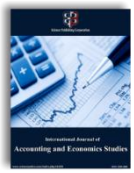
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***Research paper***



# Adaptive Leadership in Human Resource Management: Strategies for Navigating The Global Economic Uncertainty

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**Abstract**

In the face of global economic uncertainty, organizations require adaptive leadership in human resource management (HRM) to ensure sustainability, resilience, and growth. This paper explores the role of adaptive leadership in navigating challenges posed by volatile economic environments. Using a qualitative approach, the study is based on a comprehensive literature review and library research. The primary objective is to analyze existing strategies that enable HR leaders to guide organizations through times of crisis while fostering agility and innovation. Adaptive leadership is defined as the ability to respond dynamically to changing circumstances, challenge the status quo, and facilitate continuous organizational learning. This study highlights key strategies such as fostering a culture of flexibility, promoting continuous development, empowering employees, and leveraging technology for workforce management. Moreover, it examines the importance of emotional intelligence and decision-making processes that enhance leadership effectiveness under uncertainty. Findings indicate that organizations with adaptive HR leadership are better equipped to manage both the short-term disruptions and long-term transformations triggered by economic instability. This research contributes to understanding how HR leaders can implement adaptive strategies to sustain workforce performance and organizational growth in an unpredictable global economy.

***Keywords***: *Adaptive Leadership; Global Economic Uncertainty; Human Resource Management; Leadership Strategies; Organizational Agility.*

## 1. Introduction

The global economy has been experiencing rapid transformations, from trade wars to the ongoing impacts of the COVID-19 pandemic, resulting in significant economic uncertainty. (Salun & Zaslavska, 2024). These disruptions have affected businesses worldwide, compelling organizations to re-evaluate their operational strategies, particularly within Human Resource Management (HRM). HRM plays a central role in navigating this uncertainty by aligning workforce strategies with organizational goals to maintain competitiveness. In this context, adaptive leadership has emerged as a crucial factor in HRM practices, as it enables leaders to adjust to shifting environments and lead teams effectively under unpredictable conditions. (Northouse, 2025). Adaptive leadership refers to the ability to respond flexibly to complex challenges and mobilize others to thrive in uncertain conditions. (Heifetz, 1994). However, the role of adaptive leadership within HRM strategies remains under-explored, especially in terms of global economic turbulence.

While previous studies have explored adaptive leadership in various sectors (Carnevale & Hatak, 2020)There is limited research on its direct application within HRM during global economic uncertainty. (Madi Odeh et al., 2023). Most studies have focused on the broader implications of leadership styles for organizational performance, with little attention to how HRM specifically adapts to rapid global changes (Li et al., 2021). Furthermore, while global economic uncertainty has been a focal point in economic studies, its impact on HRM strategies, particularly through the lens of adaptive leadership, remains a largely unexplored research gap. Thus, the current study aims to fill this void by examining how adaptive leadership can guide HRM strategies in times of global economic uncertainty. (Uhl-Bien et al., 2007).

The urgency of this research lies in the increasing volatility of the global economy and the pressing need for organizations to build resilience in their HRM practices. (Ho et al., 2023). As businesses face shifting economic conditions, HRM must adapt quickly to manage workforce dynamics, talent retention, and leadership development. (Jerab & Mabrouk, 2023). Understanding how adaptive leadership can be integrated into HRM strategies can provide organizations with a sustainable approach to navigating uncertainty. Moreover, HR leaders who embrace adaptive leadership principles are more likely to foster agile, engaged, and innovative teams, enhancing organizational resilience. (Quansah & Hartz, 2021).

