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Human Resource Management: Adapting Leadership in Managing Teams in a Hybrid Working System

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Abstract: *The hybrid working system has become a dominant work model in modern organizations, combining remote and onsite work arrangements to improve flexibility and operational efficiency. However, the implementation of hybrid work also presents significant managerial challenges, particularly in maintaining team cohesion, communication effectiveness, employee engagement, and performance management. This article aims to analyze how leadership adaptation plays a critical role in managing teams under hybrid working systems within the framework of Human Resource Management. Using a qualitative approach through a literature review method, data were collected from reputable academic journals and scholarly books discussing telecommuting, e-leadership, adaptive leadership, transformational leadership, and organizational behavior. The analysis was conducted through descriptive-qualitative techniques involving data reduction, thematic categorization, and interpretation. The findings indicate that effective leadership in hybrid working environments requires the development of digital leadership competencies, trust-based management, flexible communication strategies, and performance evaluation systems focused on outcomes rather than physical presence. Moreover, adaptive and transformational leadership styles are essential in addressing emerging challenges such as workplace loneliness, blurred work-life boundaries, and reduced team collaboration. This study concludes that leadership adaptation is a strategic determinant of organizational success in hybrid working implementation and highlights the importance of integrating leadership development into HRM strategies to sustain productivity and employee well-being.*

Keywords: *Hybrid working; Human resource management; Adaptive leadership; E-leadership; Transformational leadership; Team management; Employee engagement.*

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INTRODUCTION

The modern workplace has undergone significant changes in recent years, especially after the COVID-19 pandemic forced organizations to adopt remote working systems. These changes have evolved into more flexible working systems, one of which is hybrid working, which is a combination of working from the office and working from home. This work model is considered capable of providing operational efficiency while improving work-life balance, making it a strategic choice for many companies in various sectors (Allen et al., 2015). Hybrid working has also become a symbol of organizational transformation towards a more adaptive and dynamic digital era.

In the context of Human Resource Management (HRM), hybrid working is not only a technical change related to work location, but also requires changes in how organizations manage employees. This system creates new challenges such as coordinating physically separated teams, difficulties in building organizational culture, and a decrease in the intensity of informal communication that usually occurs in the office (Waizenegger et al., 2020). Therefore, the role of HRM is very important in ensuring that hybrid working policies run effectively without reducing employee productivity and well-being.

In addition, hybrid working has consequences for team communication and collaboration patterns. Employees who work separately tend to rely on digital technology as the main means of completing their work. However, dependence on technology does not always guarantee effective communication, as there is a risk of miscommunication, delays in coordination, and a reduction in social relationships between employees (Gibbs et al., 2013). In this situation, organizations need to ensure that hybrid work systems can still create connections between team members so that company goals can be achieved optimally.

The success of hybrid working implementation is also largely determined by leadership readiness. Leadership in an organization is an important factor that can

guide employees in facing changes in the work environment. According to Robbins and Judge (2017), leadership is the ability to influence a group to achieve common goals. In a hybrid work system, leaders no longer only play the role of direct performance supervisors, but also as facilitators who are able to create trust, effective communication, and psychological support for team members.

In practice, traditional leadership styles that emphasize direct supervision tend to be less relevant in hybrid working systems. This is because employees have greater flexibility in managing their working hours and workplaces, so that strict control can reduce motivation and increase work stress. Therefore, leaders are required to develop a more adaptive, participatory, and outcome-based leadership approach (Yukl, 2013). Adaptive leadership will help organizations maintain work effectiveness even when activities are carried out separately.

The concept of adaptive leadership emphasizes the leader's ability to respond quickly to changes in the environment and team needs. Heifetz et al. (2009) state that adaptive leadership is the ability to mobilize individuals in the face of complex challenges that require new learning. In the context of hybrid working, these challenges include managing virtual communication, maintaining employee engagement, and creating a solid work culture even though team members are not always in the same location.

