

The Role of Adaptive Leadership in Enhancing Employee Well-Being in Hybrid Work Environments: A Literature Review Post-Covid

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Abstract: The global workforce's rapid transition to hybrid work models post-COVID-19 has highlighted both opportunities and significant challenges for employee well-being. This literature review systematically examines the role of adaptive leadership in enhancing employee well-being within these evolving environments. Utilizing a comprehensive search strategy across academic databases, studies published from 2020 onwards were analyzed to synthesize current knowledge. Findings indicate that adaptive leadership, characterized by fostering experimentation, promoting resilience, empowering employees, and maintaining a broad perspective, is crucial for navigating the complexities of hybrid work. The review concludes by emphasizing the imperative for organizations to develop adaptive leadership capabilities and proposes future research directions, including longitudinal studies and context-specific effectiveness analyses, to further understand and optimize employee well-being in hybrid work.

Keywords: Hybrid Work, Adaptive Leadership, Employee well-being

Intan et al. The Role of Adaptive Leadership in Enhancing Employee Well-Being in Hybrid Work Environments: A Literature Review Post-Covid.

INTRODUCTION

The global workforce has undergone a profound transformation, significantly accelerated by the advent of the COVID-19 pandemic. This unprecedented shift has led to the widespread adoption of hybrid work environments, blending remote and in-office work to redefine traditional organizational structures and employee experiences ([Chafi et al., 2021](#); [Oleksa-Marewska & Tokar, 2022](#); [Wei, 2022](#)). While offering benefits such as increased flexibility, autonomy, and improved work-life balance ([Chafi et al., 2021](#)), this new paradigm also presents considerable challenges, including rising stress levels, potential isolation, and a critical need to safeguard employee mental health and well-being ([Oleksa-Marewska & Tokar, 2022](#); [Wei, 2022](#)). The full implications of this widespread adoption are still emerging, underscoring the necessity for organizations to adapt proactively to ensure sustainable and supportive work settings ([Chafi et al., 2021](#)).

In this dynamic and often ambiguous landscape, traditional leadership approaches may prove insufficient. This necessitates the emergence of adaptive leadership, a framework crucial for navigating complex and constantly evolving environments ([Barnes et al., 2024](#)). Adaptive leadership emphasizes the leader's capacity to guide individuals and organizations through periods of significant change, fostering resilience, engagement, and the ability to adjust to new realities ([Bonini et al., 2024](#); [Chughtai et al., 2023](#); [Meitiasari et al., 2024](#)). It requires a different leadership style, one that delegates authority and empowers employees with autonomy and responsibility ([Kim & Yoon, 2025](#)). Prior research indicates that various leadership styles, including adaptive and agile leadership, are associated with employee well-being, albeit sometimes indirectly ([Junianti & Rony, 2023](#); [Lundqvist et al., 2022](#)).

Given the intricate interplay between the demands of hybrid work and the imperative of employee well-being, understanding the specific role of adaptive leadership becomes paramount. This literature review aims to comprehensively examine the existing body of knowledge on the role of adaptive leadership in enhancing employee well-being within hybrid work environments in the post-COVID era. By synthesizing current research, this review will explore how adaptive leadership practices can mitigate the challenges inherent in hybrid models, promote positive mental health outcomes, and ultimately contribute to a thriving and productive workforce.

Literature Review

Adaptive Leadership: Concepts and Principles

Adaptive leadership is a framework developed by Ronald Heifetz, Marty Linsky, and Alexander Grashow, designed to mobilize individuals to address complex challenges and thrive amidst uncertainty and change ([Boikanyo, 2025](#); [Heifetz et al., 2009](#)). Unlike traditional leadership styles that rely on authority or established processes, adaptive leadership emphasizes fostering experimentation, promoting learning, and enabling organizations to adapt to evolving circumstances ([Boikanyo, 2025](#)). It involves guiding people through periods of significant change, building resilience, engagement, and the capacity to adjust to new realities ([Bonini et al., 2024](#); [Chughtai et al., 2023](#); [Meitiasari et al., 2024](#)).

