

Navigating VUCA Prime: Leadership Psychology and Wellbeing Leadership as Drivers of Lower Burnout and Higher Employee Productivity

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ABSTRACT

Purpose – Drawing on contemporary perspectives on leadership and employee well-being, this study explores how Leadership Psychology (LP) and Wellbeing Leadership (WL) relate to employee Burnout (BO) and Work Productivity (WP), while examining whether VUCA Prime (VP) moderates these relationships. Evidence is drawn from employees across the manufacturing, fashion, logistics, and private higher education sectors in Yogyakarta.

Design/methodology/approach – This was a quantitative cross-sectional research that analysed survey answers from 133 permanent workers recruited via selective sampling. After administering a standardised questionnaire, the data was analysed using PLS-SEM in SmartPLS 4. The moderating impact of VUCA Prime was evaluated twice, and its direct effect was studied independently for robustness.

Finding/Results – Leadership Psychology and Wellbeing Leadership were associated with lower burnout and higher work productivity (LP: $\beta = -0.422$, $p = 0.003$; $\beta = 0.452$, $p = 0.005$; WL: $\beta = -0.354$, $p = 0.001$; $\beta = 0.378$, $p = 0.002$), while burnout was negatively related to work productivity ($\beta = -0.450$, $p < 0.001$). VUCA Prime strengthened the leadership–outcome relationships but had no significant direct effects on burnout or work productivity. The model explained 59.4% and 66.2% of the variance in burnout and work productivity, respectively, with Q^2_{predict} indicating adequate predictive relevance of the model.

Originality/Value – The findings extend JD–R Theory by positioning VUCA Prime as a pure moderator that strengthens leadership effects without directly influencing burnout or work productivity, highlighting organizational adaptability as an important driver of leadership effectiveness in dynamic work settings.

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1. Introduction

The rapid development of digital technology has profoundly transformed organizational processes, notably in value generation, workflow structure, and human resources administration. With the rise of artificial intelligence, advanced automation, cloud-enabled collaboration, and digital communication systems has reconfigured business processes, accelerated decision-making, and enabled greater flexibility in work arrangements across industries (Verhoef et al., 2021; Vial, 2021). Although these technological developments have substantially improved organizational efficiency, flexibility, and innovation, they have simultaneously accelerated environmental change and intensified organizational complexity. Consequently, increasingly organisations operate in environments characterised by volatility, uncertainty, complexity, and ambiguity (VUCA), requires people to constantly adapt to the development of technology, the change of organisational structures and the quick change of job needs (Bennett & Lemoine, 2014; Nöthel et al., 2023).

The ramifications of these shifts may be explained from the perspective of the Job Demands–Resources (JD–R) Theory. According to the JD–R Theory, employee well-being and work performance are determined by the balance between job demands and the organizational resources available to satisfy these needs (Bakker & Demerouti, 2017). Digital transformation has substantially increased employees' cognitive, emotional, and behavioral demands by requiring continuous learning, technological adaptation, and rapid responses to organizational change. As growing expectations are not accompanied by sufficient organizational resources, workers are more likely to experience psychological strain, therefore compromising their well-being and job effectiveness (Kaltiainen & Hakanen, 2022).

Global evidence demonstrates that this imbalance has become a significant organizational concern. The World Health Organization (2024), Estimates that around 15% of the world's working-age population has a mental health issue, while depression and anxiety account for nearly 12 billion lost working days annually, resulting in substantial productivity losses and considerable economic costs. Likewise, the International Labour Organization (2023) Highlights excessive workload, organizational change, and job uncertainty as important psychological risks that impact on employee well-being and organizational success. Recent studies also imply that prolonged exposure to digitally intensive work environments contributes to digital fatigue and psychological strain, increasing the risk of burnout, a psychological state of emotional tiredness, cynicism, and diminished personal performance arising from persistent job stress (Maslach et al., 2001; Yener et al., 2021; Shanmugasundaram & Tamilarasu, 2023).

These challenges are equally evident in Indonesia. Empirical evidence reports high levels of burnout among healthcare professionals and demonstrates that rapid digital transformation has adversely affected employee well-being across educational institutions and other organizational sectors (Lamuri et al., 2023; Suhariadi et al., 2023). In Indonesian workplaces, job demands and psychosocial hazards have been shown to correlate with lower work engagement, diminished job satisfaction, and decreased employee performance (Herachwati et al., 2024; Juanamasta et al., 2024). Such conditions not only threaten employees' psychological well-being but also impair work productivity, which refers to the capacity of

workers to carry out their job effectively and efficiently with high quality of work performance that adds to organisational efficiency (Koopmans et al., 2014; Mangkunegara, 2017). A synthesis of these findings suggests that organizational responses to dynamic and uncertain environments must strategically integrate the sustainability of employee productivity with proactive burnout mitigation. Such conditions necessitate organizational designs that enhance employee resilience to continuous change while safeguarding psychological well-being and general performance. In this regard, leadership emerges as a pivotal organizational resource, shaping the extent to which employees access guidance, emotional support, effective communication, and essential workplace resources required for successful adaptation in high-demand environments. Consequently, identifying leadership approaches capable of simultaneously reducing burnout and sustaining employee productivity has become increasingly important in contemporary organizations.

One emerging perspective is Leadership Psychology, which emphasizes leaders' psychological capabilities in fostering psychological safety, emotional support, trust, and adaptive employee behaviors (Tsang et al., 2022; Wicaksana et al., 2025). Earlier studies consistently show that psychologically supportive leadership enhances employee engagement, creativity, adaptability, and job performance while reducing burnout and work-related stress (Li et al., 2019; Ribeiro et al., 2020; Fu et al., 2022; Edmondson & Bransby, 2023). Nevertheless, this perspective primarily emphasizes employees' psychological functioning and provides comparatively limited attention to broader dimensions of employee well-being. Complementing this perspective, Wellbeing Leadership adopts a more holistic approach by enhancing employees' psychological, physical, emotional and social well-being through supportive relationships, open communication, and healthy work environments (Smallwood et al., 2023). Several pieces of empirical data suggest that leadership that is focused on well-being strengthens employee resilience, work engagement, and sustainable performance while reducing burnout across diverse organizational settings (Grimm et al., 2021; Stein et al., 2021; Al'Ararah et al., 2024; Molnár et al., 2024). The results suggest Leadership Psychology and Wellbeing Leadership represent two complementary approaches that jointly strengthen organizational resources, thereby enhancing organizational performance and promoting employee well-being. Leadership has received increasing academic attention; however, substantial holes remain in the literature. Previous research has mostly concentrated on the direct impacts of leadership styles on employee performance and has provided little insight into their usefulness in changing work conditions. Second, although VUCA Prime, comprising Vision, Understanding, Clarity, and Agility, has been widely discussed as an adaptive response to VUCA conditions (Johansen, 2012), empirical studies have rarely examined its role as an organizational adaptive capability that directly influences employee outcomes or strengthens leadership effectiveness. Consequently, limited evidence exists regarding how VUCA Prime shapes the relationships between leadership, burnout, and work productivity under increasingly dynamic work environments (Johansen, 2012; Bennett & Lemoine, 2014). To fill these research gaps, this work develops and experimentally evaluates an integrated model incorporating Leadership Psychology, Wellbeing Leadership, VUCA Prime, burnout, and work productivity. In contrast to prior research, VUCA Prime is conceptualized not

merely as a direct predictor of burnout and productivity, but also as a contextual moderator that amplifies the effect of leadership qualities on organizational outcomes. By integrating leadership resource views with company adaptive capability within the JD–R paradigm, this research offers a deeper understanding of the dynamic interaction between leadership and employee well-being. Moreover, these results offer organizations practical insights into maintaining employees' psychological well-being and sustaining productivity in increasingly VUCA environments.

2. Literature Review and Hypothesis Development

2.1 Theoretical Foundation

The JD–R Theory offers a thorough framework for investigating the ways in which organisational factors impact the happiness and productivity of workers. Developed initially by [Bakker & Demerouti \(2017\)](#), The theory argues that every work setting contains two broad types of features: job demands and job resources. Job demands require continuous physical, cognitive, and emotional effort. Job resources, on the other hand, help employees achieve their goals, reduce the negative consequences of job demands, and stimulate employee motivation, learning, and personal development. In the JD–R model, high job demands trigger a health impairment process that drains employees' psychological and physical resources, which, in turn, raises the risk of burnout. In contrast, sufficient workplace resources initiate a motivational process that stimulates work engagement and resilience, leading to improved performance and productivity. The JD–R model is a prominent concept in organizational and occupational research for explaining employee well-being and performance. Building on this approach, this research conceptualizes Leadership Psychology and Wellbeing Leadership as key leadership tools that help individuals navigate difficult work situations, thereby minimizing burnout and increasing productivity. Furthermore, VUCA Prime is positioned as an organizational adaptive capability that strengthens the effectiveness of these leadership resources by improving organizational and individual responses to VUCA environments. Accordingly, the JD–R framework provides an integrated theoretical basis for explaining the direct impacts of Leadership Psychology and Wellbeing Leadership on employee outcomes and the moderating function of VUCA Prime.

