

# Adaptive Leadership Strategies for Hybrid Workforces: Navigating the Future of Human Resource Management



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## KEYWORDS

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## ABSTRACT

In recent years, hybrid work models have become an integral part of work dynamics in various global organizations. The COVID-19 pandemic accelerated the transition to a flexible work system that combines remote and in-person work. This phenomenon requires an adaptive leadership strategy to overcome challenges and maximize workforce productivity. This study aims to identify and analyze adaptive leadership strategies in managing a hybrid workforce, as well as explore the role of adaptive leadership in creating a collaborative and innovative work culture. The method used is a literature review with a qualitative approach, which reviews various articles, journals, and books published in the last five years. Data is collected from accredited secondary sources and analyzed using content analysis methods. The results show that adaptive leadership plays a key role in improving organizational agility, strengthening employee engagement, and maintaining a balance between individual and organizational needs. Adaptive leaders are able to navigate the challenges of digital transformation, shape an inclusive work culture, and drive innovation through open and collaborative communication. Thus, adaptive leadership is an essential strategy for an organization's success in dealing with future changes and uncertainties.

## 1. INTRODUCTION

In recent years, the concept of hybrid labor has become a global phenomenon affecting various industrial sectors (Yusuf, 2024). The increased adoption of digital technology and the shift in work paradigm due to the COVID-19 pandemic have forced organizations to implement flexible work models, combining remote work with in-office work (Masrur & Manafe, 2024). This change requires a more adaptive leadership strategy to ensure that the productivity and welfare of the workforce are maintained (Suratno, 2024). Adaptive leadership is considered an effective solution in dealing with the uncertainty and dynamics of the modern

work environment (Erfan, 2024).

Adaptive leadership is an approach that allows a leader to respond to change with flexibility and resilience in the face of challenges. In an era of uncertainty and rapid dynamics, adaptive leadership has become highly relevant to help organizations survive and thrive. According to Arafat, Ely, and Hendry (2023), adaptive leadership involves the ability to recognize environmental changes, navigate challenges, and empower team members to find innovative solutions. This approach emphasizes the importance of continuous learning and openness to new perspectives, which allows organizations to respond quickly to external opportunities and



threats (Arafat et al., 2023).

Another study by Oktavian, Satriawan, and Johan (2022) revealed that adaptive leadership plays an important role in improving organizational performance during crises. In their research, transformational leadership combined with adaptive leadership principles showed positive results in increasing employee motivation and productivity. This research also highlights how adaptive leadership can create a more collaborative and innovative work environment (Oktavian et al., 2022). Therefore, the implementation of adaptive leadership is considered an essential strategy for organizations that want to survive in the midst of rapid and unpredictable change.

Adaptive leadership involves not only the ability to manage change but also creating an environment that supports innovation and collaboration (Basuki, 2023). In the context of a hybrid workforce, leaders are expected to drive employee engagement effectively, regardless of their physical location (Faridh et al., 2024). A study by Mustofa (2024) shows that organizations that implement adaptive leadership are able to increase employee engagement and performance up to 30% higher than organizations that continue to use conventional leadership models (Mustofa, 2024).

In addition, adaptation in leadership also plays an important role in maintaining organizational competitiveness in the digital era (Destiana, 2023). By integrating technology in work processes and decision-making, leaders can ensure that the hybrid workforce remains productive and has a sense of ownership towards the organization (Lestari et al., 2022). Therefore, adaptive leadership is crucial in creating

organizational resilience in the midst of rapid global change (Zai et al., 2024). Without the right strategy, companies are at risk of experiencing a decrease in productivity and losing valuable talent due to job dissatisfaction (Indarta, 2024).

Several previous studies have discussed adaptive leadership in various contexts. For example, research by Kuswinarno (2024) identifies that adaptive leadership has a positive impact on the competitiveness of companies in the digital era (Firdaus & Kuswinarno, 2024). Another study by Jusdijachlan et al. (2024) highlights how adaptive leadership can improve organizational resilience in the face of global challenges. However, there is still a gap in research that specifically discusses adaptive leadership strategies for a hybrid workforce (Jusdijachlan et al., 2024).

