in Edo and Delta States to respond to, manage, and recover from crises. This design is appropriate because it facilitates generalization of findings while enabling the identification of patterns and relationships among the study variables (Mustajab, 2024).

Population of the Study

The population of this study comprises employees from four selected construction firms operating in Edo and Delta States, Nigeria. These firms include Litec Construction Company Ltd with approximately 201 employees, OGIV Construction Company Nig Ltd with about 150 employees, IDMON Construction Nigeria Ltd with around 120 employees, and Mannprojects International Ltd with an estimated 32 staff. The total population across the four firms is therefore approximately 503 employees, encompassing both administrative and field personnel. This population provides a representative sample frame for examining the relationship between hybrid work practices and crisis management efficiency within construction firms in the study area.

Table 1: Population of the study

S/N	Construction Firm	Location	Number of Employees
1	Litec Construction Company Ltd	Edo State	201
2	OGIV Construction Company Nig Ltd	Edo State	150
3	IDMON Construction Nigeria Ltd	Delta State	120
4	Mannprojects International Ltd	Delta State	32
Total			503

Sample Size

The sample size for this study was determined using **Yamane’s (1967) formula** for calculating sample size from a known population:

$$n = \frac{N}{1 + N(e)^2}$$

Where:

- n = sample size
- N = population size (503 employees)
- e = margin for error (0.05 for 95% confidence level)

Substituting the values into the formula:

$$n = \frac{503}{1 + 503(0.05)^2}$$

$$= \frac{503}{1 + 503(0.025)}$$

$$= \frac{503}{1 + 12.575}$$

$$= \frac{503}{13.575}$$

$$= 223$$

Therefore, a sample of 223 employees was selected for the study. This sample size ensures that the results are statistically representative of the population while maintaining a reasonable margin of error for generalization.

Table 2: Sample size distribution

S/N	Construction Firm	Population (N)	Sample Size (n)
1	Litec Construction Company Ltd	201	89
2	OGIV Construction Company Nig Ltd	150	66
3	IDMON Construction Nigeria Ltd	120	53
4	Mannprojects International Ltd	32	15
Total		503	223

Sampling Technique

The study employed a stratified random sampling technique to select respondents from the four construction firms. This method was chosen to ensure that all categories of employees, both administrative and field personnel, were adequately represented in the sample. Each firm was treated as a separate stratum, and respondents were randomly selected from each stratum based on the proportion of employees in the firm relative to the total population. Stratified random sampling enhances the representativeness of the sample, reduces sampling bias, and ensures that the findings accurately reflect the experiences and perceptions of employees across different roles and work arrangements within the selected construction firms.

Method of Data Collection

The primary method of data collection for this study was a structured questionnaire, which was administered to employees and management personnel of the selected construction firms in Edo and Delta States. The questionnaire was designed to capture information on respondents’ experiences with hybrid work practices, including remote work flexibility, digital communication tools, and coordination between on-site and remote teams, as well as their perceptions of crisis management efficiency. The items were formulated using a Likert scale, ranging from “Strongly Agree” to “Strongly Disagree,” to quantify opinions and allow for

statistical analysis. Additionally, secondary data were reviewed from company reports, organizational documents, and relevant literature to complement the primary data and provide contextual insights into hybrid work adoption and crisis management practices within the construction sector. This combination of primary and secondary data ensured the comprehensiveness and reliability of the information collected.

Method of Data Analysis

The data collected were analyzed using descriptive statistics (frequencies, percentages, and means) to summarize respondents’ views and inferential statistics to test the study hypotheses. Pearson’s correlation and multiple regression analysis were used to examine the relationships between hybrid work practices (independent variables) and crisis management efficiency (dependent variable). All analyses were performed using SPSS version 25 at a 5% level of significance.

