

# Digital Leadership, Management Strategies, and Employees' Adaptability in Hybrid Work Environments in Bir Revenue Region 18

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## ABSTRACT

This study examined the level of digital leadership, management strategies in hybrid work environments, and employees' adaptability in BIR Revenue Region 18. Specifically, it determined the level of digital leadership in terms of digital competence, visionary and strategic digital leadership, communication and virtual collaboration, empowerment and trust-based leadership, and adaptability support; assessed the level of management strategies implemented in hybrid work environments in terms of strategic planning and work design, human resource management and capability development, communication, coordination, and performance management, and change management and organizational support; and evaluated employees' adaptability in terms of behavioral and task adaptability, learning agility and skill adaptation, psychological adaptability and resilience, social and collaborative adaptability, and openness to change and innovation. Furthermore, the study determined the significant relationships between digital leadership and employees' adaptability, and between management strategies and employees' adaptability. Finally, it examined the predictive influence of digital leadership and management strategies on employees' adaptability in hybrid work environments.

A quantitative descriptive-correlational research design was employed in the study. Mean and standard deviation were used to determine the levels of the variables, while Pearson  $r$  correlation and multiple regression analysis were utilized to determine relationships and predictive influence.

The findings revealed that digital leadership and employees' adaptability were rated "Very High," while management strategies in hybrid work environments were rated "High." Correlation analysis revealed strong and significant positive relationships between digital leadership and employees' adaptability ( $r = 0.709$ ,  $p = 0.000$ ), and between management strategies and employees' adaptability ( $r = 0.769$ ,  $p = 0.000$ ). However, regression analysis showed that management strategies significantly predict employees' adaptability ( $\beta = 0.697$ ,  $p = 0.001$ ), while digital leadership does not have a significant independent effect when both variables are considered simultaneously.

The study concluded that management strategies are the primary driver of employees' adaptability in hybrid work environments. It is recommended that organizations strengthen communication systems, strategic planning, human resource development, and change management practices to sustain adaptability and organizational effectiveness in digitally mediated work settings.

## INTRODUCTION

### Background of the Study

The rapid advancement of digital technologies has transformed organizational structures, communication systems, and workplace practices across both private and public institutions. The emergence of hybrid work environments—where employees operate through a combination of physical and virtual work arrangements—has fundamentally reshaped organizational operations and employee interactions. As organizations continue to

adapt to digital transformation, the role of leadership and management strategies in supporting workforce adaptability has become increasingly important.

Digital leadership refers to the ability of leaders to effectively utilize digital technologies, promote innovation, and guide organizations through digital transformation. Digital leaders are expected to possess technological competence, strategic vision, adaptability, and the ability to foster collaboration in digitally mediated work environments. According to Verhoef et al. (2021), digital leadership is a critical organizational capability that enables institutions to respond effectively to technological disruptions and evolving work systems.

In hybrid work environments, management strategies also play a crucial role in maintaining productivity, communication, coordination, and organizational support. Strategic planning, work design, performance management, and human resource development are essential in ensuring that employees remain engaged, productive, and adaptable despite the challenges associated with flexible work arrangements. Kniffin et al. (2021) emphasized that effective management systems significantly influence employee well-being, organizational performance, and adaptability in remote and hybrid work settings.

Employees' adaptability pertains to their ability to adjust behaviors, acquire new competencies, remain resilient, and respond effectively to organizational and technological changes. Adaptability has become increasingly important in hybrid work contexts because employees are required to navigate shifting expectations, digital communication systems, and continuously evolving workflows. Wang et al. (2021) explained that adaptability and resilience are among the most critical competencies necessary for sustaining performance in technology-driven work environments.

BIR Revenue Region 18, like many contemporary organizations, has adopted hybrid work arrangements as part of its operational adjustments to digital transformation and changing workplace demands. In such contexts, strong digital leadership and effective management strategies are necessary to ensure that employees remain adaptable, collaborative, and productive.

Despite the growing importance of hybrid work systems, limited studies have specifically examined the combined influence of digital leadership and management strategies on employees' adaptability within public sector organizations in the Philippine context. Thus, this study was conducted to determine the level of digital leadership, management strategies, and employees' adaptability in hybrid work environments in BIR Revenue Region 18. The findings of the study may provide valuable insights for organizational leaders, policymakers, and human resource managers in enhancing workforce adaptability and organizational effectiveness in digitally mediated environments.

## **THEORETICAL FRAMEWORK**

This study is anchored on Digital Transformation Theory and Adaptive Performance Theory.

Digital Transformation Theory emphasizes that organizations must integrate digital technologies into operational systems, leadership structures, and organizational processes to remain effective in rapidly evolving environments. Leaders play a critical role in guiding organizations through technological change and innovation.