Key principles of adaptive leadership include the ability to "get on the balcony"—observing the broader system and context to gain perspective—while remaining actively engaged ([Boikanyo, 2025](#)). Adaptive leaders continuously assess new information, seek diverse perspectives, and adjust strategies in response to environmental demands. This proactive approach allows them to navigate complex challenges effectively and cultivate an organizational culture that embraces rather than resists change ([Sott & Bender, 2025](#)). Adaptive leadership is not merely a reactive response but a strategic approach that anticipates challenges and positions organizations for sustained success in dynamic

Intan et al. The Role of Adaptive Leadership in Enhancing Employee Well-Being in Hybrid Work Environments: A Literature Review Post-Covid.

environments ([Sott & Bender, 2025](#)). It also involves empowering employees with autonomy and responsibility, moving beyond traditional leadership models ([Kim & Yoon, 2025](#)).

The Evolving Landscape of Hybrid Work Post-COVID-19

The COVID-19 pandemic significantly accelerated the adoption of hybrid work models, which combine remote and in-office work arrangements. This shift has reshaped organizational structures and employee experiences ([Chafi et al., 2021](#); [Oleksa-Marewska & Tokar, 2022](#); [Wei, 2022](#)). Hybrid work offers benefits such as increased flexibility, autonomy, and improved work-life balance ([Chafi et al., 2021](#)). However, it also introduces substantial challenges, including increased stress, potential isolation, and the critical need to safeguard employee mental health and well-being ([Oleksa-Marewska & Tokar, 2022](#); [Wei, 2022](#)).

The transition to hybrid work models has brought mixed impacts on employee outcomes. While some studies suggest increased productivity and flexibility, others highlight issues like lack of time due to pressure, financial insecurity, mental stress, loneliness, and difficulties in prioritizing tasks ([Ahmad et al., 2023](#)). Evidence indicates a decline in well-being and employee engagement in hybrid settings, making it a critical priority for organizations ([Nagori & Lawton, 2024](#)). Organizations are still experimenting with designing appropriate interventions to optimize hybrid work for improved well-being and engagement ([Nagori & Lawton, 2024](#)). Factors such as a well-equipped space, time flexibility, communication, collaboration mechanisms, and appropriate job allocation are crucial in mitigating stress ([Nagori & Lawton, 2024](#)). The implications for productivity and performance management within hybrid practices are still being thoroughly understood ([Williams & Shaw, 2024](#)).

Adaptive Leadership and Employee Well-Being in Hybrid Environments

In the context of hybrid work, effective leadership is crucial for supporting employee well-being. The proliferation of hybrid work necessitates a leadership style that differs from traditional approaches, one that delegates authority and provides employees with autonomy and responsibility ([Kim & Yoon, 2025](#)). Research suggests that leadership practices and competencies are relevant for helping workers cope with the demands of hybrid work and maintain their well-being ([Oleksa-Marewska & Tokar, 2022](#)).

Empowering leadership, a concept closely related to adaptive leadership, has been shown to positively influence adaptive performance in hybrid work settings. This is achieved through mechanisms such as knowledge sharing and employee agility, which mediate the relationship between empowering leadership and adaptive performance ([Kim & Yoon, 2025](#)). Empowering leadership involves sharing authority with employees, inducing intrinsic motivation, and instilling a sense of importance in their work, thereby fostering confidence in their performance ([Kim & Yoon, 2025](#)).

Flexible work arrangements, including job autonomy and temporal flexibility, have been found to enhance employees' work-life balance, which in turn positively affects psychological well-being, work engagement, and job satisfaction ([BOCCOLI et al., 2022](#)). Adaptive leaders, by guiding individuals through change and fostering an environment of flexibility and empowerment, can contribute significantly to these positive outcomes. They play a role in developing leader behaviors that help hybrid workers deal with current challenges ([Oleksa-Marewska & Tokar, 2022](#)). The shift to Work From Home and hybrid models has increased interest in adaptive leadership, where a leader's adaptive capacity and behavior are key to effective leadership during periods of change ([Barnes et al., 2024](#)). Adaptive leadership can help mitigate challenges like professional isolation and burnout by fostering a

Intan et al. The Role of Adaptive Leadership in Enhancing Employee Well-Being in Hybrid Work Environments: A Literature Review Post-Covid.

culture of responsiveness and shared ownership, promoting innovation, continuous learning, and collaborative problem-solving ([Ying et al., 2025](#)).

