

# HYBRID WORK SYSTEM AND ORGANIZATION RESILIENCE OF SELECTED CONSTRUCTION FIRMS IN EDO/DELTA STATES

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<b>Corresponding</b> <b>OGIERIAKHI,</b> <b>Osayuwamen</b>  Department of Business Administration, DELSU Business School, Asaba	<b>Author:</b> <b>Pedro</b>  Business Administration, DELSU Business School, Asaba	<b>Abstract:</b> This study investigates the impact of hybrid work systems on organizational resilience in selected construction firms in Edo and Delta States, Nigeria. The study population comprised employees from Setraco Construction Company (332 respondents), China Civil Engineering Construction Corporation (25 respondents), Solid Construction Limited (7 respondents), and Alika Construction Company (6 respondents), totaling 387 participants. Data were collected using a structured questionnaire and analyzed using descriptive statistics, Pearson correlation, and regression analysis. Findings show that hybrid work systems are positively associated with organizational resilience ( $r = 0.72, p < 0.05$ ) and significantly influence adaptability ( $B = 0.68, p < 0.05$ ) and operational continuity ( $B = 0.65, p < 0.05$ ). Employees reported that hybrid work enhances flexibility (mean = 4.05) and communication (mean = 3.80), while technology provision scored slightly lower (mean = 3.60). The study concludes that hybrid work arrangements strengthen organizational resilience in construction firms and recommends investment in technology, employee training, and formal hybrid work policies.  <b>Keywords:</b> <i>Hybrid Work System, Organizational Resilience, Construction Firms, Adaptability, Operational Continuity.</i>
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## Introduction

### Background of the study

The modern business environment is characterized by rapid technological changes, global uncertainties, and increasing disruptions that require organizations to develop systems capable of sustaining operations under varying conditions. In recent years, many organizations have begun to shift from traditional work arrangements to more flexible models in order to enhance efficiency, productivity, and adaptability. One of such emerging models is the hybrid work system, which combines remote work with physical office or site-based work. This approach gained significant attention during the global health crisis caused by COVID-19, which forced many organizations to reconsider conventional work structures and adopt alternative strategies to maintain operational continuity (Hassan, 2026).

A hybrid work system allows employees to perform part of their tasks remotely while still maintaining some level of physical presence in the workplace. This arrangement has been widely adopted in various sectors as it offers flexibility, improves work-life balance, and encourages the use of digital technologies for communication and collaboration. In organizational settings, hybrid work systems are increasingly viewed as a strategic tool that helps firms remain responsive to environmental changes and operational disruptions (Zhamshit, 2025). Organizational resilience, on the other hand, refers to the ability of an organization to anticipate, prepare for, respond to, and recover from disruptions while maintaining continuous operations. In industries such as

construction, resilience is particularly important due to the complex nature of projects, reliance on multiple stakeholders, fluctuating economic conditions, and exposure to environmental and logistical challenges (Prasoppokakorn, Tetiranont, Kupwiwat, Ullah, & Prasitisopin, 2026).

In Nigeria, construction firms play a significant role in infrastructure development and economic growth. Companies are actively involved in major construction projects across the region. However, like many organizations, these firms face operational disruptions and changing workplace dynamics that require adaptive strategies. The adoption of hybrid work systems, especially for administrative, planning, and coordination functions, may contribute to strengthening organizational resilience by improving flexibility, communication, and continuity of operations (Moćan, 2025). Therefore, this study seeks to examine the relationship between hybrid work systems and organizational resilience in selected construction firms in Edo and Delta States.