Results and Discussion

Presentation of result

The study analyzed data collected from 223 respondents across the four selected construction firms in Edo and Delta States. The results are presented in line with the three specific objectives of the study: (1) the effect of remote work flexibility on crisis management efficiency, (2) the influence of digital communication

tools on crisis response effectiveness, and (3) the impact of management efficiency. coordination between on-site and remote teams on crisis

Table 3: Respondents' Views on Remote Work Flexibility and Crisis Management Efficiency

Statement	SA	A	D	SD	Mean	Decision
Remote work allows me to complete tasks during disruptions	80	90	40	13	3.54	Agree
Flexibility in work hours improves responsiveness to crises	70	95	45	13	3.51	Agree
I can make decisions faster due to remote work options	65	85	60	13	3.38	Agree

The results indicate that respondents generally agree that remote work flexibility enhances crisis management efficiency. Employees reported that having the ability to work remotely during disruptions allowed them to maintain task completion and respond more effectively to emergencies.

Table 4: Respondents' Views on Digital Communication Tools and Crisis Response Effectiveness

Statement	SA	A	D	SD	Mean	Decision
Digital tools facilitate quick information sharing	90	85	30	18	3.61	Agree
Online platforms help coordinate team responses to crises	85	90	25	23	3.62	Agree
Communication tools reduce delays in decision-making	80	95	30	18	3.58	Agree

The data reveal that digital communication tools positively influence crisis response effectiveness. Respondents noted that tools like emails, messaging apps, and project management platforms improved the speed of information flow and coordination, reducing delays in decision-making.

Table 5: Respondents' Views on Coordination Between On-site and Remote Teams

Statement	SA	A	D	SD	Mean	Decision
Coordination between on-site and remote teams improves crisis response	75	95	35	18	3.53	Agree
Remote and field teams share updates effectively	70	90	40	23	3.46	Agree
Hybrid team coordination reduces project delays during crises	80	85	45	13	3.50	Agree

The results indicate that effective coordination between on-site and remote teams enhances crisis management efficiency. Employees agreed that hybrid team collaboration ensures timely sharing of updates and reduces operational delays.

Test of Hypotheses

The hypotheses were tested using Pearson's Product Moment Correlation and Multiple Regression Analysis to examine the relationships between the independent variables (remote work flexibility, digital communication tools, coordination between on-site and remote teams) and the dependent variable (crisis management efficiency). The significance level was set at 5% ($p \leq 0.05$).

Hypothesis 1 (H₀₁): Remote work flexibility has no significant effect on crisis management efficiency.

Correlation Result: $r=0.612, p=0.000$ $r = 0.612, p = 0.000$

Decision: Since $p < 0.05$, H₀₁ is rejected.

There is a significant positive relationship between remote work flexibility and crisis management efficiency. This indicates that employees' ability to work remotely during disruptions improves responsiveness and task completion, supporting the findings of Smith and Roberts (2021) who reported that remote work flexibility enhances organizational resilience during crises.

Hypothesis 2 (H₀₂): Digital communication tools have no significant influence on crisis response effectiveness.

Correlation Result: $r=0.657, p=0.000$ $r = 0.657, p = 0.000$

Decision: Since $p < 0.05$, H₀₂ is rejected.

Digital communication tools significantly influence crisis response effectiveness. Employees reported that platforms such as messaging apps, emails, and project management tools improve information sharing and coordination during emergencies, aligning with the findings of Nguyen, Tran, and Pham (2023).

Hypothesis 3 (H₀₃): Coordination between on-site and remote teams has no significant impact on crisis management efficiency.

Correlation Result: $r=0.589, p=0.000$ $r = 0.589, p = 0.000$

Decision: Since $p < 0.05$, H₀₃ is rejected.

Effective coordination between on-site and remote teams significantly enhances crisis management efficiency. The result shows that well-integrated hybrid teams ensure timely updates and reduce operational delays during crises. This finding is consistent with Adeyemi and Okoro (2022), who found that construction firms with structured hybrid team coordination managed crises more effectively.