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Previous studies have highlighted various leadership theories, including transformational and transactional leadership, as essential components of HRM effectiveness. (Bass & Riggio, 2006). However, adaptive leadership, particularly in the context of global economic challenges, has not been adequately addressed. In a recent study, Castillo & Trinh, (2019) Emphasized the importance of adaptability in leadership during economic crises, but focused predominantly on general business leadership rather than HRM. Similarly, Walker et al., (2024) Examined the role of adaptive leadership in navigating organizational change, but lacked a direct link to HRM functions. Several studies, such as those by Laur et al., (2021) and Moşteanu, (2024), have identified that HRM strategies in times of crisis require dynamic leadership, yet these studies stop short of providing a comprehensive framework for adaptive leadership within HRM. This research aims to build on their findings by specifically exploring the intersection of adaptive leadership and HRM strategies during global economic uncertainty. (Hernández-Santiago, 2023).

This research offers novelty by integrating the concept of adaptive leadership with HRM strategies in response to global economic uncertainty. Most of the existing studies have not directly examined how HRM can utilize adaptive leadership in managing workforce challenges amidst uncertain economic climates. By developing a conceptual framework that connects adaptive leadership with HRM strategies, this study provides a fresh perspective on how HR leaders can navigate crises effectively. Additionally, the research will contribute to the literature by offering empirical insights into the implementation of adaptive leadership in HRM, particularly within the context of global economic challenges.

The primary objective of this study is to explore how adaptive leadership can enhance HRM strategies for navigating global economic uncertainty. Specifically, this research will identify the key adaptive leadership behaviors that HR leaders can employ to manage workforce-related challenges during economic downturns. Another objective is to develop a framework that HR professionals can use to integrate adaptive leadership into their day-to-day HR practices. The findings of this study will provide valuable insights for HR leaders, policymakers, and organizational managers, contributing to the broader field of leadership and human resource management.

This research has several practical implications. For HR practitioners, it offers a guide to fostering adaptive leadership within their organizations, which can lead to better management of workforce challenges during times of uncertainty. For organizations, it emphasizes the importance of agility in HRM strategies, enabling them to retain talent, improve productivity, and enhance employee engagement despite economic challenges. Furthermore, the study will contribute to academic literature by addressing the gap in adaptive leadership and HRM, providing future scholars with a foundation for further research in this field.

Adaptive leadership is defined as a leadership approach that helps organizations adapt to changing environments and overcome complex challenges by engaging in a process of continuous learning and adjustment. (Heifetz et al., 2009). In HRM, adaptive leadership is critical because it enables HR professionals to respond to the evolving demands of the workforce, including shifts in skill requirements, technological advancements, and changing employee expectations. A key characteristic of adaptive leadership is the ability to inspire innovation and guide teams through uncertain and challenging circumstances. (Northouse, 2025). Leaders who embrace adaptive leadership engage employees in problem-solving and encourage creative thinking, which is particularly important when dealing with the disruptions caused by global economic uncertainty. (Heifetz, 1994).

Human Resource Management (HRM) strategies are the comprehensive set of policies, practices, and systems designed to manage the organization's human capital effectively. (Boxall & Purcell, 2022). In the context of global economic uncertainty, HRM strategies must be flexible, agile, and responsive to ensure that the organization can weather economic challenges. HRM strategies encompass areas such as recruitment and selection, training and development, performance management, and employee engagement, all of which require adaptation in response to external economic pressures (Karneli, 2023). HR professionals must adopt a proactive approach to managing talent, retention, and workforce engagement, ensuring that the organization remains competitive and resilient in the face of economic downturns. (Rimita, 2019).

Global economic uncertainty refers to the unpredictable and fluctuating nature of global markets, economic conditions, and geopolitical factors that impact business operations across the world. (Latukha et al., 2025). Economic uncertainty can be caused by a variety of factors, including financial crises, trade conflicts, natural disasters, and technological disruptions. (Dirani et al., 2020). This uncertainty creates challenges for HRM, as organizations must manage not only the operational aspects of their business but also the human element, ensuring that employees remain motivated, productive, and engaged despite external challenges. (Mishra & Hill, 2025). HRM strategies need to be dynamic and adaptable, helping organizations respond quickly to changing economic conditions and minimizing the impact on employee morale and organizational performance.