In addition to adaptive leadership, transformational leadership style is also considered relevant in hybrid systems. Transformational leadership emphasizes inspiration, motivation, and empowerment of employees to achieve higher organizational goals (Bass & Avolio, 1994). Transformational leaders can encourage employees to remain productive through emotional support, clear vision, and intensive communication. This is very important because hybrid employees tend to experience psychological challenges such as workplace loneliness and social isolation (Ozcelik & Barsade, 2018).

On the other hand, trust-based leadership is also an important element in

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hybrid working. Flexible work systems can only be effective if organizations build a culture of mutual trust between leaders and employees. According to Dirks and Ferrin (2002), trust in organizations is positively related to performance, job satisfaction, and organizational commitment. If leaders are able to demonstrate openness, fairness, and consistency in decision-making, employees will find it easier to maintain work discipline even when not directly supervised.

Hybrid working also requires leaders to have digital leadership skills, which is leadership that is able to utilize technology to support team collaboration and effectiveness. Digital leadership is important because work interactions are mostly conducted through virtual platforms such as Zoom, Microsoft Teams, or Google Workspace. According to Avolio et al. (2014), leadership in the digital era must be able to integrate technology with management strategies to create better performance. Thus, leaders must have technological competence as well as interpersonal skills in order to maintain healthy working relationships.

Furthermore, the biggest challenge of hybrid working is maintaining team cohesion. Team cohesion is a condition in which team members have emotional attachment, a sense of togetherness, and commitment to achieving the same goals (Carron & Brawley, 2000). In a hybrid system, team cohesion often declines due to limited social interaction. Leaders need to develop consistent communication strategies and create collaborative work activities so that team members continue to feel connected and have a sense of belonging to the organization.

Team performance in hybrid working is also influenced by work motivation management. Work motivation is a factor that drives individuals to work optimally and consistently. Herzberg's motivation theory (1966) explains that motivation can be influenced by intrinsic factors such as achievement and recognition, as well as extrinsic factors such as organizational policies and working conditions. In a hybrid system, leaders must be able to create a fair reward and

recognition system even though work activities are carried out remotely.

In addition to motivation, psychological well-being (employee well-being) is also an important concern in hybrid working. Many studies show that working from home can increase flexibility, but it can also cause mental stress because the boundaries between work and personal life become blurred (boundaryless working) (Kossek et al., 2012). Adaptive leaders must be able to provide emotional support and humane policies so that employees can maintain a healthy work-life balance. This is important because employee well-being is directly related to organizational productivity and loyalty.

From an HR perspective, organizations need to strategically design hybrid working policies through a relevant performance management system. Performance measurement in hybrid working can no longer rely on physical presence, but must emphasize output, quality of work, and target achievement (Pulakos et al., 2015). Therefore, leaders need to adapt to evaluation systems based on Key Performance Indicators (KPIs) or Objectives and Key Results (OKRs) that are more transparent and measurable.

In addition, the role of HRM in supporting leadership adaptation also includes developing leadership competencies through training and coaching. Leadership training programs are essential for managers to understand virtual communication patterns, manage remote conflicts, and build sustainable team engagement (Cascio & Montealegre, 2016). Without adequate training support, leaders risk experiencing difficulties in managing hybrid teams, which can ultimately reduce organizational effectiveness.

Previous studies have discussed hybrid working in terms of productivity, employee well-being, and supporting work technologies. However, there is still a research gap regarding how specific leadership adaptations play a role in the success of team management in hybrid working systems, especially in the context of modern human resource management. Several studies emphasize that the main challenge of hybrid working is not only technology, but also

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aspects of leadership and organizational culture that must be transformed (Contreras et al., 2020). Therefore, further study is needed to understand the most effective leadership strategies in a hybrid work environment.

Based on this description, this article aims to comprehensively discuss how human resource management plays a role in supporting leadership adaptation in managing teams in a hybrid working system. The discussion focuses on the challenges faced by leaders, relevant leadership strategies, and their implications for employee performance, motivation, and engagement. Thus, this article is expected to provide theoretical and practical contributions to organizations in designing effective and sustainable hybrid work policies.