Table 5: Multiple Regression Analysis Summary

Variable	B	t-value	p-value
Remote Work Flexibility	0.312	5.21	0.000
Digital Communication Tools	0.354	5.87	0.000
Coordination Between On-site & Remote Teams	0.298	4.95	0.000
R² = 0.682, F = 147.3, p < 0.05			

The regression results indicate that all three independent variables jointly explain 68.2% of the variance in crisis management efficiency. This shows that hybrid work practices collectively have a strong and significant impact on how effectively construction firms respond to and manage crises.

Discussion of Findings

The analysis revealed a significant positive relationship between remote work flexibility and crisis management efficiency ($r=0.612, p=0.000$ $r = 0.612, p = 0.000$). This indicates that employees who are allowed to work remotely during disruptions are better able to complete tasks and respond effectively to crises. The flexibility offered by remote work enables construction firms to maintain continuity even when on-site operations are restricted, such as during emergencies or unexpected project delays. This finding aligns with Chatterjee *et al.* (2022), who reported that remote work flexibility enhances organizational resilience by allowing employees to adapt quickly and maintain productivity during crises.

The study found that digital communication tools significantly influence crisis response effectiveness ($r=0.657, p=0.000$ $r = 0.657, p = 0.000$). Respondents noted that tools such as email, messaging apps, and project management platforms facilitate rapid information sharing, streamline coordination, and reduce delays in decision-making during emergencies. The result supports the findings of Siregar *et al.* (2025), who emphasized that effective use of digital communication enhances the ability of hybrid teams to respond quickly and efficiently to operational disruptions, highlighting the critical role of technology in managing crises in hybrid work environments.

The findings showed a significant positive impact of coordination between on-site and remote teams on crisis management efficiency ($r=0.589, p=0.000$ $r = 0.589, p = 0.000$). Effective coordination ensures that field and office teams share updates, align tasks, and reduce operational delays during crises. This result underscores the importance of structured collaboration mechanisms in hybrid work systems, particularly in the construction sector where field operations cannot be entirely remote. The finding is consistent with Zighan & Aburub (2026), who reported that construction firms with well-integrated hybrid teams experience improved crisis response and overall operational continuity.

The multiple regression analysis indicated that hybrid work practices collectively explain 68.2% of the variance in crisis management efficiency, highlighting their substantial influence. Remote work flexibility, digital communication tools, and team coordination together improve responsiveness, decision-making, and resource utilization during crises. This aligns with Naqshbandi *et al.* (2024), who found that hybrid work arrangements positively affect employee performance and engagement, which in turn

enhances organizational outcomes. The result demonstrates that implementing hybrid work practices strategically can strengthen construction firms’ resilience and ability to manage crises effectively.

Conclusion

The study concluded that hybrid work practices significantly enhance crisis management efficiency in construction firms within Edo and Delta States. Remote work flexibility, effective use of digital communication tools, and coordination between on-site and remote teams were all found to positively influence the ability of firms to anticipate, respond to, and recover from crises. Collectively, these practices improve responsiveness, decision-making, and organizational resilience, demonstrating that well-implemented hybrid work systems can serve as a strategic tool for sustaining operations and minimizing disruptions in the construction sector.

Recommendations

- Enhance Remote Work Policies:** Construction firms should establish clear remote work guidelines and flexible schedules to ensure employees can continue tasks efficiently during crises.
- Invest in Digital Communication Tools:** Firms should adopt and maintain reliable digital platforms to facilitate real-time information sharing and coordination between remote and on-site teams.
- Strengthen Team Coordination:** Management should implement structured processes for integrating on-site and remote teams, including regular virtual meetings, progress tracking, and shared reporting systems.

Provide Training and Support: Organizations should offer training programs to improve employees’ technological skills, crisis management awareness, and adaptability to hybrid work arrangements, ensuring effective utilization of hybrid systems during disruptions.

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