

The Role of Adaptive Leadership and Hybrid Work Culture in Enhancing the Productivity of Modern Organizations

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Abstract

This study examines the role of adaptive leadership in supporting the implementation of a hybrid work culture and its impact on the productivity of modern organizations. Rapid technological development, global uncertainty, and changing work patterns have compelled organizations to adopt more flexible leadership approaches and work systems. The objective of this study is to analyze how adaptive leadership contributes to the effectiveness and sustainability of hybrid work practices and enhances organizational productivity. This research employs a qualitative approach using a systematic literature review as the primary research design. Data were collected from peer-reviewed journal articles, academic books, and credible research reports related to adaptive leadership, hybrid work culture, and organizational productivity. The data were analyzed using content analysis and thematic analysis to identify key patterns and relationships among the studied concepts. The findings indicate that adaptive leadership plays a critical role in shaping hybrid work culture through flexible decision-making, trust-based management, psychological safety, and continuous learning. Furthermore, the synergy between adaptive leadership and hybrid work culture positively influences productivity by promoting outcome-oriented performance management, employee engagement, and sustainable work practices. This study contributes to leadership and organizational studies by providing an integrated conceptual understanding of adaptive leadership in hybrid work environments.

Keywords: Adaptive Leadership, Hybrid Work Culture, Organizational Productivity.

INTRODUCTION

The development of digital technology and the dynamics of the global business environment have compelled modern organizations to face increasingly rapid and complex changes, thereby requiring more flexible and responsive leadership models and work systems (Daft & Pirola-Merlo, 2011; Yukl et al., 2019). These changes were further accelerated by global disruptions such as the COVID-19 pandemic, which forced organizations to adopt new technology-based working arrangements (Kniffin et al., 2021). In this context, organizational productivity is no longer determined solely by the efficiency of conventional work processes, but also by an organization's ability to adapt to dynamic work environments (Douglas et al., 2022; Maciariello, 2018). Therefore, modern organizations are required to develop leadership approaches and work cultures that can sustainably address these challenges (Heifetz et al., 2009; Schein, 2010).

Adaptive leadership has emerged as a relevant leadership approach in responding to the complexity and uncertainty of modern organizational environments (Northouse, 2025). Adaptive leadership emphasizes leaders' capacity to diagnose change, mobilize resources, and foster collective learning within organizations (Uhl-Bien & Arena, 2018). This approach positions leaders not merely as decision-makers, but as facilitators of change who empower organizational members (DeRue, 2011). Accordingly, adaptive leadership is considered to play a crucial role in enhancing organizational performance and productivity amid continuous change (Al-Haddad & Kotnour, 2015; Carmeli et al., 2013).

In addition to adaptive leadership, hybrid work culture has become an increasingly dominant phenomenon in modern organizations along with advances in information and communication technologies (Allen et al., 2015; Messenger & Gschwind, 2016). Hybrid work culture combines remote work and on-site work to provide flexibility for employees without sacrificing coordination and team collaboration (Contreras et al., 2020; Wang et al., 2021). Research indicates that hybrid work culture can improve job satisfaction, work-life balance, and employee engagement when managed effectively (Choudhury et al., 2021; Gajendran & Harrison, 2007). Nevertheless, the implementation of hybrid work culture also presents new challenges related to communication, supervision, and the development of a cohesive organizational culture (Felstead & Henseke, 2017; Gibbs et al., 2021).

The productivity of modern organizations is strongly influenced by the interaction between leadership style and the work culture implemented within the organization (Denison, 1990). Adaptive leadership plays a strategic role in shaping and strengthening hybrid work culture in alignment with organizational goals. Adaptive leaders are able to create role clarity, trust, and open communication



in hybrid work environments (Edmondson, 2018). Thus, the synergy between adaptive leadership and hybrid work culture becomes a key factor in driving productivity and sustainability in modern organizations.

Although adaptive leadership and hybrid work culture are increasingly being adopted, there remains a gap in understanding how these two factors simultaneously influence the productivity of modern organizations (Contreras et al., 2020). Many organizations implement hybrid work arrangements without sufficient leadership readiness, which may potentially reduce performance and work effectiveness. Therefore, research examining the role of adaptive leadership in managing hybrid work culture is essential to provide empirical and conceptual foundations for managerial decision-making (Northouse, 2021).

Previous studies have shown that adaptive leadership has a positive effect on team performance and organizational innovation capability (Carmeli et al., 2013). Other studies have found that flexible and hybrid work arrangements can enhance productivity and job satisfaction when supported by effective management systems. However, most existing research examines these two variables separately, and relatively few studies have explored the direct relationship between adaptive leadership and hybrid work culture in the context of modern organizational productivity. This indicates the need for integrative research that comprehensively links these two concepts.