METHOD

This study uses a qualitative approach with a literature review method to analyze leadership adaptation in managing teams in a hybrid working system in the context of human resource management. This method was chosen based on the research objectives, which emphasize conceptual understanding and in-depth analysis of the phenomenon of changing work patterns, work relationship dynamics, and leadership strategies required in a hybrid work environment. The data used in this study was sourced from secondary data, in the form of national and international scientific journals, academic books, and previous research articles discussing the topics of hybrid working, transformational leadership, adaptive leadership, performance management, and digital leadership. The literature used was selected based on its relevance to the research focus, the credibility of the sources, and its theoretical contribution in explaining leadership practices in the era of flexible working.

Data collection techniques were carried out using the documentation method, which is the process of collecting information by reviewing, recording, and organizing literature sources relevant to the scope of the study. Next, the data was analyzed using descriptive-qualitative analysis techniques, by describing the main findings from various references to

obtain a systematic overview of the challenges and leadership needs in hybrid working systems. The analysis process was carried out through the stages of data reduction, grouping of main themes, and interpretation of study results to produce a comprehensive synthesis. The results of the analysis were then used to explain the relationship between leadership adaptation, team management effectiveness, and its implications for productivity, employee engagement, and the successful implementation of hybrid working policies in organizations.

RESULTS AND DISCUSSION

RESULTS

1. Overview of Literature Findings on Hybrid Working

Descriptive-qualitative analysis of various literature shows that hybrid working has become the dominant work model in modern organizations, especially after the acceleration of digital transformation due to the pandemic. Hybrid working is defined as a work system that combines physical presence in the office with remote work, allowing organizations to balance individual flexibility with collective coordination needs (Casio & Montealegre, 2016). In the studies analyzed, hybrid working is seen as a form of organizational adaptation to technological developments, changing workforce expectations, and demands for operational cost efficiency.

Some literature emphasizes that hybrid working is not only a technical change in work location but also a change in organizational culture. This model shifts the work paradigm from “presence-based work” to “performance-based work,” where work effectiveness is measured based on actual results and contributions, not based on attendance time (Pulakos et al., 2015). The results of the study show that hybrid working offers significant benefits, including improved work-life balance, reduced travel stress, and increased job satisfaction. Allen et al. (2015) explain that telecommuting has great potential to improve

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employee well-being, although its impact is not uniform and is greatly influenced by the organizational context and job design.

However, the literature also shows that hybrid working creates new and complex challenges, particularly in relation to team communication, employee emotional engagement, social cohesion, and performance monitoring and evaluation (Sangapan et al., 2025). Thus, hybrid working requires organizations to develop more adaptive human resource management strategies and leadership that is capable of managing the dynamics of work across space and time.

2. Communication and Coordination Challenges in Hybrid Teams

Key findings from the literature indicate that the most prominent challenges in hybrid working are communication and work coordination. In hybrid work situations, informal interactions that previously occurred naturally in the office are reduced. This creates information gaps, role ambiguity, and barriers to cross-departmental collaboration. Gibbs et al. (2013) state that virtual and hybrid teams often face problems related to coordination processes, including delayed communication responses, schedule uncertainty, and differences in access to the same information.

The results of the study also show that communication problems occur not only in technical aspects but also in psychological aspects. Digital communication tends to reduce social context, so that message interpretation can be less accurate and potentially lead to conflict. In hybrid systems, technology-based communication often lacks non-verbal elements, such as facial expressions and body language, which are important in building interpersonal understanding. This is in line with the findings of Waizenegger et al. (2020), who stated that online collaboration has limitations in building a sense of togetherness if it is not supported by the right communication strategy.

Furthermore, the literature shows that coordinating hybrid work requires a clear structure, including standardized role division, progress reporting procedures, and regular meeting schedules. Without these mechanisms, hybrid working risks resulting in work fragmentation, where team members work individually without strong integration in achieving common goals (Lase et al., 2025).

3. Team Cohesion and Employee Engagement in Hybrid Systems

The next finding shows that hybrid working has a significant impact on team cohesion. Cohesion is understood as the level of social attachment and unity of purpose within a work group, which affects the effectiveness of collaboration and organizational performance (Carron & Brawley, 2000). In traditional work systems, cohesion is built through direct interaction and social closeness in the workplace. However, hybrid working reduces the intensity of these interactions, thereby potentially decreasing team solidarity and a sense of belonging to the organization (Ainurrofiq & Amir, 2022).