2.2 Psychology Leadership and Burnout

According to [Wicaksana et al. \(2025\)](#), Leadership Psychology is an interdisciplinary perspective that integrates psychological principles with leadership theory to explain how leaders' cognitive, emotional, and behavioral capabilities influence leadership effectiveness and organizational outcomes. This perspective reflects the growing recognition that successful leadership is based not just on management skill, but also on leaders' ability to adapt their leadership approach to organizational contexts and changing environmental conditions ([Kopchak et al., 2024](#)). It therefore emphasizes that effective leadership extends beyond managerial competence by incorporating psychological capabilities, including emotional intelligence, adaptability, strategic decision-making, conflict management, motivational skills, and interpersonal competencies that foster positive team dynamics in increasingly complex work environments. From a JD–R perspective, these psychological capabilities function as strategic job resources that help employees manage high job demands. Leaders who foster

psychological safety, emotional support, trust, and open communication strengthen employees' psychological resources, interrupt the health-impairment process, and reduce their susceptibility to burnout (Bakker & Demerouti, 2017; Edmondson & Bransby, 2023; Mazzetti & Schaufeli, 2022). This view is further supported by evidence that leadership approaches emphasizing employee psychological well-being contribute to healthier and more productive workplaces (Muslimah & Samsir, 2025). Empirical evidence generally supports this relationship. Psychologically supportive leadership has consistently been associated with lower burnout, stronger work engagement, and healthier work environments (Decuyper & Schaufeli, 2020; Dyrbye et al., 2020; Baig et al., 2021; Mazzetti & Schaufeli, 2022; Whiteoak et al., 2023). However, findings remain inconclusive. Khan et al. (2024)

reported that visionary leadership alone does not necessarily reduce burnout when employees lack the capability or initiative to respond effectively to organizational challenges, suggesting that leadership effectiveness may vary across organizational contexts. Accordingly, Leadership Psychology is projected to act as an important work resource that decreases staff burnout.

H1: Leadership Psychology negatively affects employee burnout in the VUCA Era

2.3. Wellbeing Leadership and Burnout

Wellbeing Leadership is a leadership style that supports the physical, psychological, emotional and social wellbeing of workers (Smallwood et al, 2023). This leadership approach extends beyond performance-oriented outcomes by fostering supportive organizational conditions that strengthen employees' psychological stability and resilience in high-demand work environments. From a JD-R perspective, Wellbeing Leadership represents a strategic organizational resource that facilitates recovery from strain and preserves employees' capacity for sustained performance. By providing emotional support, psychological safety, and opportunities for resource recovery, wellbeing-oriented leaders weaken the health-impairment process and reduce employees' vulnerability to burnout (Bakker & Demerouti, 2017; Inceoglu et al., 2018; Rudolph et al., 2020; Dalgaard et al., 2023). Previous studies largely support this proposition. Leadership emphasizing employee well-being has consistently been associated with lower burnout, greater resilience, and better psychological health (Stuber et al., 2021; Wu et al., 2022; Kaltiainen & Hakanen, 2022; Zia et al., 2023; Kohnen et al., 2024). Nevertheless, most existing evidence has been obtained from relatively stable organizational settings, providing limited understanding of whether these protective effects remain equally effective under highly dynamic and uncertain work environments. Therefore, further investigation is warranted to determine whether Wellbeing Leadership continues to reduce burnout in the VUCA era.

H2: Wellbeing leadership negatively affects employee burnout in the VUCA Era

2.4. Leadership Psychology and Work Productivity

Beyond its role in reducing burnout, Leadership Psychology is also expected to enhance employee work productivity. Work productivity is the employees' capacity to execute their job effectively and efficiently with high quality performance and good work behaviours that are contributing to organisational efficiency (Koopmans et al., 2014; Mangkunegara, 2017; Chen et al., 2023). Leadership behaviors consistent with JD-R Theory and based on psychological capacities provide workers with key job resources that enhance motivation, work engagement, and adaptive ability. By fostering psychological safety, emotional support,

trust, and open communication, leaders enable employees to cope more effectively with demanding work conditions, thereby sustaining higher levels of work productivity (Bakker & Demerouti, 2017). A growing body of empirical evidence supports this argument, indicating that psychologically positively related with better levels of employee motivation and stronger levels of job engagement is leadership that is supportive, improved job performance, and greater overall productivity (Inceoglu et al., 2018; Gemeda & Lee, 2020; Ding & Yu, 2022). However, previous findings remain inconsistent Mathende & Yousefi (2021) and Roux (2022), reported that leadership does not always produce significant improvements in employee productivity across organizational contexts. Moreover, most existing evidence has been derived from relatively stable work environments, leaving limited understanding of whether Leadership Psychology remains equally effective in sustaining productivity under VUCA conditions. Accordingly, further empirical investigation is needed.

H3: Leadership Psychology positively affects employee work productivity in the VUCA Era

2.5. Wellbeing Leadership and Work Productivity

Beyond its contribution to reducing burnout, Wellbeing Leadership is also expected to promote higher employee work productivity. Work productivity is the employees' capacity to execute their job effectively and efficiently with high quality performance and good work behaviours that are contributing to organisational efficiency (Koopmans et al., 2014; Mangkunegara, 2017; Chen et al., 2023). Based on the JD-R model, wellbeing-oriented leadership may be considered a major organizational resource that enhances employee motivation and work engagement while fostering resilience to sustain performance in demanding work environments. Through emotional support, psychological safety, and healthy work environments, Wellbeing Leadership enables employees to manage demanding work conditions more effectively and maintain higher levels of productivity (Bakker & Demerouti, 2017; Tummers & Bakker, 2021).

Similarly, leadership practices that promote a holistic approach to employee well-being foster more positive work experiences, enhance job satisfaction, and ultimately improve employee productivity (Pawar & Kunte, 2022). Empirical evidence consistently indicates that leadership emphasizing employee providing supportive and healthy workplaces improves well-being, which in turn enhances job engagement, performance, and productivity (Inceoglu et al., 2018; Choi et al., 2017; Salas-Vallina et al., 2021; Liu et al., 2024). Nevertheless, although these findings are generally positive, limited evidence exists regarding whether such benefits remain equally effective a context of tremendous dynamism and uncertainty. As employees operating in VUCA contexts face greater job demands and continuous adaptation, further empirical investigation is needed to examine whether Wellbeing Leadership remains an effective organizational resource for sustaining work productivity.

H4: Wellbeing Leadership positively affects employee work productivity in the VUCA era.

2.6. Burnout and Work Productivity

Burnout is a psychiatric condition resulting from work-related factors characterised by emotional tiredness, depersonalisation (cynicism), and lower personal achievement reflecting employees' impaired ability to maintain effective functioning under protracted occupational stress (Maslach et al., 2001). Collectively, these dimensions describe a gradual decline in employees' capacity to regulate emotions, process work-related information effectively, and

maintain engagement in their task, eventually resulting in reduced job performance. The work JD–R Theory suggests that high work demands over time drain employees' available resources, resulting in burnout and subsequent performance deterioration (Bakker & Demerouti, 2017). As emotional exhaustion intensifies and employees become increasingly detached from their work while experiencing lower professional accomplishment, their ability to maintain concentration, motivation, and consistent task performance declines, lower productivity at work (Hobfoll et al., 2018; Lemonaki et al., 2021; Corbeanu et al., 2023). Empirical research to far consistently show that burnout is connected with decreased levels of work engagement, poorer job performance, and reduced productivity across diverse organizational contexts (Khammissa et al., 2022; Edú-Valsania et al., 2022; Kaltiainen & Hakanen, 2022; Zeng & Hu, 2024; Molnár et al., 2024). Nevertheless, most empirical evidence has been generated in conventional organizational settings, whereas relatively little is known about whether burnout exerts a comparable influence on employee productivity under the heightened uncertainty and continuous change characteristic of VUCA environments. Filling this research gap and may provide further insights into how employee performance might be maintained in fast evolving work environments.

H5: Burnout negatively affects employee work productivity in the VUCA Era

2.7. VUCA Prime and Burnout

VUCA Prime represents an competence that allows businesses and workers to react efficiently to Volatility, Uncertainty, Complexity, and Ambiguity through four complementary dimensions: Vision, Understanding, Clarity, and Agility (Johansen, 2012). These capabilities reduce uncertainty, facilitate collective sense-making, improve decision-making, and strengthen organizational responsiveness to continuous environmental change. In the present study, VUCA Prime was operationalized using four measurement items developed Johansen's (2012) conceptual framework, representing its four core dimensions. From the JD–R Theory, organizational adaptive capabilities are able to supplement workers' available resources by providing direction, reducing ambiguity, and facilitating more effective responses to demanding work conditions (Bennett & Lemoine, 2014). Empirical evidence, however, remains limited and inconclusive. While several studies suggest that adaptive organizational capabilities contribute to lower work-related stress and better employee well-being, others indicate that adaptability alone may be insufficient to alleviate burnout without adequate leadership support and organizational resources (Bennett & Lemoine, 2014; Kraus et al., 2022; Nöthel et al., 2023). Current evidence has not yet reached a clear conclusion regarding the influence of VUCA Prime on employee burnout.

H6: VUCA Prime negatively affects employee burnout in the VUCA Era

2.8. VUCA Prime and Work Productivity

In highly dynamic work environments, employees are required to continuously adapt to technological changes, shifting organizational priorities, and increasing work demands. According to Johansen (2012), VUCA Prime provides adaptive capabilities through Vision, Understanding, Clarity, and Agility that enable organizations to create direction, reduce ambiguity, and enhance responsiveness in uncertain environments. From the perspective of the JD–R Theory, organisational talents may be flexible contextual resources support employees in managing complex work demands while maintaining motivation and effective

performance (Bennett & Lemoine, 2014). Empirical research suggests that organizational adaptability contributes to improved employee performance by enhancing responsiveness, decision effectiveness, and the ability to manage continuous change. However, most previous studies have examined adaptability primarily at the organizational level, while limited empirical evidence explains how adaptive capabilities translate into individual work productivity. Therefore, further investigation is required to understand whether VUCA Prime directly contributes to employee productivity in increasingly uncertain work environments.