Based on the above discussion, this study aims to analyze the role of adaptive leadership in supporting the implementation of hybrid work culture and its impact on the productivity of modern organizations. This study also seeks to identify the mechanisms through which adaptive leadership shapes effective and sustainable hybrid work practices. Thus, the findings are expected to contribute theoretically to the development of leadership and work culture studies, as well as practically to assist organizations in enhancing productivity in the modern work era.

METHOD

Research Design and Type

This study adopts a qualitative research approach using a literature study as the main research design. The qualitative approach is employed to gain an in-depth understanding of concepts, theories, and empirical findings related to adaptive leadership, hybrid work culture, and organizational productivity. A literature study is considered appropriate because the research focuses on synthesizing existing knowledge rather than collecting primary data directly from the field (Creswell & Poth, 2016; Sugiyono, 2022). Through this approach, the study aims to construct a comprehensive conceptual understanding relevant to the context of modern organizations (Zed, 2018).

Data Sources

The data used in this study consist of secondary data obtained from various relevant and credible academic sources. These sources include peer-reviewed national and international journal articles, academic books, conference proceedings, and research reports that discuss adaptive leadership, hybrid work culture, and organizational productivity. The literature was accessed through scientific databases such as Google Scholar, Scopus, Web of Science, and nationally accredited journal portals. The selection criteria included topic relevance, source credibility, and publication recency to ensure the quality and reliability of the data (Snyder, 2019).

Data Collection Techniques

Data collection was conducted through systematic literature searching and documentation using specific keywords such as *adaptive leadership*, *hybrid work culture*, *organizational productivity*, as well as their Indonesian equivalents. The collected literature was then organized and categorized based on key themes, core concepts, and research findings relevant to the focus of the study. All selected documents were recorded and managed systematically to facilitate the analysis process and ensure data traceability.

Data Analysis Method

The data analysis employed content analysis and thematic analysis techniques by critically reviewing, comparing, and synthesizing the selected literature. This process aimed to identify patterns, relationships among concepts, and dominant themes related to adaptive leadership, hybrid work culture, and organizational productivity (Braun & Clarke, 2019; Miles et al., 2020). The results of the analysis were then interpreted to develop conceptual conclusions regarding how adaptive leadership supports the implementation of effective hybrid work culture and contributes to improving productivity in modern organizations. This analytical approach is expected to generate an integrated and in-depth understanding aligned with the objectives of the study.

RESULTS AND DISCUSSION

The Role of Adaptive Leadership in Supporting Hybrid Work Culture

Adaptive leadership plays a foundational role in enabling hybrid work culture by helping organizations navigate uncertainty, complexity, and rapid environmental change. Unlike traditional leadership approaches that rely heavily on hierarchical control and standardized procedures, adaptive leadership focuses on diagnosing emerging challenges, mobilizing collective intelligence, and fostering experimentation and learning. In hybrid work settings—where employees alternate between remote and on-site work—leaders must continuously adjust structures, norms, and communication practices to ensure alignment between organizational goals and employee needs. Adaptive leaders are therefore instrumental in translating hybrid work from a technical arrangement into a functional organizational culture.



Figure 1. Adaptive Leadership Framework for Hybrid Work Productivity

A key mechanism through which adaptive leadership supports hybrid work culture is flexible decision-making. Hybrid work introduces variability in work patterns, availability, and collaboration styles, making rigid rules ineffective. Adaptive leaders respond by adopting situational policies, such as flexible scheduling, outcome-based performance evaluation, and decentralized decision authority. For example, Microsoft implemented a hybrid workplace policy that allows teams to negotiate work arrangements based on task requirements rather than enforcing uniform attendance rules. This approach reflects adaptive leadership principles by acknowledging contextual differences across teams while maintaining strategic coherence, which has been associated with sustained productivity and employee engagement (Schneider, 2023).

Another critical contribution of adaptive leadership lies in building psychological safety within hybrid teams. Psychological safety refers to a shared belief that individuals can express ideas, concerns, or mistakes without fear of punishment or embarrassment. In hybrid environments, where informal social cues and spontaneous interactions are reduced, the risk of miscommunication and isolation increases. Adaptive leaders actively counter this risk by promoting open dialogue, encouraging feedback, and modeling vulnerability. A well-documented case is Google’s hybrid work transition, where leaders emphasized inclusive communication practices and regular check-ins to maintain team cohesion and trust (Morse, 2022). Research shows that such leadership behaviors strengthen employee voice and collaboration, which are essential for effective hybrid work culture.