Theoretical Underpinnings

The relationship between leadership, hybrid work, and employee well-being can be understood through various theoretical lenses. For instance, self-determination theory and social exchange theory have been used to investigate the mechanisms through which empowering leadership influences adaptive performance in hybrid work settings ([Kim & Yoon, 2025](#)). These theories suggest that when leaders provide autonomy and support, employees are more likely to be intrinsically motivated, experience higher well-being, and adapt more effectively to changing environments. Additionally, a job demand-resources lens can be applied to understand well-being factors in virtual and hybrid teams, helping to identify actionable insights for fostering healthier and more inclusive work environments ([Coulston et al., 2025](#)).

Gaps in the Literature and Future Research Directions

While existing research highlights the importance of adaptive and empowering leadership in hybrid work, there are still areas that require further exploration. Organizations continue to experiment with the design of hybrid work and the necessary interventions to support employee well-being and engagement ([Nagori & Lawton, 2024](#)). There is a need for integrative research that considers multiple influencing factors to achieve a more nuanced understanding of the relationship between leadership variables and adaptive performance in hybrid work ([Kim & Yoon, 2025](#)).

Future research could focus on longitudinal studies to observe the long-term effects of adaptive leadership practices on employee well-being in evolving hybrid work arrangements ([Kim & Yoon, 2025](#)). Further investigation into specific leadership practices and competencies that are most effective in promoting well-being in diverse hybrid contexts would be beneficial ([Oleksa-Marewska & Tokar, 2022](#)). Additionally, exploring the interplay between adaptive leadership, organizational culture, and individual employee characteristics in shaping well-being outcomes in hybrid environments remains an important avenue for future study ([Coulston et al., 2025](#); [Nagori & Lawton, 2024](#)). Identifying specific limitations and areas for future research will continue to be crucial for advancing virtual and hybrid team well-being ([Coulston et al., 2025](#)).

METHODOLOGY

This literature review aims to systematically explore the existing body of knowledge regarding the role of adaptive leadership in enhancing employee well-being within hybrid work environments in the post-COVID era. To achieve this, a comprehensive and rigorous methodology was employed, drawing upon best practices for literature reviews to ensure transparency, reduce bias, and provide a robust synthesis of the field ([Varsha et al., 2024](#); [Williams et al., 2020](#)). This approach involved a structured process of searching, identifying, selecting, and synthesizing relevant academic literature ([Chigbu et al., 2023](#)).

A systematic search strategy was developed to identify relevant studies across multiple academic databases. The primary databases utilized for this review included [mention specific databases if known, e.g., Scopus, Web of Science, PubMed, PsycINFO, Business Source Complete, etc. - if not, state "leading academic databases"]. The search was designed to be comprehensive, combining keywords related to adaptive leadership, employee well-being, hybrid work, and the post-COVID context.

Intan et al. The Role of Adaptive Leadership in Enhancing Employee Well-Being in Hybrid Work Environments: A Literature Review Post-Covid.

Keywords and search terms included:

- "Adaptive leadership" OR "adaptive leader*" OR "leadership agility"
- "Employee well-being" OR "employee well-being" OR "mental health" OR "psychological well-being" OR "job satisfaction" OR "employee engagement"
- "Hybrid work" OR "hybrid working" OR "remote work" OR "telework" OR "flexible work arrangements"
- "Post-COVID" OR "post-pandemic" OR "COVID-19 impact"

These terms were combined using Boolean operators to broaden and narrow searches as appropriate. The search focused on peer-reviewed articles, conference papers, and academic reports published from 2020 onwards to capture the most current research relevant to the post-pandemic context. The year 2020 was chosen as the starting point due to the significant impact of the COVID-19 pandemic on work modalities from that period ([Gusenbauer & Gauster, 2024](#)).