This study aims to identify and analyze effective adaptive leadership strategies in managing a hybrid workforce. In addition, this research also aims to provide practical recommendations for leaders in building a collaborative and innovative work culture in a hybrid work environment.

## 2. METHOD

This study uses a qualitative approach with the literature review method as the main type of research. The literature study was chosen because it allows researchers to review, explore, and interpret a variety of relevant scientific sources related to adaptive leadership in the context of a hybrid workforce (Snyder, 2019). This method is effective for understanding trends, identifying challenges, and formulating leadership strategies that can be applied in human resource management (Magfiroh et al., 2023). Literature studies also provide a strong conceptual basis for developing theoretical



frameworks and offer insights into best practices that have been implemented in various organizations (Rachman et al., 2024).

The data sources in this study come from scientific journals, books, conference proceedings, and research reports published in the last five years (2019–2024). The main focus is articles that address adaptive leadership, hybrid workforce management, and digital transformation in the context of organizations. The use of this secondary source aims to ensure that the research has a strong and up-to-date foundation in answering the problems raised. The databases used include Google Scholar, ProQuest, and ScienceDirect, with keywords such as "adaptive leadership," "hybrid workforce," and "human resource management in the digital age."

The data collection technique is carried out through a systematic search of relevant articles using inclusion and exclusion criteria. Inclusion criteria include articles discussing adaptive leadership strategies in the hybrid workforce sector, organizational case studies, and publications in accredited journals. Meanwhile, the exclusion criteria include articles that are not directly related to the research topic, are opinionated, or have no empirical basis (Ridley, 2012). The collected data was analyzed using the

content analysis method to identify the main themes, patterns, and relationships between concepts in adaptive leadership and hybrid workforce management (Bowen, 2009).

The data analysis method is carried out thematically with an interpretive approach, where the data that has been collected is categorized into themes related to adaptive leadership and its implementation strategies in hybrid organizations (Flick, 2020). This analysis aims to gain an in-depth understanding of the factors that affect leadership effectiveness in a dynamic work environment. With this method, the research is expected to be able to provide theoretical contributions and practical recommendations for organizations in managing the hybrid workforce effectively and sustainably.

### 3. RESULT AND DISCUSSION

The following is a table of literature data that is the result of the findings of 10 selected articles related to research on Adaptive Leadership Strategies for a Hybrid Workforce: Navigating the Future of Human Resource Management. These articles were selected based on their relevance, novelty, and contribution to the development of adaptive leadership concepts in managing a hybrid workforce.

**Table 1. literature review**

No	Author	Title	Key Findings
1.	SP Dewi	Peranan Human Capital Terhadap Strategic Agility dan Organizational Agility Dalam Menjawab Tantangan Transformasi Digital	The role of adaptive leadership in improving organizational agility in digital transformation
2	AA Rakhmasari	Model Stokastik Hybrid Fuzzy Multitahap Rantai Pasok Balik Agroindustri Herbal Berbasis Kontrak Adaptif	Adaptive leadership in hybrid supply chains in the agro-industrial sector
3	LA Manafe	Persepsi Karyawan Generasi Z di Mars Learning Center terhadap Fleksibilitas	Adaptive leadership for Gen Z in hybrid work



Kerja Hybrid			
4	W Mustofa	Rekonstruksi Budaya Organisasi di Era Pasca-Pandemi: Tantangan dan Peluang	The application of adaptive leadership in shaping post-pandemic organizational culture
5	M Yusuf	Tren Masa Depan Manajemen SDM	Adaptive leadership strategies in managing a hybrid workforce
6	M Kuswinarno	Strategi Inovatif dalam Pengembangan Sumber Daya Manusia dalam Meningkatkan Daya Saing Perusahaan di Era Digital	Adaptive leadership innovations in increasing human resource competitiveness
7	E Suratno	Pengaruh Kepemimpinan Efektif dan Transformasional Terhadap Kinerja Karyawan dalam Organisasi Bisnis di Era Digital	The relationship between adaptive leadership and employee performance in the digital era
8	I Imamah, LR Umah, N Septiana	Kepemimpinan Adaptif sebagai Kunci Sukses Membangun Model Organizing Hybrid yang Relevan dan Berkelanjutan	Adaptive leadership model for organizing hybrid work
9	E Ernawati	Transformasi Kepemimpinan Kepala Sekolah di Era Digital	Leadership adaptation in the education sector in the face of digital transformation
10	R Risman	Motivasi dan Kinerja Karyawan: Sebuah Tinjauan Literatur	Employee motivation and performance in a hybrid work model