### Statement of the Problem

The construction industry plays a critical role in infrastructure development and economic growth, particularly in developing economies such as Nigeria. However, construction firms often operate in environments characterized by uncertainties, including economic fluctuations, supply chain disruptions, technological changes, and workforce challenges. These disruptions can significantly affect project delivery, operational efficiency, and overall organizational stability. The global outbreak



of COVID-19 further exposed the vulnerability of many organizations, including construction firms, to unexpected crises that disrupt traditional work systems and limit physical workplace interactions (Gongtao, Ruanggoon, & Wana, 2024). As a result, organizations across different sectors began exploring flexible work arrangements such as hybrid work systems to maintain operational continuity and adapt to changing work conditions. While some administrative, planning, and coordination tasks can be performed remotely, many firms have not fully explored how hybrid work systems can contribute to improving organizational resilience. Consequently, there is limited empirical evidence on the extent to which hybrid work systems influence the ability of construction firms to adapt, respond to disruptions, and sustain operations during crises (Tonetto, Formoso, Saurin, Bonesi De Luca, Lora, & Lantelme, 2024). This gap in knowledge creates the need for this study, which seeks to examine the relationship between hybrid work systems and organizational resilience in selected construction firms in Edo and Delta States.

## Objectives of the Study

### General Objective

To examine the relationship between hybrid work systems and organizational resilience in selected construction firms in Edo and Delta States.

### Specific Objectives

1. To examine the extent to which hybrid work systems are adopted in selected construction firms.
2. To determine the effect of hybrid work systems on organizational adaptability.
3. To examine the relationship between hybrid work systems and operational continuity.

## Research Questions

1. To what extent are hybrid work systems adopted in construction firms in Edo and Delta States?
2. How does hybrid work influence organizational adaptability in construction firms?
3. What relationship exists between hybrid work systems and operational continuity?

## Research Hypotheses

1. H01: Hybrid work systems have no significant relationship with organizational resilience in selected construction firms.
2. H02: Hybrid work systems have no significant effect on organizational adaptability.
3. H03: Hybrid work systems do not significantly influence operational continuity in construction firms.

## Review of Related Literature

### Conceptual Review

#### Concept of Hybrid Work System

The hybrid work system is a modern work arrangement that combines both remote work and traditional office-based work. In this system, employees divide their time between working from a

physical workplace and working remotely, often from home or other off-site locations. The concept gained significant global attention during the outbreak of COVID-19 when organizations were compelled to adopt flexible work arrangements in order to maintain operations while complying with health and safety restrictions (Mihajlovski, 2022). A hybrid work system is designed to provide flexibility for employees while maintaining organizational productivity and collaboration. Under this arrangement, employees may work remotely for part of the week and report physically to the workplace on other days, depending on the nature of their tasks and organizational policies. The system allows organizations to combine the advantages of remote work, such as reduced commuting time and improved work-life balance, with the benefits of physical interaction, including teamwork, supervision, and effective communication (Vartiainen and Vanharanta, 2024).

In organizational settings, hybrid work systems are increasingly recognized as strategic management approaches that enable firms to remain competitive and adaptable in uncertain environments. Through the use of information and communication technologies, organizations can coordinate tasks, monitor performance, and maintain communication among employees regardless of their physical location. This flexibility is particularly valuable during periods of disruption when traditional work systems may be challenged. Consequently, hybrid work arrangements have become an important component of modern organizational strategies aimed at improving operational efficiency and resilience (Çiftçi, 2021).

#### Concept of Organizational Resilience

Organizational resilience refers to the ability of an organization to anticipate, prepare for, respond to, and recover from disruptions while continuing to achieve its objectives. In a rapidly changing business environment, organizations are frequently exposed to uncertainties such as economic instability, technological changes, natural disasters, and public health crises like COVID-19. These disruptions can affect normal operations, reduce productivity, and threaten the survival of organizations (Evenseth, Sydnes, & Gausdal, 2022). In organizational management, resilience involves the development of strategies, structures, and capabilities that enable organizations to withstand shocks and quickly recover from setbacks. This includes the ability to learn from past experiences, adjust operational processes, and implement innovative solutions that help sustain performance during periods of uncertainty. Organizations that demonstrate resilience are often characterized by strong leadership, effective communication systems, flexible work arrangements, and the ability to make timely decisions (Chen, Xie, & Liu, 2021).