Adaptive Performance Theory explains that employees' adaptability is influenced by organizational support systems, leadership practices, and environmental demands. Adaptability includes behavioral flexibility, learning agility, resilience, collaboration, and openness to change.

These theories support the assumption that digital leadership and management strategies significantly influence employees' adaptability in hybrid work environments.

### **General Objective**

To determine the level of digital leadership, management strategies, and employees' adaptability in hybrid work environments in BIR Revenue Region 18.

## Specific Objectives

1. To determine the level of digital leadership in terms of:
  - digital competence;
  - visionary and strategic digital leadership;
  - communication and virtual collaboration;
  - empowerment and trust-based leadership; and
  - adaptability support.
2. To determine the level of management strategies implemented in hybrid work environments in terms of:
  - strategic planning and work design;
  - human resource management and capability development;
  - communication, coordination, and performance management; and
  - change management and organizational support.
3. To determine the level of employees' adaptability in hybrid work environments in terms of:
  - behavioral and task adaptability;
  - learning agility and skill adaptation;
  - psychological adaptability and resilience;
  - social and collaborative adaptability; and
  - openness to change and innovation.
4. To determine the significant relationship between digital leadership and employees' adaptability in hybrid work environments.
5. To determine the significant relationship between management strategies and employees' adaptability in hybrid work environments.
6. To determine the predictive influence of digital leadership and management strategies on employees' adaptability in hybrid work environments.

## REVIEW OF RELATED LITERATURE AND STUDIES

### Related Literature

Digital leadership has emerged as an essential organizational capability in the era of digital transformation. Leaders are expected to possess technological competence, strategic foresight, communication skills, and adaptability to effectively manage digitally mediated workplaces. Verhoef et al. (2021) explained that organizations undergoing digital transformation require leaders who can align technological innovation with organizational goals and workforce development.

Management strategies in hybrid work environments focus on strategic planning, communication systems, human resource development, and change management. Effective management systems help organizations

maintain coordination, accountability, and employee support despite physical and virtual work arrangements. Kniffin et al. (2021) emphasized that structured organizational systems significantly improve employee performance and adaptability in hybrid work contexts.

Employees' adaptability has become increasingly important in modern workplaces characterized by technological disruptions and flexible work systems. Adaptability includes learning agility, resilience, openness to change, and collaborative capacity. Wang et al. (2021) highlighted that adaptable employees are more capable of maintaining productivity and well-being in uncertain and rapidly changing work environments.

Studies further indicate that digital leadership and management systems significantly influence organizational adaptability and employee behavior. Organizations with strong leadership support and well-designed management practices are better positioned to sustain innovation, flexibility, and workforce resilience.

### **Related Studies**

Several studies have examined the relationship between leadership, management systems, and employee adaptability in digitally mediated workplaces. Verhoef et al. (2021) found that digital leadership positively influences innovation, organizational agility, and employee responsiveness to change.

Research additionally indicates that management strategies significantly affect employee adaptability and work performance. Kniffin et al. (2021) emphasized that communication systems, work design, and organizational support are essential in sustaining productivity and employee well-being in hybrid work environments.

Studies on adaptability further reveal that employees who demonstrate learning agility, resilience, and openness to innovation are more capable of adjusting to hybrid work arrangements and technological changes. Wang et al. (2021) explained that adaptability is strongly associated with organizational support systems and leadership effectiveness.

### **Research Gap**

Although several studies have explored digital leadership and hybrid work environments, limited studies have specifically examined the combined influence of digital leadership and management strategies on employees' adaptability within public sector institutions in the Philippine context.

Existing studies often focus separately on leadership, management systems, or adaptability without examining their combined predictive influence in hybrid work settings. Furthermore, localized studies involving government organizations remain limited.

Hence, this study was conducted to address these gaps and provide empirical evidence on digital leadership, management strategies, and employees' adaptability in hybrid work environments in BIR Revenue Region 18.

## **RESEARCH METHODOLOGY**

### **Research Design**

This study utilized a quantitative descriptive-correlational research design.

### **Respondents of the Study**

The respondents of the study were employees of BIR Revenue Region 18.

### **Research Instrument**

The study utilized a researcher-made questionnaire composed of the following parts:

- Part I – Digital Leadership

- Part II – Management Strategies in Hybrid Work Environments
- Part III – Employees’ Adaptability

### Validity and Reliability of the Instrument

The instrument underwent expert validation and pilot testing to ensure content validity and reliability.