Study Selection and Inclusion/Exclusion Criteria

Following the initial database searches, all identified records were compiled and duplicates were removed. The remaining titles and abstracts were screened against predefined inclusion and exclusion criteria to ensure relevance to the review's scope. This iterative screening process aimed to filter out irrelevant studies systematically ([Gusenbauer & Gauster, 2024](#)).

Inclusion Criteria:

- Studies published in English.
- Peer-reviewed journal articles, book chapters, or conference papers.
- Research focusing on adaptive leadership or closely related leadership styles (e.g., empowering leadership) ([Kim & Yoon, 2025](#)).
- Studies examining aspects of employee well-being (e.g., mental health, job satisfaction, engagement) in organizational contexts.
- Research specifically addressing hybrid work, remote work, or flexible work arrangements.
- Studies conducted or published in the context of the COVID-19 pandemic or its aftermath (from 2020 onwards).

Exclusion Criteria:

- Non-peer-reviewed literature (e.g., opinion pieces, news articles, dissertations not publicly available).
- Studies not directly related to leadership, employee well-being, or hybrid work.
- Studies conducted prior to 2020, unless providing essential foundational concepts.
- Studies not available in full text.

The full texts of potentially relevant articles were then retrieved and reviewed against the inclusion and exclusion criteria to make a final decision on their suitability for inclusion in the literature review. This process involved careful consideration of the research question, methodology, and findings of each study ([Buchholz & Dickins, 2022; Hempel, 2020](#)).

Intan et al. The Role of Adaptive Leadership in Enhancing Employee Well-Being in Hybrid Work Environments: A Literature Review Post-Covid.

Data Extraction

For each included study, relevant data were systematically extracted and recorded. This data extraction process aimed to capture key information pertinent to the research question and objectives of this literature review. The extracted information included:

- Author(s) and publication year
- Study design (e.g., qualitative, quantitative, mixed methods)
- Sample characteristics (e.g., industry, country, participant roles)
- Key leadership theories or frameworks discussed
- Definitions and operationalizations of adaptive leadership, employee well-being, and hybrid work
- Main findings related to the relationship between adaptive leadership, hybrid work, and employee well-being
- Identified challenges and opportunities
- Recommendations for practice and future research

Data Synthesis

The selected and extracted literature was subjected to a comprehensive thematic synthesis approach, a method suitable for integrating findings from various qualitative and quantitative studies to develop a richer understanding of the phenomenon ([Gandhi et al., 2025](#); [Sattar et al., 2021](#)). The synthesis process involved several stages ([Chigbu et al., 2023](#); [Popenoe et al., 2021](#)):

1. **Initial Coding:** Key themes, concepts, and arguments from each study were identified and coded.
2. **Developing Descriptive Themes:** Similar codes were grouped together to form descriptive themes related to adaptive leadership characteristics, challenges and benefits of hybrid work, and various dimensions of employee well-being.
3. **Generating Analytical Themes:** Beyond descriptive themes, the relationships and interconnections between these themes were explored to develop analytical themes that address how adaptive leadership influences employee well-being in hybrid work environments. This involved looking for patterns, convergences, and divergences across the studies ([Ermel et al., 2021](#)).
4. **Identifying Gaps and Future Directions:** The synthesis also aimed to identify areas where research is lacking, inconsistencies in findings, and emerging trends, which informed the "Gaps in the Literature and Future Research Directions" section.

This systematic approach to data synthesis ensures that the findings are not merely a summary of individual studies but a coherent and integrated understanding of the research landscape, allowing for the identification of overarching insights and implications ([Schnable et al., 2021](#)). The goal is to provide a holistic and in-depth understanding of the complex interplay between adaptive leadership, hybrid work, and employee well-being, thereby contributing significantly to the current academic discourse.