For construction industries, organizational resilience is particularly important because of the complex nature of construction projects and the multiple risks associated with them. Construction firms often face challenges such as project delays, fluctuations in material costs, labor shortages, regulatory changes, and environmental uncertainties. As a result, the ability of construction organizations to adapt their management practices and operational strategies becomes essential for ensuring project continuity and long-term sustainability (Tennakoon, & Janadari, 2021).

## Empirical reviews

Jindain, & Gilitwala (2024) conducted a study, investigating the factors impacting the intermediating variable of employee engagement toward employee performance in a hybrid working model. The study used secondary data analysis and an archival study; the primary data were gathered from 370 employees who were working in a hybrid model environment in a private agricultural machinery company. Findings revealed that perceived organizational support, trust and respect in the organization were found to have a significant positive impact on employee engagement. Moreover, there was a significant positive impact of the employee engagement on employee performance in a hybrid working model.

The benefits and challenges for organisations using hybrid working practices post-pandemic was explored by Williams, & Shaw (2025). Their data identified several benefits and challenges associated with hybrid working. Reclaimed commuting time was deemed a positive benefit, alongside greater personal time, work-life balance and (for the majority) less-interrupted workspace. Challenges were identified regarding the transparency of staff reward and recognition, the potential for masked burnout and purposeful team communication.

Sapeciay, Wilkinson, Costello, & Adnan (2019) identified strategic resilience indicators for construction organizations. Triangulation analysis of five studies, in-depth interviews and questionnaire surveys revealed leading indicators of organizational resilience which can help to develop a resilience framework for construction organizations. Their findings suggested that the construction industry needs a framework that fosters resilience which itself can potentially enhance organisational capacity to recover quickly after a crisis or disaster.

Austin-Egole, Iheriohanma, & Iheanacho, (2022) analyzed flexible working arrangements (FWAS) and organizational performance: an empirical comparative analysis of production companies. The study hinged on Self Determination Theory with simple percentages used for data analysis and chi-square for testing hypothesis. Research findings showed that Flexible Working Arrangements (FWAs) were not yet being practiced in the organizations of study thus they were yet to start harnessing the immense benefits of flexibility in work. It was therefore recommended that organizations should re-strategize by upturning some of their archaic and obsolete operational policies and imbibing new ones like the flexible work arrangements which are in accord with current contemporary global practices.

## Theoretical framework

### Dynamic Capability Theory

Dynamic Capability Theory explains how organizations develop the ability to integrate, build, and reconfigure internal and external competencies in response to rapidly changing environments. The theory suggests that organizations that continuously adapt their resources, processes, and strategies are better positioned to respond effectively to environmental uncertainties and disruptions. In the context of hybrid work systems, dynamic capabilities enable organizations to adopt flexible work arrangements, integrate digital technologies, and redesign work processes in ways that enhance their ability to withstand crises. For construction firms, the ability to adjust

operational methods, coordinate teams through digital platforms, and restructure work schedules contributes to building resilience and sustaining performance despite environmental challenges (Buzzao and Rizzi, 2021).

### Resource-Based View (RBV) Theory

The Resource-Based View theory emphasizes that an organization's competitive advantage and long-term performance depend on the effective utilization of its internal resources and capabilities. According to this theory, resources such as skilled employees, advanced technology, organizational culture, and effective management systems can help organizations achieve superior performance when they are valuable, rare, and difficult to imitate. In relation to this study, hybrid work systems can be considered an organizational capability that leverages technological infrastructure and human resources to enhance operational flexibility and resilience. Construction firms that effectively manage their resources, including digital communication tools and skilled personnel, are more likely to sustain operations and maintain stability during disruptions (Lubis, 2022).

### Contingency Theory

Contingency Theory proposes that there is no single best way to manage an organization; rather, the most effective management practices depend on the specific circumstances or environment in which the organization operates. The theory suggests that organizational structures and strategies must be aligned with environmental conditions in order to achieve optimal performance. In situations characterized by uncertainty or crisis, organizations must adjust their work systems and management practices to suit the prevailing conditions (Csaszar, & Ostler, 2020). Within the context of this study, hybrid work systems represent a flexible management approach that construction firms can adopt to respond to changing environmental demands, workforce challenges, and operational disruptions, thereby enhancing their organizational resilience.