### Data Gathering Procedure

1. Securing permission from organizational authorities
2. Distribution of questionnaires to respondents
3. Retrieval and consolidation of responses
4. Observance of ethical standards and confidentiality

### Statistical Tools

The following statistical tools were utilized:

1. Mean and Standard Deviation
2. Pearson r Correlation
3. Multiple Regression Analysis

## RESULTS AND DISCUSSION

**Table 1. Level of Digital Leadership in BIR Revenue Region 18 in Terms of Digital Competence, Visionary and Strategic Digital Leadership, Communication and Virtual Collaboration, Empowerment and Trust-Based Leadership, and Adaptability Support**

| Dimensions                                 | Mean        | SD          | Interpretation   |
|--------------------------------------------|-------------|-------------|------------------|
| Digital competence                         | 3.28        | 0.67        | Very High        |
| Visionary and strategic digital leadership | 3.28        | 0.65        | Very High        |
| Communication and virtual collaboration    | 3.29        | 0.64        | Very High        |
| Empowerment and trust-based leadership     | 3.32        | 0.61        | Very High        |
| Adaptability support                       | 3.37        | 0.68        | Very High        |
| <b>Grand Mean</b>                          | <b>3.31</b> | <b>0.61</b> | <b>Very High</b> |

Table 1 presents the level of digital leadership in BIR Revenue Region 18. The results indicate that all dimensions are rated “Very High,” with a grand mean of 3.31. Adaptability support obtained the highest mean, suggesting that leaders effectively support employees in adjusting to technological and organizational changes. Verhoef et al. (2021) emphasized that adaptability support is a critical component of digital leadership because organizations must continuously respond to digital transformation demands.

Empowerment and trust-based leadership also received a very high rating, indicating that leaders foster autonomy, confidence, and collaboration among employees. AlNuaimi et al. (2022) explained that trust-based leadership significantly enhances innovation and organizational agility in hybrid work environments.

The findings suggest that digital leadership practices in BIR Revenue Region 18 are highly developed and supportive of organizational adaptability and digital transformation.

**Table 2. Level of Management Strategies Implemented in Hybrid Work Environments in BIR Revenue Region 18**

| Dimensions                                              | Mean        | SD          | Interpretation |
|---------------------------------------------------------|-------------|-------------|----------------|
| Strategic planning and work design                      | 3.16        | 0.70        | High           |
| Human resource management and capability development    | 3.06        | 0.74        | High           |
| Communication, coordination, and performance management | 3.22        | 0.65        | High           |
| Change management and organizational support            | 3.21        | 0.68        | High           |
| <b>Grand Mean</b>                                       | <b>3.16</b> | <b>0.66</b> | <b>High</b>    |

Table 2 presents the level of management strategies implemented in hybrid work environments. Communication, coordination, and performance management obtained the highest mean, indicating strong organizational emphasis on communication systems and performance monitoring.

Kniffin et al. (2021) emphasized that effective communication and coordination systems are essential in sustaining productivity and accountability in hybrid work environments. Change management and organizational support also received high ratings, indicating that the organization provides adequate support mechanisms for employees adapting to hybrid work systems.

However, human resource management and capability development received the lowest mean, suggesting the need for stronger training, capability-building, and employee development programs. Wang et al. (2021) emphasized that continuous learning and skills development are essential in sustaining workforce adaptability and digital competence.

**Table 3. Level of Employees' Adaptability in Hybrid Work Environments in BIR Revenue Region 18**

| Dimensions                                | Mean        | SD          | Interpretation   |
|-------------------------------------------|-------------|-------------|------------------|
| Behavioral and task adaptability          | 3.39        | 0.68        | Very High        |
| Learning agility and skill adaptation     | 3.47        | 0.64        | Very High        |
| Psychological adaptability and resilience | 3.48        | 0.65        | Very High        |
| Social and collaborative adaptability     | 3.45        | 0.71        | Very High        |
| Openness to change and innovation         | 3.61        | 0.64        | Very High        |
| <b>Grand Mean</b>                         | <b>3.48</b> | <b>0.62</b> | <b>Very High</b> |

Table 3 presents the level of employees' adaptability in hybrid work environments. Openness to change and innovation obtained the highest mean, indicating that employees are highly receptive to new technologies, systems, and organizational changes.

Wang et al. (2021) emphasized that openness to innovation and adaptability are critical competencies in digitally mediated work environments. Psychological adaptability and resilience also received very high ratings, suggesting that employees effectively manage stress, uncertainty, and shifting workplace demands.

The findings indicate that employees in BIR Revenue Region 18 possess strong adaptability competencies necessary for sustaining performance in hybrid work systems.