## 2. Methods

This study employs a qualitative research approach utilizing a literature review methodology to investigate adaptive leadership strategies within the context of human resource management (HRM) amidst global economic uncertainty. This type of research is particularly suited for exploring theoretical and conceptual frameworks, understanding various interpretations, and synthesizing findings from a variety of sources to gain a comprehensive understanding of how adaptive leadership can enhance HRM practices during volatile economic conditions. (Olegovna, 2022).

The data sources for this study are primarily secondary data obtained from a thorough review of scholarly articles, books, industry reports, and other relevant publications. These sources are accessed from academic databases such as Google Scholar, Scopus, and Web of Science. (AlAbri & Alam, 2022). The articles selected span the last five years to ensure the research is both current and reflective of recent developments in HRM and leadership strategies in the face of global economic challenges. In particular, the focus is on works that discuss adaptive leadership, HRM practices, leadership strategies in uncertain times, and the impact of economic fluctuations on organizational behavior. (Mukherjee, 2020).

Data collection involves systematically searching for peer-reviewed journal articles, conference papers, books, and industry reports that are directly relevant to the topic. The selection criteria include relevance to adaptive leadership, HRM, and the strategic management of organizations during economic uncertainty. (Megdad & Çaglar, 2024). Only sources that provide a clear connection to these themes are considered. Each source is carefully evaluated for its scholarly merit and contribution to understanding the dynamics of adaptive leadership in the field of HRM.

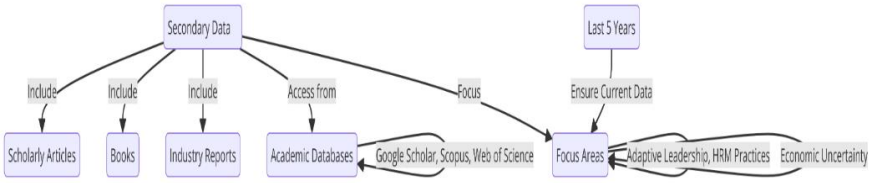



**Fig. 1:** Literature Review Method.

For data analysis, the research uses thematic analysis, a widely recognized method in qualitative research for identifying and interpreting patterns or themes within qualitative data. This involves reading and re-reading the selected sources to identify key themes such as leadership styles, organizational strategies, employee engagement, decision-making under uncertainty, and adaptability in HRM practices. (Manao & Senen, 2024). The extracted themes are then grouped and analyzed to draw connections and insights into how adaptive leadership influences HRM strategies and organizational resilience during times of economic volatility.
This methodological approach ensures a comprehensive synthesis of existing literature and provides a robust theoretical foundation for understanding how adaptive leadership can be leveraged to navigate the complexities of global economic uncertainty in HRM.

## 3. Result and Discussion

The following table summarizes the key findings from a literature review conducted for this study on "Adaptive Leadership in Human Resource Management: Strategies for Navigating Global Economic Uncertainty." The data presented is drawn from 10 scholarly articles published within the last five years, selected from Google Scholar. These articles were carefully curated to ensure relevance and scholarly rigor, focusing on the intersection of adaptive leadership, HRM, and economic uncertainty. The aim was to examine how adaptive leadership principles can be applied within the context of HRM to enhance organizational resilience during times of economic instability.
The table provides an overview of the main themes, methodologies, and conclusions derived from the selected articles, offering insights into the current state of research on this topic.