Research on adaptive leadership in the context of a hybrid workforce has become an increasingly relevant topic in recent years, especially in the wake of the COVID-19 pandemic that drove major changes in the way organizations work. The tabular data that has been compiled summarizes the findings from ten articles that focus on various aspects of adaptive leadership, from strategy development to their impact on employee performance and motivation in a hybrid work environment. These articles were selected based on their relevance and contribution to the existing literature, as well as their ability to provide new insights into the challenges and opportunities of implementing hybrid work models.

The first article written by Dewi (2023) discusses the role of human capital in increasing strategic

agility and organizational agility in facing digital transformation. This article shows that adaptive leadership has an important role to play in creating an environment that is responsive to technological changes and market dynamics. This study highlights how adaptive leaders can optimize the potential of human capital to drive innovation and ensure business continuity in uncertain situations. This is especially relevant in the context of a hybrid workforce, where flexibility and the ability to adapt are the main keys to organizational success (Dewi, 2023).

Meanwhile, Rakhmasari (2024) through his research on a multi-stage hybrid fuzzy stochastic model in the herbal agroindustry supply chain highlights the importance of adaptive contracts in creating a sustainable system. The focus of this research is not only on the industrial sector, but



also emphasizes how adaptive leadership is able to create an ecosystem that supports hybrid work and cross-sector collaboration. This study shows that hybrid work models can be applied in various sectors, including the manufacturing and agricultural industries, by leveraging digital technology and flexible leadership (Rakhmasari, 2024).

In research conducted by Manafe (2024), the focus was given on Generation Z's perception of work flexibility in a hybrid environment. This article provides insight into how the younger generation, who will dominate the workforce of the future, views adaptive leadership as an important factor in creating an inclusive and innovative work environment. The study emphasizes that adaptive leadership not only increases productivity but also has a positive impact on job satisfaction and employee retention, ultimately contributing to the long-term growth of the organization (Masrur & Manafe, 2024).

Mustofa (2024) in his article on the reconstruction of post-pandemic organizational culture highlights the challenges faced by organizations in reshaping a relevant and sustainable work culture. This research highlights how adaptive leadership can assist organizations in navigating the transition from traditional work models to hybrid work models. The main focus in this article is the importance of building an organizational culture that supports flexible working and empowers employees to achieve optimal performance (Mustofa, 2024).

Yusuf (2024) in his book on the future trend of human resource management (HR) provides an in-depth analysis of the paradigm shift in workforce management in the digital era. This

book highlights how adaptive leadership is a key factor in maintaining a balance between business needs and employee well-being. Yusuf emphasized that a hybrid workforce requires a leadership approach that can adapt quickly to external and internal changes, while maintaining effective collaboration and communication across the organization (Yusuf, 2024).

Kuswinarno (2024) in his article on innovative strategies in human resource development highlights the role of adaptive leadership in increasing company competitiveness in the digital era. This research highlights how organizations can develop leadership strategies that drive innovation and upskill employees to face future challenges. This article shows that adaptive leadership is not just a response to change, but also a proactive strategy that allows organizations to remain competitive in the long term (Firdaus & Kuswinarno, 2024).

Suratno (2024) in his research on transformational and effective leadership shows how this leadership model can improve employee performance in business organizations. This article highlights how adaptive leaders can build strong relationships with employees and create a work environment that supports individual growth and development. This research also emphasizes that adaptive leadership plays an important role in creating trust and loyalty among employees (Suratno, 2024).

Imamah, Umah, and Septiana (2024) in their article highlight how adaptive leadership is the key to success in building a relevant and sustainable hybrid organizational model. This article shows that adaptive leadership focuses not only on operational management, but also on developing a flexible and market-oriented





business model. This study emphasizes the importance of cross-functional collaboration and the use of technology in creating an adaptive work environment (Imamah et al., 2024).