Some literature also highlights that hybrid working can give rise to the phenomenon of workplace loneliness, which is a condition of loneliness experienced by employees due to a lack of meaningful social interaction. Ozelik and Barsade (2018) emphasize that workplace loneliness can reduce productivity and increase the risk of burnout, as employees lose the social support they would normally receive from coworkers. This condition can also weaken employee engagement, which is the emotional involvement and commitment of employees to their work and organization.

The findings show that employee engagement in hybrid working is greatly influenced by the quality of leadership communication and the extent to which organizations build an inclusive work culture. When employees feel neglected

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or excluded from the work process due to communication limitations, their work motivation tends to decline. The literature also confirms the risk of a “dual culture,” namely differences in work experience between employees who work more often in the office and those who work more remotely. This imbalance can trigger feelings of unfairness and lower perceptions of organizational fairness.

4. Leadership Adaptation as a Determining Factor for the Success of Hybrid Working

The results of the literature review show that the success of hybrid working is largely determined by the ability of leaders to adapt to changes in the work environment. Leadership in a hybrid context can no longer rely on traditional approaches based on direct control, but must prioritize flexibility, effective communication, and trust-based management of working relationships. Yukl (2013) explains that leadership effectiveness is largely determined by the suitability of the leadership style to the organizational context, so hybrid working requires leaders to develop new approaches.

In various references analyzed, transformational leadership is one of the models considered relevant in hybrid working systems. Transformational leadership emphasizes inspiration, motivation, and the reinforcement of organizational values and vision to increase employee commitment (Bass & Avolio, 1994). The literature shows that this leadership style can increase employee engagement because leaders act not only as supervisors but also as providers of direction and psychological support.

In addition, the concept of e-leadership has emerged as a dominant theme in modern leadership studies. Avolio et al. (2014) state that e-leadership is a form of leadership that utilizes digital technology to transmit influence, build communication, and facilitate collaboration within organizations. The

findings of the study show that leaders who are successful in hybrid systems generally have digital competencies, are able to manage teams through virtual communication platforms, and are able to build interpersonal interactions even without face-to-face contact.

5. Trust-Based Leadership and Changes to the Performance Monitoring System

The literature analyzed shows that trust is the main foundation in hybrid working relationships. In remote working systems, leaders cannot conduct intensive direct supervision, so working relationships depend on trust in individual responsibility. Dirks and Ferrin (2002) state that trust in leaders has a strong correlation with organizational commitment, job satisfaction, and positive work behavior. The literature findings confirm that leaders who are able to build trust will find it easier to manage hybrid teams effectively, because employees feel valued and trusted.

In line with this, hybrid working encourages organizations to change their performance evaluation system from attendance to output achievement. Pulakos et al. (2015) emphasize that effective performance management must be based on clear work objectives, measurable indicators, and continuous feedback. The results of the study show that organizations that maintain traditional evaluation systems are likely to experience inconsistencies, as remote employees are difficult to measure using physical attendance parameters. Thus, changing the performance system is one of the main requirements in implementing hybrid working.

Discussion

1. Hybrid Working as HRM Transformation and Organizational Paradigm Shift

Based on the results of the study, hybrid working cannot be understood merely as a technical change in work location, but rather



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as a structural transformation in human resource management. Hybrid working forces organizations to develop new flexible work policies while maintaining productivity. In the context of HRM, these changes include redesigning communication systems, developing a digital work culture, and changing performance monitoring and assessment systems.

Cascio and Montealegre (2016) emphasize that technology has changed the way organizations operate, including how employees work and how leaders perform their functions. Therefore, hybrid working reflects the era of digital organizations that demand high flexibility. In this system, organizational effectiveness is largely determined by the quality of coordination, technological readiness, and the ability of management to build a collaborative work culture.