H7: VUCA Prime positively affects employee work productivity in the VUCA Era

2.9. The Direct and Moderating Roles of VUCA Prime

In VUCA environments, organizations rely on the adaptability of leaders and employees to navigate persistent volatility, uncertainty, complexity, and ambiguity. To address these challenges, Johansen (2012) introduced VUCA Prime, comprising Vision, Understanding, Clarity, and Agility, as an adaptive capability that transforms environmental uncertainty into organizational resilience. Rather than merely describing external conditions, VUCA Prime reflects an organization's capacity to provide strategic direction, develop shared understanding, communicate priorities clearly, and respond flexibly to change (Johansen, 2012; Bennett & Lemoine, 2014). According to the JD–R Theory, the efficiency of job resources relies not only on their availability but also on the organisational environment in which they are used (Bakker & Demerouti, 2017). Drawing the JD–R framework is conceptualised in this research VUCA Prime as an organizational capability that reinforces leadership effectiveness in demanding work environments. Organizations characterized by stronger Vision, Understanding, Clarity, and Agility enable leaders to provide clearer direction, more effective communication, and timely psychological support, thereby strengthening employees' ability to deal with ambiguity, adapt to environmental change and maintain job performance. Conversely, weak adaptive capability may reduce employees' ability to utilize leadership support, limiting the effectiveness of Leadership Psychology and Wellbeing Leadership in reducing burnout and enhancing work productivity.

Emerging evidence indicates that adaptive organizational capabilities, organizational agility, and employee-oriented leadership contribute to greater resilience, lower burnout, and stronger work performance in dynamic environments (Kaltainen & Hakanen, 2022; Ahmed et al., 2023; Gaule et al., 2023; Albannai et al., 2024; Kruger & Barkhuizen, 2024; Liu et al., 2024; Volderauer et al., 2024). Nevertheless, previous studies have primarily conceptualized VUCA Prime as a leadership framework, while empirical evidence examining its role as a contextual moderator remains limited (Johansen, 2012; Bennett & Lemoine, 2014). Extending this line of reasoning, the current research investigates the moderating function of VUCA Prime in influencing the connections among Leadership Psychology, Wellbeing Leadership, employee burnout, and work productivity in VUCA environments.

H8: VUCA Prime strengthens the negative effect of Leadership Psychology on Burnout

H9: VUCA Prime strengthens the negative effect of Wellbeing Leadership on Burnout

H10: VUCA Prime strengthens the positive effect of Leadership Psychology on Work Productivity.

H11: VUCA Prime strengthens the positive effect of Wellbeing Leadership on Work Productivity

3. Methodology

3.1 Research Design

The relationships among Leadership Psychology, Wellbeing Leadership, Burnout, Work Productivity, and VUCA Prime were examined via a quantitative cross-sectional survey approach. Employees from different organisations in Yogyakarta, Indonesia filled out the standardised questionnaire, which was created to test the constructs of this research. The hypothesised model was estimated using Partial Least Squares Structural Equation Modelling (PLS-SEM) in SmartPLS 4, an acceptable technique for prediction orientated research with numerous latent constructs and moderating effects ([Hair et al., 2021](#); [Sarstedt et al., 2024](#)).

3.1 Population and Sample

The sample was composed of permanent workers in Yogyakarta, Indonesia, from different organisations, such as manufacturing, handicrafts, fashion, logistics, courier services, general services, and private higher education. These sectors were selected because they operate in environments characterized by continual change and uncertainty, providing a relevant organizational setting for investigating the links among Leadership Psychology, Wellbeing Leadership, burnout, work productivity, and VUCA Prime. Participants were recruited through purposive sampling methods. Eligibility was limited to employees who met the following inclusion criteria were: (1) full-time employment, (2) minimum organizational tenure of one year, (3) operational or administrative job responsibilities, (4) familiarity with the organizational work environment, and (5) voluntary participation. The minimal PLS-SEM sample size was calculated using the inverse square root approach ([Kock & Hadaya, 2018](#)). Sample adequacy was established using two complementary methods. The minimum sample requirement was first calculated using a significance level of 0.05, critical value (Z) of 1.96, and minimum standardised path coefficient of 0.20 or a goal of 97 respondents. The sample fulfilled the necessary power criteria for PLS-SEM, with a power level of 0.80 and a medium effect size ($f^2 = 0.15$), suggesting a range of 85-120 respondents. After data screening, 133 valid answers were included for analysis, which is over both criteria, therefore confirming the use of PLS-SEM for model estimate.

3.2 Data Collection Procedure

Eligible employees completed a standardized self-administered questionnaire, which provided the data for this study. Participation was voluntary. Before completing the questionnaire, participants were informed that no personally identifiable information would be collected, their responses would remain confidential, and the data would be used exclusively for research purposes. These measures were intended to encourage candid responses and minimize potential response bias. These procedures were intended to encourage honest responses and minimize response bias. The possibility of common method bias arising from the use of a single self-report questionnaire was evaluated through the full collinearity VIF procedure recommended by [Kock, \(2015\)](#). Unlike conventional collinearity diagnostics, this approach assesses both vertical and lateral collinearity within the PLS-SEM model. As every construct produced a VIF value below the recommended threshold of 3.3, the results provide no evidence that common method bias materially affected the study estimates.

3.3 Measures of Constructs

Based on verified measurement scales, reflective indicators were utilised operationalize each latent construct. Leadership Psychology (LP), the assessment was conducted with five components developed from the conceptual framework proposed by [Wicaksana et al. \(2025\)](#), representing emotional intelligence, adaptability, strategic decision-making, conflict management, and motivational capability. These dimensions reflect leaders' psychological capacities to support employees in dynamic work environments. Wellbeing Leadership (WL) was assessed with six components adapted from [Smallwood et al. \(2023\)](#), five areas of employee well-being: psychological safety, physical well-being, psychological well-being, work-life balance, and social well-being via workplace interactions. Burnout (BO) was assessed six item adapted by [Maslach et al. \(2001\)](#), reflecting emotional exhaustion, depersonalization (cynicism), and reduced personal accomplishment. Work Productivity (WP) was evaluated using seven elements adapted from [Koopmans et al. \(2014\)](#) and [Mangkunegara \(2017\)](#), representing task completion, task performance, work accuracy, work consistency, task efficiency, work prioritization, and counterproductive work behavior. The combination of these two sources enabled the measurement of both contextual and task-related aspects of employee productivity. Because no validated measurement instrument is currently available for operationalizing [Johansen's \(2012\)](#) VUCA Prime framework, this study developed four items representing its four conceptual dimensions: Vision, Understanding, Clarity, and Agility. Items were designed according to Johansen's theoretical definitions to ensure alignment with the original framework. Expert reviewers subsequently evaluated the items for content validity, followed by empirical analysis.

Each construct was assessed using a five-point Likert response format, with response options ranging from 1 "strongly disagree" to 5 "strongly agree". Instruments adapted from English-language sources underwent forward-backward translation to verify semantic equality. However, the VUCA Prime instrument was designed in Indonesian initially. Independent assessments by two Human Resource Management specialists were used to ensure content validity, who reviewed each question on conceptual relevance, contextual appropriateness, language clarity and representativeness. Appendix A offers an overview of the measurement properties of all research components including dimensions indicator codes measurement items sources and instrument development/adaptation processes.

3.4 Data Analysis

Within the proposed structural model, VUCA Prime (VP) was modeled as a moderator in the connections between Leadership Psychology (LP) and Wellbeing Leadership (WL) and the outcome variables, namely burnout (BO) and work productivity (WP). Following [Hair et al. \(2021\)](#), interaction effects were estimated alongside the relevant direct paths to minimize potential bias arising from omitted variables. SmartPLS 4 was employed to estimate the PLS-SEM model, whereas interaction effects were evaluated using a two-stage estimation procedure ([Hair et al., 2021](#); [Sarstedt et al., 2024](#)). Latent variable scores were first estimated for the reflective constructs and subsequently used to generate the $LP \times VP$ and $WL \times VP$ interaction terms for inclusion in the structural models.

The proposed structural model comprised two endogenous constructs represented by the following simultaneous structural equations:

Equation 1 — Burnout (BO) Model:

$$BO = \beta_1 LP + \beta_2 WL + \beta_3 VP + \beta_4 (LP \times VP) + \beta_5 (WL \times VP) + \zeta_1 \quad (1)$$

Equation 2 — Work Productivity Model:

$$WP = \beta_6 LP + \beta_7 WL + \beta_8 BO + \beta_9 VP + \beta_{10} (LP \times VP) + \beta_{11} (WL \times VP) + \zeta_2 \quad (2)$$

The structural model comprised 11 hypothesized paths, including seven direct effects and four moderating effects. The proposed model was analyzed using a two-stage estimation strategy within PLS-SEM, following the analytical framework outlined by [Hair et al. \(2021\)](#) and [Sarstedt et al. \(2024\)](#). Measurement quality was verified through indicator reliability, convergent validity, discriminant validity, and internal consistency reliability, whereas structural model evaluation covered VIF, SRMR, R², and Q²predict. Hypothesis testing relied on 5,000 bootstrap resamples, with statistical inference based on β coefficients, t-statistics, p-values, and 95% bias-corrected confidence intervals.