Ernawati (2024) through her research on leadership transformation in the education sector highlights how adaptive leadership can be applied in the educational environment to support the integration of technology and create an inclusive learning culture. This article provides concrete examples of how principals and other education leaders can apply adaptive leadership principles to improve the quality of education and student well-being.

Risman (2023) in his article on employee motivation and performance highlights how adaptive leadership can improve motivation and performance in a hybrid work model. This article shows that adaptive leadership has a significant impact in creating a work environment that supports professional growth and employee well-being (Risman, 2023).

Overall, these articles provide comprehensive insights into the different aspects of adaptive leadership in the context of a hybrid workforce. The findings of this study show that adaptive leadership is an effective strategy for facing future challenges and ensuring that organizations remain competitive and sustainable in the face of dynamic change.

## Discussion

### Effective Adaptive Leadership Strategies for a Hybrid Workforce

Adaptive leadership is key in managing a hybrid workforce, especially in the face of the challenges of technological change and organizational dynamics. Some of the strategies identified in the literature include:

1. **Focus on Balancing Individual and Organizational Needs**  
According to research by Benassaya (2019), leaders must have the ability to adapt to the needs of a diverse workforce and create a flexible work environment. This includes giving autonomy to employees to work independently but still within a clear framework (Benassaya, 2019).
2. **Increased Engagement and Openness in Communication**  
A study from Nilsen and Solberg (2022) shows that adaptive leadership requires transparent communication and high engagement with team members. This strengthens the sense of belonging and improves the flow of information in hybrid teams (Nilsen & Solberg, 2022).
3. **Using Technology to Increase Productivity**  
In research by Husain (2024), technologies such as ERP (Enterprise Resource Planning) systems play an important role in helping leaders manage tasks, monitor performance, and communicate with team members working remotely (Husain, 2024).
4. **Flexibility and Empathy**  
Mbokota (2024) states that flexibility in work rules and empathy for employees' personal needs increase employee productivity and loyalty in a hybrid work environment (Yozi & Mbokota, 2024).

### Practical Recommendations for Leaders in Building a Collaborative and Innovative Culture

To build a collaborative and innovative work culture, here are some practical recommendations that leaders can implement:

1. **Encouraging Innovation and Experimentation**  
Leaders should encourage employees to try new approaches and make room for



experimentation without fear of failure. A study by da Silva et al. (2022) shows that a work environment that supports innovation strengthens organizational competitiveness (da Silva et al., 2022).

## 2. Digital Skills Enhancement and Continuous Training

Research from Eckerholm (2023) emphasizes the importance of continuous training and digital skill improvement to ensure employees can adapt to ever-evolving changes in technology and work methods (Eckerholm, 2023).

## 3. Interdepartmental Collaboration

Idrus et al. (2024) suggest cross-departmental collaboration as an effective strategy to encourage innovation and accelerate decision-making in hybrid organizations (Idrus et al., 2024).

## 4. Utilization of Feedback and Performance Evaluation

A performance evaluation system that involves two-way feedback (employees and supervisors) improves working relationships and helps leaders understand the needs and challenges faced by employees in working in a hybrid manner (Meitiasari et al., 2024).

## 4. CONCLUSION

This study shows that adaptive leadership has a significant impact in supporting the success of organizations that implement a hybrid work model. Leaders who are able to adapt to change and show flexibility in decision-making are key factors in increasing productivity and workforce satisfaction. In addition, adaptive leadership plays a role in strengthening interpersonal relationships, creating an inclusive work culture, and supporting sustainable innovation. The study also underscores the importance of effective technology and communication

integration as a key element in managing a hybrid workforce.

As a strategic step, organizations are advised to develop leadership training programs that focus on the development of adaptive skills, digital communication, and crisis management. Leaders need to be encouraged to create a work environment that supports experimentation and innovation, as well as provide space for employees to develop professionally. Additionally, periodic evaluations and an ongoing feedback system can assist leaders in understanding the needs and expectations of a hybrid workforce. By applying adaptive leadership principles, organizations can improve their competitiveness and resilience in facing future challenges.

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