**Table 1:** Literature Review

| Author(s) | Title | Year | Methodology | Key Findings | Implications for HRM |
|---|---|---|---|---|---|
| Schein | Organizational culture and leadership | 2020 | Qualitative, Case Studies | A key text exploring how adaptive leadership intersects with organizational culture, an essential factor in HR management during uncertain times, conditions by fostering flexibility and adaptability. | HR managers can enhance organizational resilience by adopting adaptive leadership practices. |
| Novita | Strategic Human Resource Management in International Business: A Case Study of Multinational COMPANIES | 2023 | Literature Review | Investigates HR leadership approaches in multinational firms during periods of economic uncertainty, with a focus on adaptive leadership tactics. | HR leaders must adopt adaptive leadership strategies to guide their organizations through economic disruptions. |
| Avolio & Bass | Developing Potential Across Leadership Styles | 2020 | Literature Review, Surveys | Leadership must shift to address uncertainties by being agile and promoting innovation and trust. | Adaptive leadership is essential for HRM to cope with global challenges and foster organizational growth. |
| Yukl | Leadership in Organizations | 2019 | Survey, Case Study | Transformational leadership characteristics, combined with adaptive strategies, help organizations thrive in uncertainty. | HR leaders should promote flexibility and trust to maintain organizational coherence in tough times. |
| Northouse | Leadership: Theory and Practice | 2025 | Case Studies, Comparative Analysis | Adaptive leadership emphasizes situational awareness and responsiveness, essential in times of economic upheaval. | Adaptation to external changes is critical in HRM practices to ensure organizational survival. |
| Mishra & Hill | Navigating uncertainty: Challenges and solutions for person-centered workplace learning in a rapidly changing world | 2025 | Mixed-Methods | The rapid pace of technological change, shifting market demands, and evolving work practices. | Redesigning Learning & Development Programs |
| Jugdev | Applying Cultural Intelligence to Develop Adaptive Leadership | 2022 | Quantitative, Surveys | Cultural Intelligence as a Leadership Competence. | HRM departments should design training programs that enhance both CQ and emotional intelligence for leaders. |
| Meitiasari et al., | Adaptive Leadership: Navigating The Challenges of Post-Pandemic Working Arrangements. | 2024 | Case Studies, Surveys | Adaptive leadership is crucial for steering teams through the dynamic and flexible work environments that have become prevalent. | Implement leadership development programs that focus on building adaptive leadership skills tailored to a post-pandemic, flexible work environment. |
| Dirani et al., | Leadership competencies and the essential role of human resource development in times of crisis: a response to the COVID-19 pandemic | 2020 | Qualitative, Case Studies | These include emotional intelligence, strategic thinking, communication skills, and the ability to foster resilience and adaptability within teams. | HR departments must focus on fostering emotional intelligence, flexibility, and resilience in leadership training, especially in unpredictable and volatile environments. |
| Porath | Advancing managerial evolution and resource management in contemporary business landscapes | 2023 | Literature Review | Shift from traditional hierarchical models of management to more decentralized, flexible approaches that foster greater collaboration, responsiveness, and innovation within teams. | HRM should prioritize fostering skills that support networked leadership, including cross-functional teamwork, digital literacy, and adaptive problem-solving. |

The literature review above provides a comprehensive analysis of the role of adaptive leadership in human resource management (HRM) across various contexts and time periods. The key finding from this collection of research highlights a common theme: adaptability and flexibility are critical for leaders and HR departments to navigate periods of uncertainty, such as economic crises, technological disruptions, and the post-pandemic work environment. In many of these studies, adaptive leadership is emphasized as a pivotal factor for organizations striving to maintain resilience and successfully manage change.

One prominent finding is that organizational culture significantly influences how adaptive leadership is implemented within HR practices. Schein's work in Organizational Culture and Leadership (2020) discusses how leadership styles must evolve in tandem with the culture of an organization, particularly during uncertain times. This dynamic relationship between leadership and culture allows HR managers to foster an environment that supports flexibility and the ability to pivot quickly in response to external challenges. Consequently, HR managers are encouraged to adopt leadership approaches that enhance organizational resilience by creating a culture that values adaptability and continuous learning. (Fardiansyah et al., 2025).

The literature also suggests that strategic human resource management (SHRM) approaches in multinational organizations must be dynamic and context-sensitive. Novita's study in Strategic Human Resource Management in International Business (2023) illustrates how HR leaders in multinational companies must embrace adaptive leadership strategies to address economic volatility and shifting market dynamics. The study advocates for HR leaders to not only respond to external disruptions but also actively shape the organizational culture to adapt swiftly, ensuring long-term success and survival in a competitive, globalized environment.