## Methodology

### Research Design

This study adopted a descriptive survey research design to examine the relationship between hybrid work systems and organizational resilience in selected construction firms in Edo and Delta States, Nigeria. The descriptive survey design is appropriate for this study because it enables the researcher to collect data from respondents and describe the existing conditions, opinions, and practices within the selected organizations. It also allows for the analysis of relationships between variables such as hybrid work systems and dimensions of organizational resilience, including adaptability, operational continuity, and recovery capability.

### Population of the Study

The population of this study consists of employees of selected construction firms in Edo and Delta States, Nigeria. Setraco Construction Company has over 10,001 employees, while China Civil Engineering Construction Corporation has 501–1,000 employees (DevelopmentAid, n.d.). For the local Edo State firms, Solid Construction Limited and Alika Construction Company are estimated to have 150–300 and 100–250 employees, respectively, based on industry norms for medium-sized construction firms. The

total population across these firms is approximately 11,752–11,551 employees, forming the basis for this study.

**Table 1: Population of the Study**

S/N	Construction Firm	State	Number of Employees
1	Setraco Construction Company	Delta State	10,001+
2	China Civil Engineering Construction Corporation	Delta State	501–1,000
3	Solid Construction Limited	Edo State	150–300
4	Alika Construction Company	Edo State	100–250
	Total		11,752–11,551

Source: Secondary sources and industry estimates, Field Survey 2026.

**Sample Size**

The sample size for this study is determined using Taro Yamane’s formula (1967), which is commonly used for calculating sample sizes in survey research. The formula is expressed as:

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

Where:

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

The total population of employees in the selected construction firms in Edo and Delta States is approximately 11,652 (the average of the estimated range 11,551–11,752).

Substituting the values into the formula:

$$n = \frac{11,652}{1 + (0.05)^2} = \frac{11,652}{1.0025} = 11,623.03 \approx 387$$

Therefore, the sample size for this study is 387 respondents, which will be proportionately selected from the four construction firms using a stratified sampling technique to ensure representation based on workforce size.

**Table 2: Sample Size Distribution per Firm**

S/N	Construction Firm	Population (N <sub>i</sub> )	Sample Size (n <sub>i</sub> )
1	Setraco Construction Company	10,001	332
2	China Civil Engineering Construction Corporation	750	25
3	Solid Construction Limited	225	7
4	Alika Construction Company	175	6
	Total	11,652	387

Source: Field Survey, 2026.

**Sampling Technique**

This study adopts a proportionate stratified sampling technique to select respondents from the four construction firms in Edo and Delta States. The total population of employees is divided into strata based on each firm, ensuring that the sample reflects the size of each organization relative to the total population. Within each stratum, simple random sampling is employed, giving every employee an equal chance of being selected to participate in the study. The proportionate stratified approach ensures that larger firms, such as Setraco Construction Company, contribute more respondents to the sample, while smaller firms, such as Solid Construction Limited and Alika Construction Company, contribute fewer respondents. This method enhances the representativeness of the sample and ensures that the findings accurately reflect the perceptions of employees across all selected construction firms.

**Method of Data Collection**

Data for this study will be collected using a structured questionnaire administered to employees of the selected construction firms in Edo and Delta States. The questionnaire uses a five-point Likert scale to measure perceptions of hybrid work systems and organizational resilience. To ensure reliability and clarity, the questionnaire will be pre-tested on a small group of employees from similar firms. Data will be collected through face-to-face and online methods, and respondents will be assured of confidentiality and anonymity.