4. Result and Discussion

4.1 Result

4.1.1 Respondent Characteristics

Table 1 reports the demographic profile of the analytical sample across gender, age, educational level, and employment sector. These descriptive statistics provide context for interpreting the subsequent empirical findings.

Table 1. Respondent Characteristics

Variable	Category	N	%
Gender	Male	96	72,18
	Female	37	27,82
Age (years)	<25	26	19,55
	25–35	48	36,09
	36–45	36	27,07
	>45	23	17,29
Education	High School	23	17,29
	Diploma	27	20,30
	Bachelor's Degree	43	32,33
	Master's Degree	32	24,06
	Doctoral Degree	8	6,02
Employment Sector	Manufacturing/Crafts	41	30,83
	Fashion	37	27,82
	Logistics Services	38	28,57
	Higher Education	17	12,78

Source: Processed Survey Data (2026)

Table 1 reports the demographic composition of the study sample, which comprised 133 respondents. Male respondents accounted for the majority of the sample (72.18%), while female respondents represented 27.82%. Respondents aged 25–35 constituted the largest age group (36.09%), indicating a predominantly productive sample. The sample was predominantly composed of participants with a bachelor's degree (32.33%), while those holding a master's degree accounted for 24.06% reflecting a sample with a relatively high level of education. With respect to the employment sector, respondents were distributed across manufacturing and handicrafts (30.83%), logistics services (28.57%), fashion (27.82%), and

higher education (12.78%). This distribution reflects the inclusion of employees from diverse organizational settings and work environments. The respondent characteristics indicate a predominantly productive and relatively well-educated workforce, offering a relevant empirical setting for investigating the relationships among Leadership Psychology, Wellbeing Leadership, Burnout, Work Productivity, and VUCA Prime.

4.1.2 Measurement Model Assessment

The outer model was evaluated to ascertain the reliability and validity of the measurement instruments, ensuring consistent and accurate representation. The model comprised five reflecting constructs, each measured by 28 indicators: Leadership Psychology (5 items), Wellbeing Leadership (6 items), VUCA Prime (4 items), Burnout (6 items), and Work Productivity (7 items). Consistent with the PLS-SEM guidelines, the assessment included convergent validity, reliability based on internal consistency, and discriminant validity (Hair et al., 2021).

Convergent Validity Test

Convergent validity was evaluated using outer loadings and AVE. Indicators with loadings above 0.70 and AVE values exceeding 0.50 confirmed adequate convergent validity, indicating that the constructs adequately captured their respective indicators (Fornell & Larcker, 1981; Hair et al., 2021).

Table 2. Measurement Model Assessment

Construct	Indicator Code	Outer Loading	Decision
LP	LP1	0.944	Valid
	LP2	0.953	Valid
	LP3	0.947	Valid
	LP4	0.924	Valid
	LP5	0.878	Valid
WL	WL1	0.769	Valid
	WL2	0.703	Valid
	WL3	0.870	Valid
	WL4	0.799	Valid
	WL5	0.814	Valid
	WL6	0.709	Valid
VP	VP1	0.806	Valid
	VP2	0.856	Valid
	VP3	0.869	Valid
	VP4	0.884	Valid
BO	BO1	0.847	Valid
	BO2	0.892	Valid
	BO3	0.906	Valid
	BO4	0.921	Valid
	BO5	0.880	Valid
	BO6	0.764	Valid
WP	WP1	0.770	Valid
	WP2	0.827	Valid
	WP3	0.796	Valid
	WP4	0.794	Valid
	WP5	0.795	Valid

WP6	0.764	Valid
WP7	0.827	Valid

Notes: LP:Leadership Psychology, WL: Wellbeing Leadership, VP: VUCA Prime, BO: Burnout, WP: Work Productivity

Source: Primary data analysis using SmartPLS 4 (2026)

The outer loading evaluation confirmed that all 28 measurement items fulfilled the required loading criteria, with values ranging from 0.703 to 0.953. These findings demonstrate that the indicators represent their associated latent constructs appropriately and provide evidence of satisfactory convergent validity (Hair et al., 2021). Therefore, no indicators were excluded, and all items proceeded to the next stage of analysis.

Table 3. Construct Reliability

Construct	AVE	Composite Reliability (CR)	Cronbach's Alpha
LP	0,864	0,969	0,960
WL	0,708	0,902	0,869
VP	0,761	0,941	0,921
BO	0,757	0,949	0,935
WP	0,728	0,915	0,892

Notes: LP: Leadership Psychology, WL: Wellbeing Leadership, VP: VUCA Prime, BO: Burnout, WP: Work Productivity

Source: Primary data analysis using SmartPLS 4 (2026)

Table 3 presents the results of construct validity and reliability assessment. All latent variables achieved acceptable AVE values, ranging from 0.708 to 0.864, indicating that each construct explained a substantial proportion of variance in its indicators. Furthermore, internal consistency was confirmed by Cronbach's alpha coefficients (0.869–0.960) and composite reliability values (0.902–0.969), which exceeded the recommended criterion of 0.70 (Hair et al., 2021). These results confirm that the measurement model possesses adequate convergent validity and reliability across all examined constructs.

Discriminant Validity

Discriminant validity was confirmed through the HTMT analysis (Henseler et al., 2015; Hair et al., 2021). All construct correlations were below the 0.90 criterion, indicating that each latent variable captured a distinct theoretical dimension.

Table 4. Results of the Discriminant Validity Assessment (HTMT)

Construct	LP	WL	VP	BO	WP	LP×VP	WL×VP
LP	—						
WL	0,537	—					
VP	0,425	0,502	—				
BO	0,423	0,652	0,583	—			
WP	0,526	0,697	0,599	0,756	—		
LP x VP	0,305	0,101	0,540	0,095	0,193	—	
WL x VP	0,047	0,349	0,433	0,325	0,282	0,128	—

Notes: LP:Leadership Psychology, WL: Wellbeing Leadership, VP: VUCA Prime, BO: Burnout, WP: Work Productivity

Source: Primary data analysis using SmartPLS 4 (2026)

Table 4 presents the HTMT results, with all values below the 0.90 threshold. The maximum HTMT value was 0.756, indicating satisfactory discriminant validity among the constructs and supporting the suitability of the measurement model for structural analysis.

4.1.3 Structural Model Assessment

PLS-SEM analysis was performed to examine the proposed structural relationships, referring to the criteria outlined by [Hair et al. \(2021\)](#) and [Sarstedt et al. \(2024\)](#).

Collinearity Assessment (VIF Results)

The VIF assessment indicated that all values were below 5.0, confirming the absence of critical collinearity issues ([Hair et al., 2021](#)). The full collinearity test also produced values below 3.3, providing evidence that common method bias was not a major concern ([Kock, 2015](#)).

Table 5. Collinearity Assessment (VIF Results)

Structural Path	VIF	Decision
LP → BO	1.679	Accepted
WL → BO	1.914	Accepted
LP → WP	1.751	Accepted
WL → WP	2.045	Accepted
BO → WP	2.042	Accepted
VP → BO	1.653	Accepted
VP → WP	1.718	Accepted
LP × VP → BO	1.678	Accepted
WL × VP → BO	1.856	Accepted
LP × VP → WP	1.410	Accepted
WL × VP → WP	1.423	Accepted

Notes: LP:Leadership Psychology, WL: Wellbeing Leadership, VP: VUCA Prime, BO: Burnout, WP: Work Productivity

Source: Primary data analysis using SmartPLS 4 (2026)

The collinearity assessment produced VIF coefficients between 1.410 and 2.045, indicating that all values remained within the acceptable range <5.0 ([Hair et al., 2021](#)) and the stricter limit of 3.3 proposed by [Kock \(2015\)](#). This implies that collinearity among predictor constructs is unlikely to affect the predicted route coefficients; thus, multicollinearity is not a problem in structural models. Furthermore, these data show that general technique bias is unlikely to jeopardize the validity of conclusions based on an overall assessment of collinearity because all VIF values are below 3,3. Therefore, structural models meet the assumptions of collinearity and are suitable for structural model evaluation as well as subsequent hypothesis testing.

Model Fit (SRMR)

Assessment of model fit included the SRMR criterion, which evaluates the gap between observed and reproduced correlations. The resulting value below 0.08 supports the adequacy of the proposed model ([Hair et al., 2021](#)).

Table 6. SRMR Fit Model Test Results

Model	SRMR	Criterion	Decision
Saturated Model	0,073	< 0,08	Good fit
Estimated Model	0,074	< 0,08	Good fit

Source: Primary data analysis using SmartPLS 4 (2026)

Table 6, the SRMR results indicated satisfactory model fit, with values of 0.073 for the saturated model and 0.074 for the estimated model. As both indices were below the 0.08 criterion (Hair et al., 2021), the proposed model demonstrated acceptable empirical fit for examining the hypothesized relationships.

Coefficient of Determination (R^2)

The coefficient of determination (R^2) was used to assess the explanatory power of the structural model by indicating the proportion of variance in each endogenous construct explained by its predictor constructs. According to Hair et al. (2021), R^2 values of 0.75, 0.50, and 0.25 represent substantial, moderate, and weak levels of explanatory power, respectively. In addition, adjusted R^2 values were reported to account for the number of predictor constructs included in the model, thereby providing a more conservative estimate of the model's explanatory power.

Table 7. Coefficient of Determination (R^2) Results

Endogenous Construct	R^2	Adjusted R^2	Explanatory Power
BO	0,594	0,503	Moderate
WP	0,662	0,592	Moderate

Notes: BO: Burnout, WP: Work Productivity

Source: Primary Data Processed, SmartPLS (2026)

Table 7, the R^2 assessment indicated that the proposed predictors accounted for 59.4% of Burnout variance and 66.2% of Work Productivity variance. With adjusted R^2 values of 0.503 and 0.592, respectively, both endogenous variables showed moderate explanatory capability according to Hair et al. (2021).

