

Adaptive Leadership and Employee Well-Being in Hybrid Workplaces: A Cultural Perspective from Thailand

Wallapa Suengkamolpisut¹, Saifon Singhatong^{2 *}

¹Lecturer, DBA, Business Administration Division, International College, Mahidol University, 73170, Thailand

² Lecturer, Ph.D. Business Administration Division, International College, Mahidol University, 73170, Thailand

Abstract

The rise of hybrid work arrangements, where employees split their time between office and remote work, has compelled organizations to rethink their leadership strategies, particularly in culturally diverse contexts like Thailand. This study examines the complex relationship between adaptive leadership and employee well-being in hybrid workplaces, drawing on GLOBE theories to explore the cultural dimensions that influence leadership effectiveness in Thailand. Through a qualitative thematic analysis of interviews conducted with 25 Thai employees, the research uncovers how adaptive leadership practices, deeply informed by cultural values such as collectivism, humane orientation, and respect for hierarchy, effectively address the challenges posed by blurred work-life boundaries, increased caregiving responsibilities, and the need for flexibility. The findings underscore the critical importance of culturally responsive leadership in not only promoting employee well-being but also in aligning leadership practices with the unique cultural expectations of the Thai workforce. This study offers significant insights into how organizations can implement hybrid work models that are both culturally attuned and strategically designed to enhance employee satisfaction, engagement, and productivity. By integrating adaptive leadership with an understanding of local cultural nuances, organizations can better navigate the complexities of hybrid work environments and achieve sustainable organizational success.

Keywords: Adaptive leadership, Employee well-being, Hybrid workplaces, Work-life balance, GLOBE theories, Thai cultural context