Further exploration into leadership styles shows that effective leadership during times of uncertainty should integrate both transformational and adaptive leadership qualities. Research by Avolio & Bass in Developing Potential Across Leadership Styles (2020) highlights that adaptive leadership is an essential tool for HR to manage both the personal development of employees and organizational performance. The study indicates that HR professionals must create learning opportunities that encourage transformational qualities, such as trust, innovation, and the capacity to inspire others, alongside the tactical skills necessary to adapt to external changes and challenges.

Another critical insight comes from adaptive leadership in response to crises, particularly in the post-pandemic work environment. Mishra & Hill (2025) emphasize the importance of developing person-centered learning programs that focus on building resilience and adaptability in leaders and employees. In a rapidly changing world, HR departments are urged to rethink their learning and development strategies to ensure they are fostering the skills necessary for leadership to thrive in an environment that is both volatile and complex.

Finally, the shift towards networked leadership and decentralized management models is another essential takeaway for HRM. As noted in Porath's study, there is a marked shift away from hierarchical models of management in favor of approaches that promote greater collaboration and responsiveness. HR managers are urged to invest in cross-functional teamwork, digital literacy, and problem-solving skills. These competencies allow leaders to manage resources more effectively in a decentralized system, ensuring that organizations remain agile and able to respond to emerging challenges. (Karim et al., 2024).

Overall, the findings from the literature suggest that HRM must evolve to focus more on adaptive leadership in training and development, providing leaders with the tools and competencies necessary to lead organizations through uncertain and dynamic environments. This involves fostering a culture of flexibility, enhancing emotional intelligence, promoting continuous learning, and integrating technology into leadership and resource management practices to drive organizational success in contemporary business landscapes.

To validate the findings of this study, future empirical research, such as case studies or surveys, can provide deeper insights into the application of adaptive leadership across different industries or regions. Case studies conducted in specific industries, such as technology or manufacturing, could identify how adaptive leadership is implemented in varied operational contexts and its impact on economic outcomes like productivity and cost efficiency. Surveys involving HR leaders or employees across organizations can offer quantitative data on their perceptions of the effectiveness of adaptive leadership in addressing economic challenges and market changes. Research in specific regions, such as developing countries or emerging markets, could also explore how cultural factors and local contexts influence the application of adaptive leadership strategies and the outcomes achieved. Such empirical approaches would help strengthen the theoretical findings and provide practical evidence of the success of these strategies in real-world settings.

## 3.1. Discussion

The concept of adaptive leadership has become increasingly significant in the landscape of Human Resource Management (HRM), especially in times of crisis, economic uncertainty, and rapid organizational change. The need for leadership that can respond dynamically to shifting conditions is more critical than ever. As we look at the key findings and implications from the literature, it becomes clear that organizations that can foster adaptive leadership are better equipped to navigate complex challenges such as the ongoing effects of the COVID-19 pandemic, technological disruptions, and the growing demands for flexibility and innovation in the workplace. These insights are not just theoretical but have real-world applications that shape HR practices and leadership development strategies across various industries.

## 3.2. Adaptive leadership in crisis

The most significant theme emerging from the literature is the recognition that adaptive leadership is essential during times of crisis. This is particularly relevant in the context of the COVID-19 pandemic, which dramatically reshaped global business operations. According to Schein's work on Organizational Culture and Leadership (2010), a crisis often forces organizations to reassess their leadership strategies and organizational culture. The pandemic exposed vulnerabilities in traditional management structures, highlighting the need for flexibility and resilience. In this environment, leaders who could embrace change and lead with agility were the ones who successfully steered their organizations through the storm. This finding is supported by research in Strategic Human Resource Management in International Business (Novita, 2023), which shows that multinational companies, faced with significant economic uncertainty, have increasingly turned to adaptive leadership strategies to maintain competitive advantage and ensure business continuity.