**Table 4. Relationship Between Digital Leadership and Employees' Adaptability in Hybrid Work Environments in BIR Revenue Region 18**

| Variables                                    | r     | p-value | Remarks     | Interpretation               |
|----------------------------------------------|-------|---------|-------------|------------------------------|
| Digital leadership & employees' adaptability | 0.709 | 0.000   | Significant | Strong positive relationship |

Table 4 presents the relationship between digital leadership and employees' adaptability. The results reveal a strong and statistically significant positive relationship.

This suggests that higher levels of digital leadership are associated with greater employee adaptability in hybrid work environments. Verhoef et al. (2021) explained that digital leadership promotes innovation, learning agility, and workforce responsiveness to organizational change.

The findings imply that digital leadership significantly contributes to employees' openness to change, resilience, and adaptability in digitally mediated work systems.

**Table 5. Relationship Between Management Strategies and Employees' Adaptability in Hybrid Work Environments in BIR Revenue Region 18**

| Variables                                       | r     | p-value | Remarks     | Interpretation               |
|-------------------------------------------------|-------|---------|-------------|------------------------------|
| Management strategies & employees' adaptability | 0.769 | 0.000   | Significant | Strong positive relationship |

Table 5 presents the relationship between management strategies and employees' adaptability. The correlation coefficient indicates a strong and statistically significant positive relationship.

This finding suggests that effective management strategies significantly improve employees' adaptability in hybrid work environments. Kniffin et al. (2021) emphasized that organizational systems, communication mechanisms, and strategic work design significantly influence employee adaptability and work performance.

The findings further imply that management strategies play a crucial role in fostering workforce flexibility, resilience, and organizational responsiveness.

**Table 6. Multiple Regression Analysis of Digital Leadership and Management Strategies as Predictors of Employees' Adaptability in Hybrid Work Environments in BIR Revenue Region 18**

| Variables             | B     | Beta ( $\beta$ ) | t     | p-value | Remarks         |
|-----------------------|-------|------------------|-------|---------|-----------------|
| Digital leadership    | 0.083 | 0.081            | 0.409 | 0.684   | Not Significant |
| Management strategies | 0.660 | 0.697            | 3.533 | 0.001   | Significant     |

### Model Summary

| R     | R <sup>2</sup> | Adjusted R <sup>2</sup> | F     | p-value | Interpretation    |
|-------|----------------|-------------------------|-------|---------|-------------------|
| 0.770 | 0.593          | 0.579                   | 40.80 | 0.000   | Significant model |

Table 6 presents the multiple regression analysis examining the predictive influence of digital leadership and management strategies on employees' adaptability.

The results reveal that management strategies significantly predict employees' adaptability, while digital leadership does not have a statistically significant independent effect when both variables are considered simultaneously. The beta coefficient for management strategies indicates a strong and direct influence on adaptability.

Kniffin et al. (2021) explained that structured organizational systems and managerial practices directly influence employee behavior and adaptability in hybrid work environments. Although digital leadership demonstrates a strong bivariate relationship with adaptability, its influence may operate indirectly through management systems and organizational structures.

The model summary further indicates a strong and significant model fit, explaining 59.3% of the variance in employees' adaptability. These findings highlight the critical role of management systems in sustaining workforce adaptability and organizational effectiveness in hybrid work settings.

## CONCLUSIONS

Based on the findings of the study, the following conclusions were drawn:

1. Digital leadership in BIR Revenue Region 18 is highly developed across all dimensions.
2. Adaptability support and trust-based leadership are the strongest dimensions of digital leadership.
3. Management strategies in hybrid work environments are effectively implemented.
4. Communication, coordination, and performance management are the strongest management strategy dimensions.
5. Employees demonstrate a very high level of adaptability in hybrid work environments.
6. Openness to change and innovation is the strongest adaptability dimension.
7. Digital leadership significantly influences employees' adaptability.
8. Management strategies significantly influence employees' adaptability.
9. Management strategies are the primary predictor of employees' adaptability in hybrid work environments.
10. Strengthening organizational systems and management practices is essential in sustaining workforce adaptability and organizational effectiveness.

## RECOMMENDATIONS

In light of the findings and conclusions of the study, the following recommendations are proposed:

1. Strengthen human resource management and capability development programs.
2. Enhance communication systems and performance management mechanisms.
3. Continue developing digital leadership competencies among organizational leaders.
4. Institutionalize organizational support systems for hybrid work environments.
5. Conduct regular training on change management and adaptability enhancement.
6. Strengthen strategic planning and work design frameworks.
7. Encourage innovation-driven and collaborative workplace cultures.
8. Develop integrated organizational systems aligning leadership and management practices.
9. Conduct regular assessments of hybrid work effectiveness and employee adaptability.
10. Future researchers may explore mediating and moderating variables influencing adaptability in hybrid work systems.

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