Adaptive leadership also supports hybrid work culture through empowerment and trust-based management. Hybrid work challenges conventional supervision models that emphasize physical presence, pushing leaders to rely more on trust and autonomy (Gajendran & Harrison, 2007). Adaptive leaders shift managerial focus from monitoring processes to evaluating outcomes, thereby empowering employees to self-manage their work. A notable example is Unilever, which adopted a hybrid and flexible work model supported by leadership practices centered on trust, accountability, and employee well-being. Empirical studies indicate that such empowerment-oriented leadership is positively associated with job satisfaction, intrinsic motivation, and productivity in flexible work arrangements (Deci et al., 2017).

Furthermore, adaptive leadership shapes hybrid work culture by facilitating continuous learning and digital capability development. Hybrid work relies heavily on digital collaboration tools, requiring employees to continuously update their skills. Adaptive leaders encourage learning by providing access to training, promoting experimentation with new technologies, and framing challenges as learning opportunities rather than failures. For instance, IBM’s long-standing experience with remote and hybrid work highlights the role of leadership in fostering digital literacy and adaptive mindsets, which contributed to effective collaboration and innovation across global teams (Kurland & Bailey, 2000). This learning-oriented leadership approach ensures that hybrid work practices remain effective and sustainable over time.

In summary, adaptive leadership supports hybrid work culture through multiple interconnected mechanisms, including flexible decision-making, psychological safety, trust-based empowerment, and continuous learning. Real-world organizational cases demonstrate that hybrid work culture succeeds not merely because of technological infrastructure, but because leaders actively shape behaviors, norms, and relationships that enable employees to perform effectively across physical and virtual spaces. These findings reinforce the argument that adaptive leadership is a critical enabler of productive and sustainable hybrid work culture in modern organizations.

Impact of Adaptive Leadership and Hybrid Work Culture on Organizational Productivity

Adaptive leadership and hybrid work culture jointly exert a substantial influence on organizational productivity by reshaping how work is structured, managed, and evaluated in modern organizations. Traditional productivity models emphasize physical presence, direct supervision, and standardized working hours; however, these approaches have become less effective in hybrid contexts where employees operate across physical and virtual spaces. Adaptive leaders respond to this shift by redefining productivity in terms of outcomes, value creation, and goal attainment rather than time spent at the workplace. This transformation allows organizations to maintain high performance despite spatial and temporal flexibility.

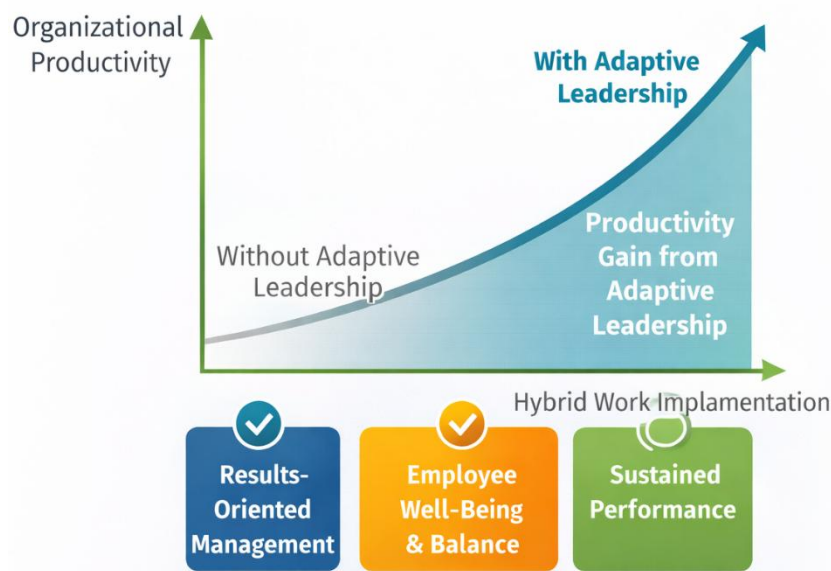


Figure 2. Productivity Impact of Adaptive Leadership in Hybrid Work

A primary mechanism through which adaptive leadership enhances productivity in hybrid work settings is results-oriented performance management. By focusing on deliverables and measurable outputs, adaptive leaders reduce unnecessary monitoring and grant employees greater autonomy over how tasks are completed. Empirical evidence from a large-scale study by Choudhury et al. (2021) on a multinational technology firm demonstrates that employees working under flexible, outcome-based systems showed significant productivity improvements compared to those constrained by location-based policies. This case illustrates how adaptive leadership enables hybrid work to function as a productivity-enhancing arrangement rather than a compromise.