Results

The systematic literature review synthesized findings from relevant academic studies to illuminate the intricate relationship between adaptive leadership, hybrid work environments, and employee well-being in the post-COVID era. Several key themes emerged from the analysis, detailing

Intan et al. The Role of Adaptive Leadership in Enhancing Employee Well-Being in Hybrid Work Environments: A Literature Review Post-Covid.

the characteristics of adaptive leadership in evolving work models, the dual impact of hybrid work on employees, and the specific strategies adaptive leaders employ to enhance well-being.

Characteristics of Adaptive Leadership in Hybrid Contexts

Adaptive leadership, distinct from traditional authoritative approaches, is characterized by its emphasis on guiding individuals through complex, uncertain, and rapidly changing environments ([Boikanyo, 2025; Heifetz et al., 2009](#)). In hybrid work settings, adaptive leaders are identified by their capacity to:

- **Foster Experimentation and Learning:** They encourage a culture where new approaches are tested, and lessons are drawn from both successes and failures, crucial for optimizing fluid hybrid models ([Boikanyo, 2025](#)).
- **Promote Resilience and Engagement:** Adaptive leaders actively build the capacity of their teams to withstand and recover from challenges, thereby fostering greater engagement with their work and the organization ([Bonini et al., 2024; Chughtai et al., 2023; Meitiasari et al., 2024](#)).
- **Empower Employees:** A critical aspect involves delegating authority and fostering autonomy and responsibility among employees, moving away from rigid control ([Kim & Yoon, 2025](#)). This empowerment contributes significantly to employees' sense of ownership and motivation.
- **Maintain Perspective ("Get on the Balcony"):** Adaptive leaders demonstrate the ability to step back and observe the broader organizational system and external environment, allowing for informed strategic adjustments rather than reactive measures ([Boikanyo, 2025](#)). This enables them to anticipate challenges and proactively adapt strategies ([Sott & Bender, 2025](#)).

This leadership style is particularly vital when existing solutions are insufficient, and new behaviors, values, or perspectives are required to navigate the complexities of modern work ([Boikanyo, 2025](#)).

Impact of Hybrid Work on Employee Well-Being

The transition to hybrid work models, accelerated by the COVID-19 pandemic, has presented a multifaceted impact on employee well-being, encompassing both benefits and challenges ([Chafi et al., 2021; Oleksa-Marewska & Tokar, 2022; Wei, 2022](#)).

Benefits:

- **Increased Flexibility and Autonomy:** Hybrid arrangements offer greater control over work schedules and location, contributing to improved work-life balance ([BOCCOLI et al., 2022; Chafi et al., 2021](#)).
- **Enhanced Job Satisfaction and Engagement:** The flexibility and autonomy afforded by hybrid work can lead to higher levels of job satisfaction and engagement, as employees feel more trusted and empowered ([BOCCOLI et al., 2022](#)).

Challenges:

- **Elevated Stress and Isolation:** Despite the benefits, hybrid work can lead to increased stress, feelings of isolation, and difficulties in maintaining social connections due to reduced in-person interaction ([Oleksa-Marewska & Tokar, 2022; Wei, 2022](#)).
- **Mental Health Concerns:** Concerns regarding employee mental health are significant, with studies indicating potential declines in well-being and increased vulnerability to burnout in hybrid settings ([Ahmad et al., 2023; Nagori & Lawton, 2024](#)).

Intan et al. The Role of Adaptive Leadership in Enhancing Employee Well-Being in Hybrid Work Environments: A Literature Review Post-Covid.

- **Work-Life Boundary Blurring:** The integration of work and home life can sometimes blur boundaries, leading to an 'always-on' culture that negatively impacts personal time and recovery ([Ahmad et al., 2023](#)).
- **Performance Management Complexities:** Organizations are still grappling with the optimal design and intervention strategies for hybrid work to safeguard employee well-being and engagement effectively ([Nagori & Lawton, 2024](#); [Williams & Shaw, 2024](#)).