Predictive Relevance (Q^2 predict)

An out-of-sample prediction assessment was conducted using the Q^2 predict criterion. The positive values obtained for the endogenous variables suggest that the proposed model demonstrates adequate predictive relevance.

Table 8. Predictive Relevance Test Results (PLSpredict LV Summary)

Variable endogenous	Q^2 predict	RMSE	MAE
BO	0,417	0,781	0,519
WP	0,381	0,795	0,559

Notes: BO: Burnout, WP: Work Productivity

Source: Primary data analysis using SmartPLS 4 (2026)

Table 8, the Q^2 prediction values are 0.417 for Burnout and 0.381 for Work Productivity, both of which exceed the recommended zero threshold. These results show that structural models are predictively relevant for both endogenous constructs. In addition, low RMSE and MAE values indicate that the model produces an acceptable level of prediction error. The PLSpredict assessment confirms that the model demonstrates adequate predictive relevance for the endogenous constructs, indicating its ability to produce reliable predictions beyond the estimation sample.

4.1.4 Hypothesis Testing and Path Analysis

Figure 1. Structural Model with Direct and Moderating Effects

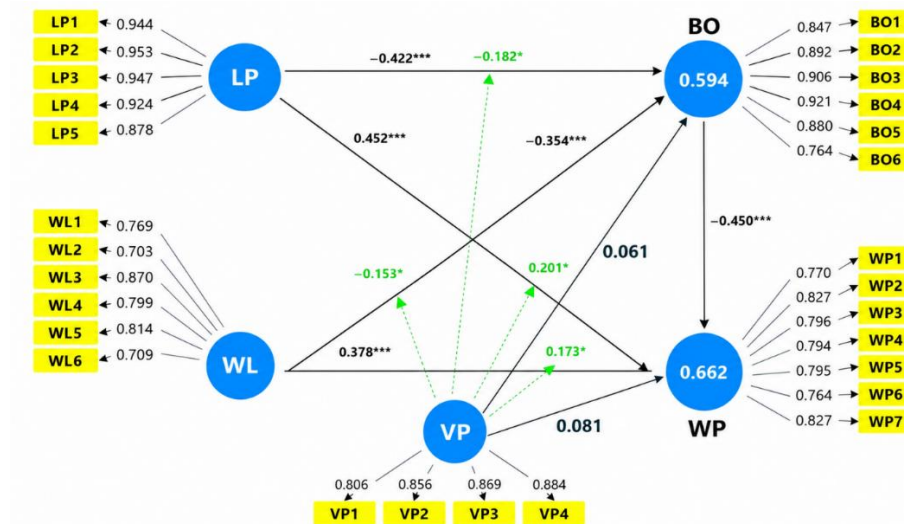


Figure 1 presents the estimated structural model. Leadership Psychology (LP) and Wellbeing Leadership (WL) exhibited significant negative effects on Burnout (BO) and significant positive effects on Work Productivity (WP). Burnout significantly negatively influences Work Productivity (WP). VUCA Prime (VP) does not directly affect burnout or Work Productivity (WP). However, VP's moderating effects on both leadership constructs are statistically significant. Table 9 presents detailed results.

Table 9. Structural Model and Hypothesis Testing Results

Hypothesis	Variable Path	β	t	p	95% CI LL	95% CI UL	Decision
H1	LP → BO	-0.422	2.971	0.003	-0.566	-0.283	Supported
H2	WL → BO	-0.354	3.437	0.001	-0.492	-0.214	Supported
H3	LP → WP	0.452	2.828	0.005	0.309	0.589	Supported
H4	WL → WP	0.378	3.084	0.002	0.231	0.512	Supported
H5	BO → WP	-0.450	4.983	<0.001	-0.587	-0.308	Supported
H6	VP → BO	0.061	0.894	0.372	-0.071	0.184	Not Supported
H7	VP → WP	0.081	1.126	0.261	-0.052	0.214	Not Supported
H8	LP×VP → BO	-0.182	2.171	0.030	-0.341	-0.027	Supported
H9	WL×VP → BO	-0.153	2.199	0.028	-0.287	-0.019	Supported
H10	LP×VP → WP	0.201	2.365	0.019	0.012	0.302	Supported
H11	WL×VP → WP	0.173	2.142	0.033	0.006	0.382	Supported

Notes: LP: Leadership Psychology, WL: Wellbeing Leadership, VP: VUCA Prime, BO: Burnout, WP: Work Productivity

Source: Primary data analysis using SmartPLS 4 (2026)

Results of the hypothesized path analysis are provided in Table 9, presenting the estimated structural relationships and their statistical significance. Leadership Psychology (LP) significantly reduced Burnout (BO) and increased Work Productivity (WP), while Wellbeing Leadership (WL) similarly mitigated Burnout and enhanced productivity, supporting H1–H4. In addition, Burnout exerted a strong negative effect on Work Productivity, supporting H5. Although VUCA Prime (VP) did not exhibit significant direct effects, its interaction with both leadership variables was statistically significant, indicating a moderating effect. These empirical results extend the relevance of JD-R theory by highlighting that psychologically supportive and well-being-oriented leadership is a key organizational resource that alleviates burnout and promotes higher productivity.

The hypothesized direct effects of VUCA Prime (VP) on the endogenous variables were not supported. VP had a positive, but no statistically significant association with Burnout (BO) ($\beta = 0.061$, $t = 0.894$, $p = 0.372$), leading to the rejection of H6. Similarly, VP did not significantly affect Work Productivity (WP) ($\beta = 0.081$, $t = 1.126$, $p = 0.261$), H7 was not supported. These findings suggest that organizational adaptive capability, as operationalized by VUCA Prime, does not independently explain variations in employee burnout or work productivity. All hypothesized interaction effects were statistically significant. The interaction between Leadership Psychology and VUCA Prime significantly amplified the negative correlation with Burnout ($\beta = -0.182$, $t = 2.171$, $p = 0.030$), supporting H8, and enhanced the positive correlation with Work Productivity ($\beta = 0.201$, $t = 2.365$, $p = 0.019$), supporting H10. The moderating analysis revealed that VUCA Prime significantly strengthened the association between Wellbeing Leadership and Burnout ($\beta = -0.153$, $t = 2.199$, $p = 0.028$), providing support for H9. A similar moderating pattern was observed in the relationship between Wellbeing Leadership and Work Productivity, where VUCA Prime enhanced the positive association ($\beta = 0.173$, $t = 2.142$, $p = 0.033$), supporting H11. These results suggest that the contribution of well-being-oriented leadership becomes stronger when organizations operate with higher levels of Vision, Understanding, Clarity, and Agility.

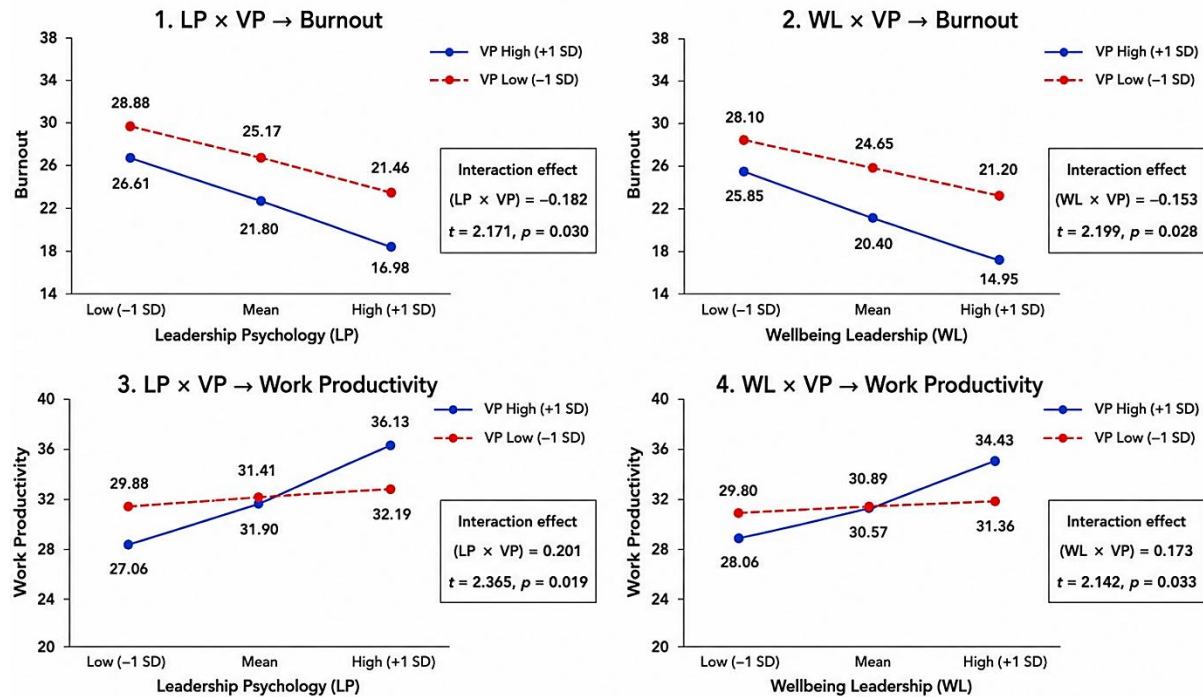
The bootstrapping procedure yielded bias-corrected 95% confidence intervals that reinforced the robustness of the structural path estimates. All significant interaction effects produced confidence intervals that excluded zero, whereas the confidence intervals associated with the direct effects of VUCA Prime included zero. Based on [Sharma et al. \(1981\)](#) this pattern indicates that VUCA Prime functions as a pure moderator, strengthening the the role of Leadership Psychology and Wellbeing Leadership in shaping employee burnout and work productivity outcomes without exerting independent direct effects on either outcome.