A real-world organizational example can be observed in Microsoft, which formally adopted a hybrid work model supported by leadership practices emphasizing trust, accountability, and flexibility. Microsoft's leadership shifted performance evaluation toward impact and collaboration outcomes, allowing teams to determine how hybrid arrangements best supported their objectives. Internal assessments reported sustained or increased productivity levels, alongside higher employee engagement, indicating that adaptive leadership was essential in translating hybrid work flexibility into tangible performance gains. This case aligns with research suggesting that leadership adaptability moderates the relationship between flexible work arrangements and productivity outcomes.

In addition to performance management, adaptive leadership enhances productivity by supporting employee well-being and work-life balance, which are critical determinants of sustained performance. Hybrid work culture provides flexibility, but without adaptive leadership, it can also lead to work intensification and blurred boundaries between work and personal life (Felstead & Henseke, 2017). Adaptive leaders actively monitor these risks by encouraging boundary management, promoting recovery, and adjusting workloads when necessary. Research by Wang et al. (2021) shows that employees who receive clear leadership support in hybrid settings are better able to regulate their work time, resulting in lower burnout and higher task effectiveness.

A notable case illustrating this mechanism is Unilever, which implemented a hybrid and flexible work model complemented by adaptive leadership practices focused on employee well-being and sustainable performance. Leaders were trained to manage performance through regular check-ins, goal clarity, and workload calibration rather than micromanagement. Studies on Unilever's approach indicate improvements in employee satisfaction and stable productivity levels, reinforcing the argument that adaptive leadership helps convert hybrid flexibility into long-term organizational performance rather than short-term efficiency gains.

Furthermore, adaptive leadership strengthens productivity by fostering engagement and intrinsic motivation in hybrid work environments. Self-determination theory suggests that autonomy, competence, and relatedness are essential drivers of motivation and performance. Adaptive leaders support these needs by empowering employees, investing in digital competence, and maintaining social connectedness across hybrid teams. Empirical findings show that motivated employees in flexible work contexts demonstrate higher levels of persistence, creativity, and task quality, all of which contribute directly to organizational productivity.

In summary, the impact of adaptive leadership and hybrid work culture on organizational productivity operates through multiple reinforcing pathways, including results-oriented management, employee well-being, engagement, and sustainable performance practices. Real-world cases from organizations such as Microsoft and Unilever demonstrate that productivity gains from hybrid work are not automatic, but depend heavily on leadership adaptability. These findings confirm that adaptive leadership is a critical enabler that allows hybrid work culture to enhance productivity in a consistent, resilient, and sustainable manner.

Mechanisms Through Which Adaptive Leadership Shapes Effective and Sustainable Hybrid Work Practices

Adaptive leadership shapes effective and sustainable hybrid work practices primarily through the ability of leaders to balance structural clarity and executional flexibility. In hybrid work environments, employees operate across different locations, time zones, and communication modes, which increases the risk of role ambiguity and coordination breakdowns. Adaptive leaders respond to this challenge by clearly articulating organizational goals, performance expectations, and role responsibilities, while simultaneously allowing teams discretion in determining how tasks are accomplished. This balance ensures that employees remain aligned with strategic objectives without being constrained by rigid procedures that are often incompatible with hybrid work dynamics.