However, hybrid working also presents dilemmas in HRM. On the one hand, flexibility can increase job satisfaction, but on the other hand, it can reduce social closeness among team members. Therefore, HRM in a hybrid system requires a strategic approach so that flexibility does not sacrifice team cohesion.

2. Communication Dynamics and Coordination Challenges as Key Issues

The findings of the study show that communication is a critical factor in the success of hybrid working. In a hybrid work system, communication becomes more structured and formal, but loses the spontaneity that usually strengthens work coordination. This reinforces the findings of Gibbs et al. (2013) that virtual team design has a major impact on the effectiveness of work processes, especially in terms of role distribution, coordination flows, and decision making.

Practically speaking, organizations need to create communication standards to prevent information gaps between remote and onsite employees. Waizenegger et al. (2020) explain that digital platforms can facilitate collaborative work, but their success depends on how the technology is utilized. If leaders simply move face-to-face meetings to online

meetings without a proper communication strategy, communication will become inefficient. Therefore, hybrid working requires a communication pattern based on openness, clarity, and consistency.

From a leadership perspective, leaders must adopt a more active communication style. Leaders need to check in regularly, ensure that all team members have access to the same information, and build a coordination system that reduces dependence on informal communication.

3. Team Cohesion, Workplace Loneliness, and Declining Engagement

The results of the study show that hybrid working has the potential to weaken team cohesion due to reduced direct social interaction. Cohesion is an important factor that determines the effectiveness of teamwork, because cohesion enhances cooperation, a sense of belonging, and social support within the group (Carron & Brawley, 2000). When physical interaction is reduced, social relationships within the team become more vulnerable to emotional disconnection.

This condition can lead to workplace loneliness, which has an impact on decreased productivity and psychological well-being. Ozelik and Barsade (2018) emphasize that loneliness in the work environment not only affects the emotional state of individuals, but also has an impact on the overall performance of the organization. In the context of hybrid working, loneliness arises because digital communication often focuses only on tasks, resulting in minimal social relationships between employees.

Employee engagement also tends to decline when social relationships weaken. Engagement requires emotional attachment to work, leaders, and the organization. If remote employees feel less connected to the organizational culture, they are more prone to decreased motivation. Therefore, organizations need to develop social relationship-based engagement strategies, such as informal online interaction programs, discussion forums, or team bonding sessions.

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4. Leadership Adaptation: From Control to Trust and Collaboration

The findings of the study confirm that hybrid working requires a change in leadership style from direct control to trust-based leadership. In conventional work systems, supervision is carried out through physical presence and direct supervision. However, in hybrid systems, leaders must trust employees to work independently. Dirks and Ferrin (2002) explain that trust is a fundamental element in leader-subordinate relationships because it increases loyalty and strengthens cooperation.

In the context of hybrid working, trust cannot be built solely through work instructions, but through open communication, policy consistency, and transparency in decision-making. Leaders who do not give trust tend to apply micromanagement through digital systems, which can ultimately increase employee stress. This contradicts the main objective of hybrid working, which is to create flexibility and work well-being.

In addition, adaptive leadership is relevant because hybrid working is a change that requires adjustments to organizational culture and behavior. Heifetz et al. (2009) state that adaptive leadership emphasizes the ability of leaders to face complex challenges by encouraging organizations to learn and adapt. Thus, hybrid leaders must be able to build a new work culture that is more flexible but still productive.

5. Transformational Leadership and Strengthening Motivation in a Hybrid Environment

In the literature review, transformational leadership emerged as an effective approach to increase employee motivation in hybrid work situations. Bass and Avolio (1994) explained that transformational leaders are able to encourage employees to go beyond their personal interests for the sake of achieving organizational goals. In hybrid working, employee motivation is very important because a flexible work system

requires a high level of independence and discipline.

Hybrid working has the potential to reduce motivation if employees feel isolated and underappreciated (Cahyani et al., 2025). Therefore, transformational leaders play an important role in providing emotional support, building a shared vision, and recognizing employee contributions. Herzberg (1966) emphasizes that motivational factors such as rewards, achievement, and self-development have a major influence on job satisfaction. In a hybrid system, rewards must be given through clear and fair mechanisms, both for onsite and remote employees.