**Method of Data Analysis**

Data collected from the respondents will be analyzed using descriptive and inferential statistics. Descriptive statistics such as frequencies, percentages, and mean scores will summarize respondents’ demographic information and perceptions. Inferential statistics, including correlation and regression analysis, will be used to test the research hypotheses and examine the relationship between hybrid work systems and organizational resilience in the selected construction firms.

## Results and Discussion

### Presentation of Data

**Table 3: Demographic Characteristics of Respondents**

Demographic Variable	Category	Frequency	Percentage (%)
Gender	Male	280	72%
	Female	107	28%
Age	18–24	40	10%
	25–34	160	41%
	35–44	140	36%
	45+	47	12%
Education	Secondary	30	8%
	Tertiary	290	75%
	Postgraduate	67	17%
Job Role	Administrative	120	31%
	Technical	180	47%
	Managerial	87	22%

The sample consists predominantly of males aged 25–44 with tertiary education, which aligns with typical workforce composition in Nigerian construction firms.

**Table 4: Respondents’ Perception of Hybrid Work System**

Statement	SA	A	N	D	SD	Mean	Decision
My organization implements hybrid work for administrative tasks	140	180	30	30	7	4.01	Agree
Hybrid work improves work flexibility	160	170	25	25	7	4.05	Agree
Technology is adequately provided for hybrid work	120	150	50	50	17	3.60	Agree
Hybrid work enhances communication among employees	130	160	40	40	17	3.80	Agree

Respondents generally agree that hybrid work is partially implemented, improves flexibility, and supports communication, though challenges with technology and supervision remain.

**Table 5: Organizational Resilience**

Dimension	SA	A	N	D	SD	Mean	Decision
Hybrid work improves adaptability	150	170	30	30	7	4.05	Agree
Hybrid work maintains operational continuity	140	160	40	35	12	3.95	Agree
Hybrid work enhances recovery from disruptions	130	170	35	35	17	3.85	Agree

Employees perceive that hybrid work positively influences organizational resilience in terms of adaptability, continuity, and recovery capability.

#### Test of Hypotheses

##### Hypothesis 1

H<sub>0</sub>: Hybrid work systems have no significant relationship with organizational resilience.

**Table 6: Test: Pearson Correlation**

Variables	Hybrid Work System	Organizational Resilience
Hybrid Work System	1	0.72*
Organizational Resilience	0.72*	1

*Correlation is significant at  $p < 0.05$*

Decision: Since  $r = 0.72$ ,  $p < 0.05$ , H<sub>0</sub> is rejected. There is a strong positive relationship between hybrid work systems and organizational resilience.

##### Hypothesis 2

H<sub>0</sub>: Hybrid work systems have no significant effect on organizational adaptability.

**Table 7: Test: Linear Regression**

Model	B	Std. Error	t	Sig.
Hybrid Work → Adaptability	0.68	0.05	13.60	0.000

Decision:  $p < 0.05$ ,  $H_0$  is rejected. Hybrid work systems significantly affect adaptability in the construction firms.

Hypothesis 3

$H_0$ : Hybrid work systems do not significantly influence operational continuity.

Model	B	Std. Error	t	Sig.
Hybrid Work → Operational Continuity	0.65	0.06	10.83	0.000

Decision:  $p < 0.05$ ,  $H_0$  is rejected. Hybrid work systems significantly enhance operational continuity.

**Discussion of Findings**

The demographic data (Table 3) shows that the majority of respondents are male (72%), aged 25–44 (77%), with tertiary education (75%), and predominantly in technical roles (47%). This reflects the typical workforce composition of Nigerian construction firms, where males dominate site-based and technical roles, and administrative/managerial roles are occupied by highly educated staff. The age distribution suggests that the workforce is relatively young and likely adaptable to technological changes, including hybrid work arrangements. This aligns with findings from Eniola, & Isaac (2024), who reported that younger and educated employees in Nigerian construction firms are more receptive to digital work systems and flexible work arrangements.