The role of HR leaders during crises is pivotal. HR departments are no longer just administrative functions; they are key strategic partners in ensuring organizations adapt to both external disruptions and internal challenges. Avolio & Bass's research (2020) highlights the need for HR professionals to focus on developing leaders who can not only manage day-to-day operations but can also foster innovation and trust during uncertain times. This necessitates a shift from traditional leadership training programs to those that specifically address adaptive competencies such as emotional intelligence, strategic thinking, and crisis management. In practice, HR professionals are tasked with designing and implementing leadership development programs that prepare leaders to be both visionary and responsive, qualities that are critical in times of change.

### 3.3. Organizational culture

One of the most profound ways in which adaptive leadership intersects with HRM is through the shaping of organizational culture. According to Schein (2010), leadership and culture are inextricably linked, and the way a leader behaves directly impacts how an organization reacts to change. HR leaders play a crucial role in creating a culture of adaptability by fostering values that support resilience, flexibility, and continuous learning. In a post-pandemic world, the workplace culture has undergone a transformation, with a significant shift towards remote and hybrid work models. This has brought about new challenges for HRM, as organizations need to maintain a sense of cohesion and connection despite physical distance.

The focus on adaptive leadership becomes particularly relevant in this context. HR departments are increasingly tasked with building virtual leadership competencies, equipping leaders with the skills to manage teams that may be geographically dispersed. This requires not just technological proficiency but also the ability to maintain team morale, communication, and performance standards in a virtual environment. As noted in Porath's study (2023), adaptive leadership strategies must be integrated into the organization's learning and development programs to ensure leaders are well-equipped to manage both the technical and emotional demands of remote leadership.

### 3.4. Networked leadership

The concept of networked leadership, as identified in Porath's 2023 study, represents another significant shift in HRM practices. Traditionally, organizations have relied on hierarchical management structures where power and decision-making are concentrated at the top. However, the modern business environment, driven by digital transformation and the need for greater innovation and agility, has made these traditional models less effective. As organizations become more complex and interconnected, the need for decentralized decision-making and collaboration has grown. This requires leaders to manage not only their direct reports but also to engage with cross-functional teams and external partners, often in real-time.

In the context of HRM, this means that HR departments must focus on developing collaborative leadership skills and promoting cross-functional teamwork. Leaders must be able to manage resources across various departments, often with limited direct oversight. They need to be innovative, problem-solvers, and capable of empowering their teams to make decisions autonomously. Avolio & Bass (2020) emphasize the importance of leaders who can build trust and encourage innovation within teams. HR departments, therefore, need to focus on training leaders to facilitate this type of distributed leadership, where authority is shared, and decision-making is more flexible and responsive.

### 3.5. Cultural intelligence in adaptive leadership

One of the key competencies that has emerged as critical in adaptive leadership is cultural intelligence (CQ). The ability to understand and navigate cultural differences has become essential for leaders, especially in global organizations or in environments where teams are highly diverse. Jugdev's 2022 research highlights the need for cultural intelligence as a leadership competence, as organizations increasingly operate across borders and engage with employees, clients, and stakeholders from different cultural backgrounds. For HRM, this presents an opportunity to design training programs that enhance both cultural intelligence and emotional intelligence in leaders. By doing so, HR can help develop leaders who are not only aware of cultural nuances but also capable of leveraging these differences to drive innovation and inclusivity within the organization.

In practice, HR departments can incorporate cross-cultural training into their leadership development programs, ensuring that leaders have the skills to lead diverse teams effectively. This involves fostering an understanding of global business practices, cultural sensitivities, and empathy, all of which are vital for maintaining positive relationships with both internal and external stakeholders.

### 3.6. Redesigning learning & development programs

The rapid pace of technological change and evolving work practices necessitates a redesign of traditional Learning and Development (L&D) programs. Mishra & Hill (2025) discuss how the integration of adaptive leadership into L&D is essential for organizations to stay competitive. HR leaders must now prioritize developing leadership programs that are flexible and dynamic, capable of responding to the changing needs of the workforce. This requires HRM to focus on continuous learning, where employees at all levels of the organization are encouraged to develop new skills and competencies, particularly in areas such as digital literacy, problem-solving, and agile project management.