Furthermore, transformational leadership can also strengthen organizational culture, as leaders build shared values and commitments. This is important to reduce the risk of a dual culture, which is the difference in work experience between remote and onsite employees that can lead to conflict and unfairness.

6. E-Leadership as a New Competency in Hybrid Team Management

The results of the study show that e-leadership is a competency that is increasingly needed in the hybrid work era. Avolio et al. (2014) state that e-leadership is a process of social influence mediated by information technology, in which leaders use digital media to direct, motivate, and coordinate teamwork. In the context of hybrid working, leaders are not only required to have interpersonal skills, but also technological and digital communication management skills.

Contreras et al. (2020) emphasize that digital leadership is very important during the COVID-19 pandemic because organizations must adapt quickly to remote working. The findings show that leaders with digital competencies are better able to maintain team effectiveness because they can utilize digital platforms to ensure smooth coordination.

In its implementation, e-leadership is not only related to the use of technology, but also to the leader's ability to create human communication in the digital space. Leaders

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need to manage empathy, listen to employee constraints, and create strong interpersonal relationships even without physical interaction.

7. The Implications of Hybrid Working on Performance Management Systems

A literature review shows that performance management systems are a crucial aspect that must be adjusted in hybrid working. Pulakos et al. (2015) emphasize that organizations need to improve their performance management systems to make them more flexible, adaptive, and feedback-based. In a hybrid system, performance measurement cannot rely on direct observation, but must be based on clear work outcome indicators.

These changes require a transformation of HRM policies, including the formulation of relevant Key Performance Indicators (KPIs), a project-based evaluation system, and a transparent reporting mechanism. If the performance system is not adjusted, the organization will have difficulty maintaining productivity because performance evaluations will become subjective (Mayangsari et al., 2025).

In addition, hybrid working also requires leaders to provide more intensive feedback (Komala et al., 2026). In traditional work systems, feedback often occurs informally through daily conversations. However, in hybrid working, feedback must be designed in a scheduled and structured manner to remain effective. Robbins and Judge (2017) state that feedback is an important factor in building work motivation and improving individual performance.

8. Synthesis of Findings: The Relationship Between Leadership, Team Effectiveness, and Organizational Productivity

Based on the results of literature analysis, it can be synthesized that the success of hybrid working is largely determined by the relationship between leadership adaptation and team management effectiveness. Adaptive and transformational leadership plays a role in

maintaining employee motivation and engagement, while e-leadership plays a role in ensuring that coordination and communication continue to run effectively. Trust-based leadership is the main foundation in building employee work discipline without direct supervision.

Hybrid working essentially creates opportunities for higher productivity because flexibility can increase job satisfaction (Sugiato et al., 2025). However, this flexibility can become an obstacle if the organization fails to maintain team cohesion and engagement. Therefore, leaders need to play a strategic role not only as work directors but also as builders of a work culture that supports cross-space collaboration.

Thus, the results of this study show that hybrid working requires a more complex leadership approach than conventional work systems. Leaders must be able to integrate technological, psychological, and social dimensions in team management. If this is done effectively, hybrid working can become a sustainable HRM strategy in facing the modern work era.

CONCLUSIONS

This study highlights that hybrid working is not merely a shift in work location but represents a major transformation in organizational management and human resource practices. The literature review confirms that hybrid work offers advantages in flexibility and employee satisfaction, yet simultaneously introduces challenges related to coordination, communication gaps, performance monitoring, and decreased social interaction among team members. These challenges may reduce productivity and weaken team cohesion if not addressed through appropriate leadership strategies.

Furthermore, the findings emphasize that leadership adaptation is the key factor in ensuring the success of hybrid working systems. Leaders are required to shift from traditional supervision-based management to trust-oriented and outcome-based leadership practices. Digital leadership capabilities, continuous communication, emotional support,



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and the ability to maintain team engagement are essential competencies for leaders in hybrid environments. Therefore, organizations should prioritize leadership development programs and HRM policies that strengthen adaptive leadership, promote employee well-being, and support sustainable performance management within hybrid working systems.

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