The endogenous constructs showed moderate levels of explained variance, with the model capturing 59.4% of Burnout and 66.2% of Work Productivity. These results indicate that the proposed structural model has sufficient explanatory relevance.

4.1.5 Moderation Analysis

The moderating influence of VUCA Prime (VP) was investigated using interaction plots (Figure 2) and conditional effect estimates (Table 10) to further evaluate the strong interaction effects. Figure 2 depicts the simple slopes of the relationships between Leadership Psychology (LP) and Wellbeing Leadership (WL) with Burnout (BO) and Work Productivity (WP) at both elevated and reduced levels of VUCA Prime (+1 SD and -1 SD from the mean). The associated conditional effects are shown in Table 10, which offers more proof of how the strength of these connections differs among various organisational adaptive capability levels

Figure 2. Interaction Plots of the Moderating Effects of VUCA Prime



Note: VP High (+1 SD) and VP Low (-1 SD) represent high and low levels of VUCA Prime

Figure 2 presents the interaction patterns between Leadership Psychology (LP), Wellbeing Leadership (WL), and employee results at both elevated and reduced levels of VUCA Prime (+1 SD and -1 SD from the mean). The moderating results show that VUCA Prime considerably modifies the strength of the correlations between the employee outcomes and leadership constructs.

The moderation analysis revealed significant interaction effects of $LP \times VP$ ($\beta = -0.182$, $t = 2.171$, $p = 0.030$) and $WL \times VP$ ($\beta = -0.153$, $t = 2.199$, $p = 0.028$) concerning Burnout. The adverse coefficients suggest that intensified VUCA Prime circumstances enhance the capacity of Leadership Psychology and Wellbeing Leadership to mitigate employee Burnout. The steeper negative slopes under high VP conditions demonstrate that leadership practices become more effective in mitigating burnout when employees operate in contexts characterized by stronger VUCA Prime capabilities. For Work Productivity, the moderating routes involving $LP \times VP$ ($\beta = 0.201$, $t = 2.365$, $p = 0.019$) and $WL \times VP$ ($\beta = 0.173$, $t = 2.142$, $p = 0.033$) were both positive and statistically significant. These findings suggest that VUCA Prime amplifies the beneficial correlation between leadership resources and employee productivity results. The steeper positive slopes under high VP conditions suggest that leadership practices generate stronger productivity improvements when organizations possess higher levels of VUCA Prime.

These interaction patterns are consistent with the significant moderation effects reported in Table 9. Overall, the interaction plots provide visual confirmation of the moderation hypotheses (H8–H11). The findings show that VUCA Prime is a positive environmental factor that strengthens leadership's positive impact in alleviating burnout while simultaneously increasing employee productivity.

Table 10. Table 10. Conditional Effects of Leadership Variables Across Levels of VUCA Prime

Relationship	Conditional Effect at VP Low (−1 SD)	Conditional Effect at VP High (+1 SD)	Interpretation
LP → BO	Negative	More negative	VP strengthens the negative effect
WL → BO	Negative	More negative	VP strengthens the negative effect
LP → WP	Positive	More positive	VP strengthens the positive effect
WL → WP	Positive	More positive	VP strengthens the positive effect

Notes: LP: Leadership Psychology, WL: Wellbeing Leadership, VP: VUCA Prime, BO: Burnout, WP: Work Productivity

Source: Authors' analysis based on SmartPLS 4 output (2026)

Overall, the interaction plots (Figure 2) and conditional effect analysis (Table 10) consistently demonstrate that VUCA Prime is largely a contextual moderator rather than a straight predictor of employee outcomes. Higher levels of VUCA Prime amplify the negative relationships of Leadership Psychology and Wellbeing Leadership with Burnout, indicating stronger burnout-reducing effects under high VP conditions. Conversely, higher levels of VUCA Prime strengthen the positive relationships of Leadership Psychology and Wellbeing Leadership with Work Productivity. The significant interaction coefficients shown in Table 9 are in line with these tendencies, providing complementary statistical and graphical evidence that VUCA Prime enhances the effectiveness of Leadership Psychology and Wellbeing Leadership in shaping employee outcomes. The results provide further evidence that VUCA Prime functions as an enabling contextual mechanism, allowing leadership resources to yield more positive outcomes in dynamic and uncertain organizational environments.

4.2. Discussion

Drawing on a contextual perspective, this study investigates the relationships between Leadership Psychology (LP), Wellbeing Leadership (WL), Burnout (BO), and Work Productivity (WP), while positioning VUCA Prime (VP) as a moderating condition among employees in Yogyakarta, Indonesia. Evaluation of the measurement model confirmed satisfactory construct reliability and validity. All constructs achieved acceptable convergence and consistency levels, supported by adequate AVE, composite reliability, and Cronbach's alpha values. The HTMT assessment further verified construct distinctiveness, indicating that the measurement model was appropriate for testing the proposed structural relationships. (Hair et al., 2021; Sarstedt et al., 2024).

According to the structural framework, Leadership Psychology had a considerable adverse influence on Burnout ($\beta = -0.422$, $p = 0.003$), which is consistent with the hypothesis that psychologically supportive leadership reduces employees' vulnerability to work-related exhaustion. Leaders who encourage open communication, foster psychological safety, regulate emotions effectively, and provide psychological support enable employees to cope more successfully with workplace pressures. The findings of this study corroborate earlier research demonstrating the role of psychologically supportive leadership in reducing emotional exhaustion and fostering healthier work environments. Khan et al. (2024), Tsang et al. (2022), and de Lisser et al. (2024) demonstrated that leadership behaviors promoting

psychological safety strengthen employees' capacity to manage occupational stress, thereby lowering burnout. Collectively, these results emphasise the role of Leadership Psychology as a protective leadership resource for preserving employee psychological well-being.

The structural path from Wellbeing Leadership to Burnout was significant and negative ($\beta = -0.354$, $p = 0.001$), indicating that stronger wellbeing-oriented leadership was linked to lower burnout levels. These findings suggest that leadership practices emphasizing employees' physical, psychological, and social well-being contribute to lower levels of work-related exhaustion. By integrating employee well-being into daily managerial practices, organizations create healthier, more adaptive, and sustainable work environments. A similar perspective was presented by [Blais et al. \(2020\)](#) and [Lundqvist et al. \(2023\)](#), who found that well-being-oriented leadership enhances employee well-being through supportive organizational practices. Rather than representing an additional employee benefit, well-being should therefore be viewed as a strategic organizational investment that strengthens sustainable performance by promoting positive workplace relationships, work-life balance, and supportive working conditions ([Mahmoud & Rothenberger, 2019](#); [De Neve et al., 2024](#)).

Leadership Psychology had a substantial positive impact on work productivity in addition to its role in reducing fatigue ($\beta = 0.452$, $p = 0.005$). This discovery implies that psychologically supportive leadership fosters an atmosphere of trust, and employees become more productive, motivation, engagement, and employees' willingness to contribute beyond their formal job responsibilities. Such leadership practices encourage employees to maintain productive work behaviors even under demanding conditions. Social Exchange Theory provides a useful explanation for these results by suggesting that employees often respond to supportive leader behaviors with more constructive work attitudes and performance. A comparable pattern was documented by [Breevaart et al. \(2015\)](#), [Gutermann et al. \(2017\)](#), [Kim et al. \(2018\)](#), [Suknunan and Bhana \(2022\)](#), who observed higher commitment and better job performance among employees led in a supportive manner. Similarly demonstrates that supportive leadership enhances employee motivation, work engagement, and individual performance. Likewise, [Shi & Zhou \(2023\)](#) and [Schowalter & Volmer \(2024\)](#) concluded that psychologically supportive leaders strengthen trust and psychological security, enabling employees to sustain productive behaviors in uncertain work environments.

A comparable relationship was identified for Wellbeing Leadership, which positively influenced Work Productivity ($\beta = 0.378$, $p = 0.002$). The results show that effective leadership practices emphasizing employee well-being foster a supportive work environment that enhances motivation, improves work effectiveness, and promotes higher employee performance. Employees with adequate psychological and physical resources are more suited to handle the work needs while keeping high levels of performance. Evidence from [Song et al. \(2024\)](#) supports the present finding by demonstrating that well-being-oriented leadership enhances individual performance. Likewise, [Bhoir and Sinha's \(2024\)](#) reported higher employee productivity among individuals receiving comprehensive well-being support. Conversely, inadequate attention to employee well-being may undermine organizational effectiveness and reduce productivity ([Hejase et al., 2024](#)). Organisations that focus on employee well-being are more likely to maintain high performance and long-term success.