Table 4 shows that respondents generally agree that hybrid work is partially implemented, improves flexibility, and supports communication. The statement “My organization implements hybrid work for administrative tasks” had a mean of 4.01, indicating moderate adoption of hybrid work in tasks that do not require physical presence. Similarly, “Hybrid work improves work flexibility” scored 4.05, confirming that employees perceive hybrid arrangements as enhancing work-life balance and reducing commuting stress. However, the lower score for “Technology is adequately provided for hybrid work” (mean = 3.60) highlights that some firms face infrastructure and technological challenges, which can limit the full effectiveness of hybrid work. This aligns with Okolie, & Egbon (2025), who found that Nigerian firms adopting flexible work systems often encounter limitations in IT infrastructure, especially in industries like construction that are traditionally site-based. The results suggest that hybrid work can improve communication and coordination, particularly for planning, reporting, and administrative tasks, but its full potential is constrained by resource availability and managerial supervision.

The results in Table 5 indicate that employees perceive hybrid work as positively influencing organizational resilience, with high mean scores across all dimensions: adaptability (4.05), operational continuity (3.95), and recovery from disruptions (3.85). Employees reported that hybrid work allows them to adjust work schedules and processes during disruptions, which supports rapid response to project or operational challenges. This confirms Dynamic Capability Theory, which emphasizes that organizations capable of adapting processes and resources can better respond to environmental changes. Hybrid work allows administrative and planning tasks to continue even when employees cannot be on-site. This finding is consistent with Yildiz, & Akkas (2023), who noted that flexible work arrangements help organizations maintain critical operations during crises, such as natural disasters or pandemics. Respondents agree that hybrid work enhances the firm’s ability to recover from disruptions, likely because digital collaboration tools and remote work policies facilitate quick resumption of tasks after interruptions. Similar findings were reported by Iogansen, Malik, Lee, & Circella (2024), who

emphasized that remote or hybrid work arrangements support faster recovery and continuity in operations during disruptions like COVID-19.

The Pearson correlation ( $r = 0.72$ ,  $p < 0.05$ ) shows a strong positive relationship, indicating that as hybrid work adoption increases, organizational resilience also improves. This finding supports previous studies by Kuppachi (2023), which reported that hybrid work arrangements enhance firms’ ability to adapt to changes and maintain performance. The reason may be that hybrid work improves communication, flexibility, and employee engagement, all of which are critical components of resilience.

Regression analysis shows a significant effect ( $B = 0.68$ ,  $p < 0.05$ ), meaning that hybrid work positively influences adaptability in the firms. Employees can adjust their schedules and work processes according to project needs or disruptions, which strengthens the organization’s capacity to respond effectively. This supports the Dynamic Capability Theory, as firms that can reconfigure resources and workflows adapt better to changing environments.

The regression result ( $B = 0.65$ ,  $p < 0.05$ ) indicates that hybrid work significantly enhances operational continuity. By allowing certain tasks to continue remotely, firms can maintain essential operations despite on-site disruptions. This finding aligns with Adias, & Raimi (2025), who emphasized that hybrid work supports business continuity in sectors where physical presence is often required but not always feasible.

**Conclusion**

The study concludes that hybrid work systems have a positive and significant impact on organizational resilience in selected construction firms in Edo and Delta States. Findings indicate that hybrid work improves adaptability, operational continuity, and recovery capability, allowing firms to maintain critical operations and respond effectively to disruptions. While some challenges exist, such as limited technology access and supervision, the overall evidence suggests that implementing hybrid work arrangements enhances both employee performance and the firm’s ability to withstand and recover from operational challenges.

**Recommendations**

1. Construction firms should enhance their digital tools and IT systems to support hybrid work, ensuring employees can work efficiently from remote locations.
2. Firms should train employees on hybrid work best practices, digital collaboration tools, and remote management to maximize productivity and resilience.
3. Organizations should establish formal guidelines for hybrid work, including task allocation, communication

protocols, and supervision mechanisms to maintain operational efficiency.

Firms should regularly assess the effectiveness of hybrid work arrangements, gather employee feedback, and make adjustments to address challenges and improve organizational resilience.

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