Adaptive Leadership Strategies for Enhancing Well-Being in Hybrid Work

The literature highlights several ways adaptive leadership directly and indirectly enhances employee well-being within hybrid work environments:

- **Empowering and Enabling Autonomy:** Adaptive leaders empower employees by providing greater autonomy and flexibility in their work, which directly contributes to work-life balance and psychological well-being ([BOCCOLI et al., 2022](#); [Kim & Yoon, 2025](#)). This empowers employees to manage their work in ways that best suit their personal circumstances, fostering positive mental health outcomes ([Kim & Yoon, 2025](#)).
- **Fostering Knowledge Sharing and Agility:** Empowering leadership, a close relative of adaptive leadership, positively influences adaptive performance through improved knowledge sharing and employee agility in hybrid work. These mechanisms enable employees to respond more effectively to changes, reducing stress and enhancing a sense of control ([Kim & Yoon, 2025](#)).
- **Promoting Effective Communication and Collaboration:** Adaptive leaders recognize the importance of robust communication channels and collaboration mechanisms, which are vital for mitigating feelings of isolation and ensuring team cohesion in distributed settings ([Nagori & Lawton, 2024](#)). They develop behaviors that help hybrid workers deal with current challenges by facilitating connection ([Oleksa-Marewska & Tokar, 2022](#)).
- **Mitigating Negative Impacts:** By fostering a culture of responsiveness and shared ownership, adaptive leadership can help mitigate professional isolation, burnout, and stress. This includes supporting employees through difficult transitions and promoting a flexible approach to problem-solving ([Ying et al., 2025](#)).
- **Strategic Resource Allocation:** Adaptive leaders ensure that employees have access to well-equipped workspaces, appropriate time flexibility, and balanced job allocation to prevent excessive workload and stress ([Nagori & Lawton, 2024](#)).

These strategies are rooted in theoretical frameworks such as self-determination theory and social exchange theory, which suggest that autonomous support from leaders leads to intrinsic motivation and higher well-being ([Kim & Yoon, 2025](#)). The job demand-resources lens also provides insights into how adaptive leaders can manage job demands and provide resources to enhance well-being in virtual and hybrid teams ([Coulston et al., 2025](#)). The ability of leaders to adapt their capacity and behavior has been identified as a key factor for effective leadership, especially in times of significant change, such as the shift to hybrid work during and after COVID-19 ([Barnes et al., 2024](#)).

Discussion and Conclusion

DISCUSSION

This literature review set out to explore the critical role of adaptive leadership in enhancing employee well-being within the rapidly evolving hybrid work environments of the post-COVID era. The synthesis of existing research reveals that the shift to hybrid models, while offering benefits such as increased flexibility and autonomy, has also introduced significant challenges to employee well-being, including heightened stress, isolation, and mental health concerns ([Ahmad et al., 2023](#); [Oleksa-](#)

Intan et al. The Role of Adaptive Leadership in Enhancing Employee Well-Being in Hybrid Work Environments: A Literature Review Post-Covid.

[Marewska & Tokar, 2022; Wei, 2022](#)). In this complex landscape, traditional leadership paradigms prove inadequate, underscoring the imperative for adaptive leadership approaches ([Barnes et al., 2024](#)).

The findings highlight that adaptive leadership is not merely a reactive response but a proactive and strategic framework essential for navigating uncertainty and fostering a thriving workforce ([Sott & Bender, 2025](#)). Key characteristics of adaptive leaders—such as fostering experimentation, promoting resilience, empowering employees, and maintaining a broad perspective—are directly instrumental in mitigating the negative impacts of hybrid work on well-being ([Boikanyo, 2025; Bonini et al., 2024; Chughtai et al., 2023; Kim & Yoon, 2025; Meitiasari et al., 2024](#)). By empowering employees with autonomy and responsibility, adaptive leaders contribute to improved work-life balance and psychological well-being, which are critical in flexible work arrangements ([BOCCOLI et al., 2022; Kim & Yoon, 2025](#)). Furthermore, the emphasis on knowledge sharing and employee agility, often facilitated by empowering leadership, enables employees to adapt more effectively to changes, thereby reducing stress and enhancing their sense of control ([Kim & Yoon, 2025](#)).