Burnout was significantly negatively correlated with Work Productivity ($\beta = -0.450$, $p < 0.001$). There was a correlation between higher levels of emotional tiredness, cynicism, and diminished professional effectiveness and performance consistency and lower effectiveness in

carrying out work responsibilities. This result suggests that burnout not only undermines employees' psychological well-being but also weakens their capacity to sustain productivity, work quality, and organizational effectiveness. The observed relationship is supported by earlier research, which has consistently linked burnout to adverse outcomes affecting both workers and the functioning of the organization. [Leitão et al. \(2021\)](#) reported that burnout diminishes employee involvement and overall job efficacy, while [Xu et al. \(2022\)](#) found that prolonged burnout contributes to employee disengagement and the emergence of quiet quitting behaviors, whereby employees remain at work but exert only minimal discretionary effort. [Hejase et al. \(2024\)](#) found similar results, who identified psychological exhaustion as a contributing factor to lower organizational productivity. Taken together, these findings suggest that reducing burnout should become an integral part of organizational efforts to preserve employee performance and strengthen long-term competitiveness.

Collectively, direct correlations found in this research are consistent with the central propositions of the JD-R Theory ([Bakker & Demerouti, 2017](#)). The findings reveal that Leadership Psychology and Wellbeing Leadership reduce Burnout while enhancing Work Productivity, confirming their role as crucial JD-R job resources. Conversely, unfavourable relationship between Burnout and productivity supports the resource depletion process, whereby excessive demands undermine employee capacity and performance. Collectively, these results highlight that effective leadership not only mitigates the adverse effects of job demands but also strengthens the resources necessary to sustain employee well-being and performance. Accordingly, both leadership approaches should be considered complementary strategic assets for maintaining a healthy and productive workforce in demanding work environments.

Beyond direct effects, moderation analysis provides deeper insights investigation on how VUCA Prime affects leadership effectiveness. The interaction effects between Leadership Psychology and VUCA Prime on Burnout ($\beta = -0.182$, $t = 2.171$, $p = 0.030$) and Work Productivity ($\beta = 0.201$, $t = 2.365$, $p = 0.019$), as well as those between Wellbeing Leadership and VUCA Prime on Burnout ($\beta = -0.153$, $t = 2.199$, $p = 0.028$) and Work Productivity ($\beta = 0.173$, $t = 2.142$, $p = 0.033$). Together, these estimates provide empirical support for the proposed moderating role of VUCA Prime. In contrast, the direct effects of VUCA Prime on Burnout ($\beta = 0.061$, $p = 0.372$) and Work Productivity ($\beta = 0.081$, $p = 0.261$) failed to reach the required significance level. This pattern suggests that VUCA Prime does not directly drive employee outcomes; instead, it acts as a contextual enhancer, strengthening the effectiveness of Leadership Psychology and Wellbeing Leadership within dynamic organizational environments. According to the moderator categorisation of [Sharma et al. \(1981\)](#), the combination of significant interaction effects and non-significant direct effects confirms that VUCA Prime functions as a pure moderator in the suggested structural model.

The interaction plots show in Figure 2 and the conditional effect analysis reported in Table 10 provide visual confirmation of these statistical results. Under conditions of elevated VUCA Prime (+1 SD), the adverse connections between Leadership Psychology and Burnout, as well as between Wellbeing Leadership and Burnout, become more pronounced compared to situations with low VUCA Prime (-1 SD), suggesting more significant effects in reducing burnout. Conversely, the positive relationships between both leadership constructs and Work Productivity become more pronounced as the level of VUCA Prime increases, demonstrating stronger productivity-enhancing effects. The consistency between the bootstrapping results,

the interaction plots, and the conditional effect analysis provides robust evidence that organizational adaptive capability amplifies the influence of leadership practices rather than directly influencing employee outcomes.

The moderating effects observed in this study are consistent with [Johansen's \(2012\)](#) conceptualization of VUCA Prime, which positions Vision, Understanding, Clarity, and Agility as adaptive organizational capabilities that enable organisations to better deal with VUCA. Rather than functioning as direct determinants of employee outcomes, these adaptive capabilities create organizational conditions in which leadership practices can be implemented more effectively. When organizations possess a shared vision, collective understanding, strategic clarity, and organizational agility, leaders are better able to translate psychological support and employee well-being initiatives into lower burnout and higher work productivity. This analysis aligns with earlier research indicating that organizational adaptive capability enhances leadership effectiveness through improved sense-making, organizational learning, adaptive decision-making, and strategic responsiveness ([Elkington, 2018](#); [Bronlet, 2022](#); [Stynen & Semeijn, 2023](#); [Albannai et al., 2024](#); [Soomro & Khan, 2024](#); [Cooke et al., 2024](#)). This research expands JD–R Theory by showing how organisational adaptive capacity affects leadership practices and employee outcomes. JD–R Theory typically distinguishes between job demands and job resources ([Bakker & Demerouti, 2017](#)). In contrast, the present results demonstrate that not all organisational resources operate through direct effects. Leadership Psychology and Wellbeing Leadership function as primary job resources that directly reduce Burnout and enhance Work Productivity, whereas VUCA Prime operates as a contextual organisational resource that enhances the efficacy of leadership through a moderation mechanism. The absence of significant direct effects, together with significant interaction effects, indicates that adaptive organizational capability does not independently improve employee outcomes but instead enhances the capacity of leadership resources to function effectively under conditions of environmental uncertainty. The findings suggest that VUCA Prime creates the contextual conditions that determine how effectively leadership resources influence employee outcomes, instead of acting as an independent explanatory factor. This study contributes to Johansen's VUCA Prime framework and the JD–R Theory by establishing that organizational adaptive capability strengthens leadership resources and employee outcomes without exerting a direct influence.

Although the present results support [Johansen's \(2012\)](#) conceptualization of VUCA Prime as an adaptive organizational capability, they differ from several previous studies that positioned organizational adaptability as a direct predictor of organizational outcomes. For example, [Bronlet \(2022\)](#) reported that systemic agility directly improves organizational effectiveness, whereas [Soomro & Khan \(2024\)](#) identified adaptive leadership as a direct determinant of organizational resilience. This discrepancy is probably due to variations in the level of analysis and construct operationalization. Previous studies generally examined adaptability as an organizational-level capability that directly influences organizational performance, whereas the present study conceptualized VUCA Prime as an employee-perceived contextual capability operating through a moderation mechanism. Consequently, organizational adaptive capability appears to contribute not by independently determining employee outcomes but by strengthening the effectiveness of Leadership Psychology and Wellbeing Leadership in dynamic and uncertain work environments. This distinction provides a deeper

understanding of how adaptive capability contributes to employee well-being and work effectiveness.

The empirical results generate important practical implications for organizations operating within highly VUCA environments. Rather than treating leadership and adaptable ability development as separate initiatives, managers should integrate the principles of vision, understanding, clarity, and agility into leadership development programs. This integration enables Leadership Psychology and Wellbeing Leadership to be more effective by fostering psychological support, employee well-being, and adaptive decision-making. As a result, organizations are better positioned to reduce Burnout while sustaining Work Productivity. This integrated approach is particularly relevant to manufacturing, logistics, creative industries, and higher education, where continuous environmental change requires leaders who may improve employee well-being and organisational agility at the same time. The integration of VUCA Prime principles into leadership practices may strengthen organizational adaptive capacity and contribute to sustained employee performance in dynamic and uncertain environments.

Taken together, the findings reveal that effectiveness in VUCA driven organizations depends not only on leadership practices but also on the context in which they are implemented. Leadership Psychology and Wellbeing: Leadership demonstrates significant effects on burnout reduction and employee productivity. VUCA Prime strengthens these relationships by functioning as a contextual enabler rather than a direct predictor of employee outcomes. The consistency of the structural model, robustness analysis, interaction plots, and conditional effect analysis provides strong empirical support for this conclusion. Collectively, the study makes a contribution to the fields of organisational leadership and behavior literature by extending Johansen's VUCA Prime framework and the JD-R Theory. The evidence suggests that organizational adaptive capability operates mostly as a contextual moderator instead of a straight forecaster of employee results, helping explain why leadership resources demonstrate stronger effects in reducing burnout and enhancing employee productivity in VUCA environments.

5. Conclusion and Suggestion

This research investigated the impact of Leadership Psychology and Wellbeing Leadership on burnout and job productivity and the moderating function of VUCA Prime. The findings suggest that both leadership styles contribute to reduced burnout and enhanced employee productivity, whereas burnout is negatively associated with employee productivity. Moreover, VUCA Prime significantly strengthens these relationships. The interaction plots demonstrate that VUCA Prime enhances the connection between leadership and worker performance. This research points to the significance of organizational adaptive capability in shaping how leadership resources influence employee outcomes in dynamic and uncertain work environments.

This research adds to the field on leadership and organisational behaviour in many ways extending the JD-R Theory and offering empirical support for [Johansen's \(2012\)](#) VUCA Prime framework. VUCA Prime operates as a pure moderator, not a direct predictor of burnout and work productivity. The robustness analysis indicated that the direct effects of VUCA Prime were insignificant, while the interaction effects were significant. This pattern indicates that

organizational adaptive capability operates as a contextual mediator, increasing the linkages among Leadership Psychology, Wellbeing Leadership, and employee outcomes in dynamic work situations.

These findings also have significant practical consequences for organisations operating in increasingly dynamic environments. Rather than treating adaptive capability and leadership development as separate initiatives, organizations should integrate the principles of Vision, Understanding, Clarity, and Agility into leadership development, talent management, and organizational change programs. Integrating these capabilities allows Leadership Psychology and Wellbeing Leadership to operate more effectively in minimizing burnout and improving work productivity, particularly in volatile, uncertain, complex, and ambiguous environments. Notwithstanding its merits, this research is constrained by many constraints. Initially, the use of a cross-sectional framework limits causal inference among the investigated constructs. Future research employing longitudinal or time-lagged designs may provide a clearer understanding of establish stronger causal evidence regarding the relationships among Leadership Psychology, Wellbeing Leadership, Burnout, Work Productivity, and the moderating role of VUCA Prime. Second, the study relied on self-reported data collected from a single group of respondents at one point in time, which may reduce the extent to which the findings can be generalized. While examination of collinearity indicated low common method bias, future research could employ diverse data sources and cross-level research designs by incorporating supervisor evaluations, objective performance measures, and organizational-level indicators. Third, employees from multiple sectors were analyzed as a single sample, limiting sector-specific comparisons. Future studies need to evaluate the suggested model across various industries, organizational environments, and cultural contexts to further assess the generalisability of the findings and verify the moderating role of VUCA Prime.