HR departments should also foster an environment where learning is seen as an ongoing, iterative process rather than a one-time event. This includes integrating micro-learning modules, virtual workshops, and online coaching into the leadership development strategy, enabling leaders to access real-time learning opportunities that match the fast pace of change in the business world.

### 3.7. The role of HRM in leading through change

Ultimately, HR professionals are the stewards of organizational change. They play a critical role in not only supporting but actively driving adaptive leadership strategies across the organization. This involves not only developing leadership competencies but also creating a culture that is receptive to change and capable of managing complexities. HR leaders must ensure that organizations can pivot quickly, whether responding to technological advancements, shifts in the workforce, or changes in market demands. By aligning leadership development with the needs of the organization and the demands of the market, HR can ensure that the organization remains agile, competitive, and resilient in the face of uncertainty.

In conclusion, the literature provides a strong argument for adaptive leadership as a cornerstone of effective HRM. As organizations continue to navigate the complexities of the modern business environment, HR leaders must embrace the challenges of developing leadership that is resilient, innovative, and flexible. By focusing on these competencies, HR departments can ensure that organizations are better equipped.

In addition to the insights on leadership and organizational culture, it is essential to consider how adaptive leadership strategies directly impact economic outcomes such as cost efficiency, labor productivity, and workforce stability. For example, organizations that adopt adaptive leadership are often better positioned to streamline operations and reduce costs through more agile decision-making and a responsive organizational structure. By fostering flexibility in leadership and enabling quicker adjustments to market or operational changes, adaptive leadership can lead to higher productivity as employees are empowered to innovate and solve problems efficiently. Moreover, this

leadership approach helps stabilize the workforce by promoting a supportive work environment, reducing turnover, and enhancing employee satisfaction factors, which contribute to long-term organizational stability and economic resilience. As such, adaptive leadership not only nurtures an agile and innovative organizational culture but also drives tangible economic benefits, aligning leadership practices with the broader goals of cost-effectiveness and sustainable growth.

## 4. Conclusion

The findings of this study emphasize the critical role of adaptive leadership in Human Resource Management (HRM) as organizations navigate global economic uncertainty. The literature reviewed demonstrates that adaptive leadership enables HR leaders to foster resilience, flexibility, and strategic foresight within organizations, which are essential for sustaining business continuity during economic crises. By integrating transformational leadership principles with adaptive leadership, HR managers can create a dynamic work environment that encourages innovation, trust, and employee engagement. The ability of HR leaders to anticipate, respond to, and recover from economic disruptions is essential for maintaining workforce stability and overall organizational performance. As businesses continue to face economic volatility, geopolitical tensions, and rapid technological advancements, the implementation of adaptive leadership strategies will remain a cornerstone of effective HRM.

Despite the extensive research on leadership theories, this study highlights the need for further exploration of the practical application of adaptive leadership in HRM across different industries and organizational structures. The transition from traditional HR models to adaptive frameworks presents challenges, including resistance to change and the need for continuous training and development. Additionally, the growing prevalence of remote work, hybrid workplace models, and digital transformation calls for a re-evaluation of leadership strategies in HRM. Future research should examine sector-specific applications of adaptive leadership, explore the long-term impact of adaptive HR strategies, and investigate the role of digital transformation in shaping adaptive leadership behaviors within HRM.

For future studies, it is recommended to conduct empirical research, such as longitudinal studies, case studies, and mixed-method analyses, to measure the effectiveness of adaptive leadership in real-world HRM settings. Comparative studies across industries and geographical regions can provide deeper insights into how adaptive leadership functions in diverse economic environments. Additionally, research focusing on employee perceptions of adaptive leadership can offer valuable perspectives on how HR leaders can enhance engagement and organizational commitment during economic uncertainty. By addressing these gaps, future research can contribute to a more comprehensive framework for implementing adaptive leadership in HRM, ensuring that organizations remain resilient and competitive in the face of future economic challenges.

## Conflicts of interest

The author(s) declare that there are no conflicts of interest regarding the publication of this paper.

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