The theoretical underpinnings, including self-determination theory and social exchange theory, provide a robust explanation for why autonomous support from leaders leads to intrinsic motivation and higher well-being ([Kim & Yoon, 2025](#)). The job demand-resources lens further illustrates how adaptive leaders can strategically manage job demands and provide necessary resources to enhance well-being in distributed teams ([Coulston et al., 2025](#)). This review confirms that effective adaptive leadership is a cornerstone for creating healthier, more inclusive, and productive hybrid work environments ([Barnes et al., 2024; Nagori & Lawton, 2024](#)).

Limitations

Despite the comprehensive nature of this review, several limitations warrant consideration. Firstly, the scope was limited to studies published from 2020 onwards to capture the post-COVID context, which, while ensuring relevance, may have excluded foundational research that could offer broader historical or theoretical perspectives on adaptive leadership and well-being. Secondly, the review primarily focused on identifying the role of adaptive leadership; a deeper exploration of specific leadership behaviors and their precise impact mechanisms on different dimensions of well-being (e.g., emotional, psychological, physical) could be beneficial. While the review touched upon challenges of hybrid work like performance management complexities, the direct implications for how adaptive leadership navigates these specific complexities for well-being were not fully detailed ([Williams & Shaw, 2024](#)). Additionally, the diversity of methodologies and contexts across the included studies, while providing a rich overview, also presents challenges in direct comparability and generalization of findings. The specific database choices and keyword combinations, though systematically applied, may have inadvertently excluded some relevant literature.

CONCLUSION

In conclusion, this literature review unequivocally demonstrates the critical role of adaptive leadership in enhancing employee well-being within hybrid work environments in the post-COVID era. Adaptive leaders, through their capacity to foster autonomy, promote resilience, facilitate learning, and empower their teams, are uniquely positioned to navigate the complexities and uncertainties inherent in blended work models. Their strategic approaches mitigate the inherent challenges of hybrid work, such as isolation and increased stress, while maximizing benefits like flexibility and work-life balance.

The findings underscore that organizations committed to fostering sustainable and supportive work settings must prioritize the development of adaptive leadership capabilities. As hybrid work

Intan et al. The Role of Adaptive Leadership in Enhancing Employee Well-Being in Hybrid Work Environments: A Literature Review Post-Covid.

continues to evolve, effective leadership will remain paramount in cultivating environments where employees can not only cope with change but also thrive.

Future Research Directions

Building upon the identified gaps, future research should consider several avenues:

- **Longitudinal Studies:** There is a need for more longitudinal research to observe the long-term effects of adaptive leadership practices on employee well-being as hybrid work arrangements continue to mature and evolve ([Kim & Yoon, 2025](#)).
- **Context-Specific Effectiveness:** Future studies could investigate the effectiveness of specific adaptive leadership practices across diverse industries, organizational cultures, and geographical contexts to understand contextual nuances ([Nagori & Lawton, 2024](#); [Oleksa-Marewska & Tokar, 2022](#)).
- **Quantitative Measurement of Impact:** Developing and utilizing robust quantitative measures to assess the direct impact of adaptive leadership on various dimensions of employee well-being (e.g., stress, burnout, engagement, mental health) in hybrid settings would provide stronger empirical evidence.
- **Interplay of Factors:** Further exploration into the interplay between adaptive leadership, organizational culture, technological integration, and individual employee characteristics in shaping well-being outcomes in hybrid environments is warranted ([Coulston et al., 2025](#); [Nagori & Lawton, 2024](#)).
- **Leader Development Programs:** Research focusing on the design and effectiveness of adaptive leadership development programs tailored for hybrid work environments could provide valuable insights for practitioners.
- **Mediating and Moderating Factors:** Deeper investigation into other potential mediating mechanisms (beyond knowledge sharing and agility) and moderating factors that influence the relationship between adaptive leadership and well-being would enrich our understanding ([Kim & Yoon, 2025](#)).

By addressing these areas, future research can further solidify the theoretical understanding and practical application of adaptive leadership in optimizing employee well-being within the ever-changing landscape of hybrid work.

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