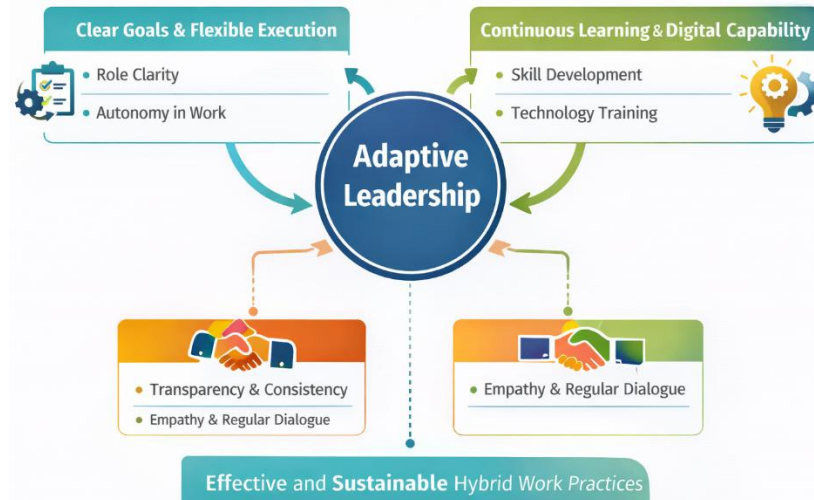


Figure 3. Adaptive Leadership Mechanisms in Hybrid Work

A concrete example of this mechanism can be observed in Microsoft’s hybrid work implementation, where leadership introduced company-wide goal alignment through the Objectives and Key Results (OKR) framework while allowing teams to define their own hybrid schedules and workflows. By separating “what must be achieved” from “how work is executed,” Microsoft reduced coordination friction and maintained productivity despite reduced physical co-presence. Empirical research supports this approach, showing that role clarity combined with autonomy significantly improves performance and reduces stress in flexible work arrangements (Raghuram et al., 2019).

A second key mechanism through which adaptive leadership enables sustainable hybrid work practices is continuous learning and digital capability development. Hybrid work relies heavily on digital collaboration tools, virtual communication platforms, and self-management skills, all of which require ongoing learning and adaptation. Adaptive leaders view technological and procedural challenges not as fixed problems, but as opportunities for learning and experimentation. They actively promote upskilling and reskilling initiatives, encourage experimentation with new tools, and normalize learning from failure as part of organizational growth.

An illustrative case is IBM, which has a long history of remote and hybrid work supported by strong leadership commitment to continuous learning. IBM leaders invested heavily in digital training platforms and adaptive learning programs to ensure employees could collaborate effectively across virtual teams. Research indicates that organizations that integrate leadership-driven learning cultures into hybrid work systems are better able to sustain performance over time and adapt to technological change. This mechanism is particularly important for sustainability, as hybrid work practices must evolve alongside rapidly changing digital infrastructures.

The third and most critical mechanism linking adaptive leadership to effective hybrid work practices is trust-building. Hybrid work fundamentally challenges traditional supervision models that rely on physical visibility and direct control. Adaptive leaders address this challenge by fostering trust through transparency, empathy, consistency, and frequent communication (Yukl et al., 2019). Trust reduces the perceived need for excessive monitoring, enabling employees to focus on meaningful work rather than compliance behaviors.

A well-documented real-world example is Unilever, which implemented a hybrid and flexible work model grounded in trust-based leadership principles. Leaders were trained to manage performance through regular dialogue, outcome-based evaluation, and mutual accountability rather than time-based monitoring. Studies on trust in virtual teams demonstrate that trust is positively associated with knowledge sharing, collaboration quality, and team performance, all of which are essential for effective hybrid work (Breuer et al., 2016; Jarvenpaa & Leidner, 1999). Over time, trust-based adaptive leadership contributes to a resilient hybrid work culture capable of withstanding organizational and environmental disruptions.

In summary, adaptive leadership shapes effective and sustainable hybrid work practices through three interrelated mechanisms: (1) establishing clear goals while allowing flexible execution, (2) fostering continuous learning and digital capability development, and (3) building trust through relational leadership behaviors. Empirical cases from organizations such as Microsoft, IBM, and Unilever demonstrate that hybrid work success is not driven solely by technology or policy, but by leadership practices that actively shape how employees interpret, enact, and sustain hybrid work arrangements. These findings reinforce the central argument that adaptive leadership is a decisive factor in ensuring the long-term effectiveness and sustainability of hybrid work practices in modern organizations.

CONCLUSION

This study concludes that adaptive leadership is a crucial enabler of effective and sustainable hybrid work culture in modern organizations. Adaptive leaders are able to respond to uncertainty and complexity by fostering flexibility, trust, psychological safety, and continuous learning, all of which are essential in hybrid work environments. The findings demonstrate that hybrid work culture alone does not automatically enhance productivity; rather, its success depends largely on leadership practices that emphasize outcome-based performance, employee empowerment, and alignment with organizational goals. The interaction between adaptive leadership and hybrid work culture therefore plays a significant role in improving organizational productivity in a consistent and sustainable manner.

From a practical perspective, organizations are encouraged to develop leadership capabilities that emphasize adaptability, trust-building, and learning orientation. Managers should shift performance evaluation from time-based monitoring to results-oriented assessment, while also supporting employee well-being and work–life balance. Training programs focused on adaptive leadership competencies and digital collaboration skills can further strengthen the effectiveness of hybrid work implementation.

Future research is recommended to employ quantitative or mixed-method approaches to empirically test the proposed relationships. Further studies may also explore sector-specific applications of adaptive leadership in hybrid work settings or examine mediating and moderating variables such as organizational culture, technological readiness, and employee characteristics.

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