Limitations and Future Research

The analysis of these findings necessitates acknowledgement of certain constraints. Initially, while the sample included personnel from several organisational areas, the study analyzed the data as a single pooled sample, which limited the assessment of industry-specific differences. Future investigations may apply multigroup analysis across specific industries or organizational settings to evaluate the proposed model's robustness and generalizability. Second, the use of a cross-sectional technique restricts the inference of causation and track developments in burnout, work productivity, and organizational adaptive capability gradually over a period of time. Future research should take into account longitudinal or time-lagged designs in order to more effectively examine the evolving role of VUCA Prime in dynamic work settings. Third, although the collinearity assessment confirmed that common method bias (CMB) was not a critical issue, the study relied exclusively on self-reported measures from a single source. Methodological rigor could be further strengthened by incorporating multi-source or multi-level data, including supervisor ratings, objective performance indicators, or organizational-level measures. Finally, Future studies should use the suggested approach in bigger and more varied populations while integrating additional organizational and psychological variables, such as employee engagement, organizational resilience, organizational culture, and digital leadership. Longitudinal SEM or multilevel

approaches can better explain how organizational adaptive capability amplifies leadership effectiveness over time in uncertain and dynamic environments.

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Declaration of AI and AI-assisted technologies in the writing process (if author[s] utilize AI)

During the writing of this book, an AI-based technology (Chat GPT) was utilised to help improve grammar, elevate academic language and help with translation. The author evaluated and amended all material and is solely responsible for the accuracy, integrity and final version of the text.

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Appendix A. Measurement Instruments and Sources

Construct	Indicator	Items	Original Source	Development / Adaptation
Leadership Psychology (LP)	LP1–LP5	5	Wicaksana et al. (2025)	Developed based on the proposed conceptual framework
Wellbeing Leadership (WL)	WL1–WL6	6	Smallwood et al. (2023)	Adapted and translated using a forward–backward translation procedure
VUCA Prime (VP)	VP1–VP4	4	Johansen (2012)	Developed from the proposed conceptual framework
Burnout (BO)	BO1–BO6	6	Maslach et al. (2001)	Adapted and translated using a forward–backward translation procedure
Work Productivity (WP)	WP1–WP7	7	Koopmans et al. (2014); Mangkunegara (2017)	Adapted and translated using a forward–backward translation procedure

Note: The following sections provide the full operational definitions and questionnaire items for each construct.

Appendix A1. Leadership Psychology Measurement Instrument

Indicator	Dimension	Measurement Item	Source	Development
LP1	Emotional Intelligence	My leader understands and appropriately responds to employees' emotions when making decisions and interacting with the team.	Wicaksana et al. (2025)	Developed from the conceptual framework
LP2	Adaptability	My leader adapts leadership approaches effectively in response to changing situations and work demands.	Wicaksana et al. (2025)	Developed from the conceptual framework
LP3	Strategic Decision-Making	My leader makes timely and well-considered decisions when dealing with organizational challenges.	Wicaksana et al. (2025)	Developed from the conceptual framework
LP4	Conflict Management	My leader resolves workplace conflicts fairly and constructively while maintaining positive working relationships.	Wicaksana et al. (2025)	Developed from the conceptual framework
LP5	Motivational Skills	My leader motivates employees to perform at their best and encourages commitment toward achieving organizational goals.	Wicaksana et al. (2025)	Developed from the conceptual framework

Note: The Leadership Psychology instrument was conceptually developed from the framework proposed by Wicaksana et al. (2025). Prior to data collection, two Human Resource Management experts evaluated the items to establish content validity.

Appendix A2. Wellbeing Leadership (WL) Measurement Instrument

Indicator	Dimension	Measurement Item	Source	Adaptation
WL1	Psychological Safety	My leader creates a work environment where I feel safe to express my opinions, ideas, and concerns without fear of negative consequences	Smallwood et al. (2023)	Adapted and translated using a forward-backward translation procedure
WL2	Physical Well-being	My leader supports working conditions that promote employees' physical health, safety, and overall well-being	Smallwood et al. (2023)	Adapted and translated using a forward-backward translation procedure
WL3	Psychological Well-being	My leader pays attention to employees' psychological well-being and provides support when work-related stress arises.	Smallwood et al. (2023)	Adapted and translated using a forward-backward translation procedure
WL4	Work-Life Balance	My leader supports a healthy balance between work responsibilities and personal life	Smallwood et al. (2023)	Adapted and translated using a forward-backward translation procedure
WL5	Social Well-being / Workplace Relationships	My leader encourages respectful, supportive, and trusting relationships among employees in the workplace	Smallwood et al. (2023)	Adapted and translated using a forward-backward translation procedure
WL6	Social Well-being / Workplace Relationships	My leader promotes teamwork and open communication to create a positive and healthy work environment	Smallwood et al. (2023)	Adapted and translated using a forward-backward translation procedure

Note: The Wellbeing Leadership instrument was adapted from Smallwood et al. (2023). Translation into Indonesian followed a forward-backward procedure before the instrument underwent expert review for content validity.

Appendix A3. VUCA Prime (VP) Measurement Instrument

Indicator	Dimension	Measurement Item	Source	Development
VP1	Vision (Response to Volatility)	My leader communicates a clear vision that helps employees maintain direction despite rapid changes in the work environment	Johansen (2012)	Developed from the conceptual framework
VP2	Understanding (Response to Uncertainty)	My leader helps employees understand uncertain situations through effective communication and guidance	Johansen (2012)	Developed from the conceptual framework
VP3	Clarity (Response to Complexity)	My leader provides clear priorities and directions when	Johansen (2012)	Developed from the conceptual framework

		dealing with complex work situations		
VP4	Agility (Response to Ambiguity)	My leader encourages employees to respond quickly and adapt flexibly to ambiguous situations.	Johansen (2012)	Developed from the conceptual framework

Note: The VUCA Prime instrument was developed conceptually from Johansen's (2012) framework and subsequently reviewed by two Human Resource Management experts to ensure content relevance and clarity.

Appendix A4. Burnout (BO) Measurement Instrument

Indicator	Dimension	Measurement Item	Source	Adaptation
BO1	Emotional Exhaustion	I feel emotionally exhausted after completing my work	Maslach et al. (2001)	Adapted and translated using a forward–backward translation procedure
BO2	Emotional Exhaustion	My work often leaves me feeling emotionally drained	Maslach et al. (2001)	Adapted and translated using a forward–backward translation procedure
BO3	Cynicism	I have become less enthusiastic about my work	Maslach et al. (2001)	Adapted and translated using a forward–backward translation procedure
BO4	Cynicism	I tend to distance myself emotionally from my work when job demands increase	Maslach et al. (2001)	Adapted and translated using a forward–backward translation procedure
BO5	Reduced Personal Accomplishment	I feel that my work performance does not reflect my best abilities	Maslach et al. (2001)	Adapted and translated using a forward–backward translation procedure
BO6	Reduced Personal Accomplishment	I feel less confident that my work makes a meaningful contribution to the organization.	Maslach et al. (2001)	Adapted and translated using a forward–backward translation procedure

Note: The Burnout instrument was adapted from Maslach et al. (2001), translated into Indonesian using a forward–backward procedure, and evaluated by two Human Resource Management experts before implementation.

Appendix A5. Work Productivity (WP) Measurement Instrument

Indicator	Dimension	Measurement Item	Source	Adaptation
WP1	Task Performance	I complete my assigned work according to the expected quality standards.	Koopmans et al. (2014); Mangkunegara (2017)	Adapted and translated using a forward–backward translation procedure
WP2	Contextual Performance	I actively help colleagues and	Koopmans et al. (2014);	Adapted and translated using a

		contribute to a positive work environment.	Mangkunegara (2017)	forward-backward translation procedure
WP3	Counterproductive Work Behavior	I avoid behaviors that may hinder the achievement of organizational goals.	Koopmans et al. (2014); Mangkunegara (2017)	Adapted and translated using a forward-backward translation procedure
WP4	Timely Task Completion	I consistently complete my work within the established deadlines.	Koopmans et al. (2014); Mangkunegara (2017)	Adapted and translated using a forward-backward translation procedure
WP5	Consistency of Work Performance	I consistently maintain the quality of my work under different working conditions.	Koopmans et al. (2014); Mangkunegara (2017)	Adapted and translated using a forward-backward translation procedure
WP6	Workload Completion Efficiency	I am able to complete my workload efficiently within the available working time.	Koopmans et al. (2014); Mangkunegara (2017)	Adapted and translated using a forward-backward translation procedure
WP7	Work Prioritization	I prioritize important tasks to achieve optimal work productivity.	Koopmans et al. (2014); Mangkunegara (2017)	Adapted and translated using a forward-backward translation procedure

Note: The Work Productivity instrument was adapted from Koopmans et al. (2014) and Mangkunegara (2017). After translation using a forward-backward procedure, the instrument was reviewed by two Human Resource Management experts to establish content validity.