

Work Engagement, Organizational Support, Adaptive Leadership, and Power Distance: Predictors of Employee Performance in Indonesia

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Abstract

Employee performance is a central determinant of organizational sustainability, particularly in emerging economies such as Indonesia where firms face challenges related to globalization, digital disruption, and post-pandemic recovery. This study investigates the simultaneous effects of work engagement and perceived organizational support on employee performance, with adaptive leadership serving as a mediator and power distance as a moderator. Drawing upon the Job Demands–Resources model, Social Exchange Theory, and Adaptive Leadership Theory, the research integrates cultural dimensions to explain variations in performance outcomes. Data were collected from 257 employees across Indonesian organizations using validated instruments, and analyzed through Structural Equation Modeling–Partial Least Squares (SEM–PLS). The results reveal that both work engagement and perceived organizational support positively influence employee performance directly, and indirectly through adaptive leadership. Adaptive leadership is further shown to be a critical process through which organizational resources are mobilized into higher performance. Moreover, the moderating analysis indicates that power distance weakens the positive effect of adaptive leadership on performance, suggesting that hierarchical structures may constrain the benefits of flexible leadership. The findings contribute theoretically by integrating leadership and cultural perspectives, while practically offering guidance for managers seeking to enhance performance through engagement, support, and adaptive leadership development.

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Introduction

Employee performance is widely acknowledged as a critical determinant of organizational success and competitiveness. In emerging economies such as Indonesia, where organizations face increasing pressures from globalization, digital transformation, and post-pandemic recovery, the ability of employees to perform effectively has become essential for organizational sustainability (Cahyadi, 2024). Beyond efficiency, Indonesian organizations require employees who are resilient, adaptive, and capable of responding to dynamic institutional and market demands. Understanding the antecedents of employee performance within this national context is therefore of both theoretical and practical importance.

Among the various factors influencing employee outcomes, work engagement and perceived organizational support have received growing attention. Work engagement, defined as a fulfilling psychological state characterized by vigor, dedication, and

absorption, enhances employees' energy and persistence, leading to stronger individual and organizational performance (Eseye & Debebe, 2024a). In Indonesia, where organizations often face challenges related to motivation, turnover, and productivity gaps, work engagement represents a crucial driver of sustained contributions (Adriyanto, 2023). Perceived organizational support, or employees' belief that their organization values their contributions and cares for their well-being, also plays a central role in shaping commitment and reciprocity (Bahadır et al., 2024). Within Indonesia's collectivist cultural environment, where loyalty and relational obligations strongly influence workplace behavior, organizational support can be a powerful mechanism to foster performance.

While both work engagement and perceived organizational support are important, their combined effects and the mechanisms that explain how they translate into employee performance remain insufficiently explored in the Indonesian context. One promising explanatory pathway is adaptive leadership. Adaptive leadership refers to the capacity of leaders to mobilize employees, confront challenges, and sustain performance under uncertainty (Sott & Bender, 2025). In the face of digital disruption, labor market volatility, and evolving employee expectations, adaptive leadership enables organizations to align employee energy and organizational support with performance outcomes. However, empirical studies examining adaptive leadership as a mediating factor in Indonesia remain limited.

In addition to these relationships, cultural factors may influence how leadership affects performance. Indonesia is generally characterized by a relatively high level of power distance, meaning that employees often accept hierarchical authority structures and defer to leadership in decision-making (Koerniawan et al., 2024). This cultural dimension suggests that the effectiveness of adaptive leadership may vary depending on employees' acceptance of power inequality. In contexts where power distance is high, adaptive leadership is likely to have a stronger positive impact on performance, as employees are more receptive to guidance and direction from leaders. By contrast, when power distance is lower, employees may expect more egalitarian relationships, which could weaken the impact of leadership behaviors on performance.

This study therefore seeks to analyze the simultaneous effects of work engagement and perceived organizational support on employee performance, to examine the mediating role of adaptive leadership, and to test the moderating effect of power distance on the relationship between adaptive leadership and employee performance. By situating the study in Indonesia, the research contributes to the broader theoretical literature on engagement, support, leadership, and culture, while also providing context-specific insights for developing economies. The findings are expected to inform managers and policymakers about how to strengthen leadership capacity, foster supportive organizational climates, enhance employee engagement, and account for cultural dynamics such as power distance in order to maximize employee performance.

Demands and Resources JD R Model

The Job Demands and Resources model explains how work characteristics shape employee wellbeing and performance through two complementary processes. Job resources such as autonomy, feedback, social support, and developmental opportunities energize a motivational process that fosters work engagement, which then elevates task and contextual performance. Job demands can also trigger a health impairment process that undermines performance when they are excessive. Contemporary elaborations of the

model emphasize proactive regulation and job crafting, showing that engaged employees actively manage demands and resources to sustain performance.

The model is highly relevant in Indonesia because many organizations operate with uneven resources across sectors. Empirical work with Indonesian samples shows that engagement functions as a robust motivational mechanism that links resources and leadership to positive outcomes. Studies with Indonesian employees validate engagement measurement and demonstrate that supportive climates and leadership behaviors reliably enhance engagement, consistent with the model's propositions.

Applied to the present study, the model yields two expectations. First, higher engagement should be associated with superior employee performance, which aligns with meta-analytic evidence that engagement predicts task and contextual performance. Second, by energizing proactivity and learning, engagement can contribute to leadership adaptability in daily coordination and problem solving.

Social Exchange Theory

Social Exchange Theory explains workplace relationships as reciprocal exchanges of resources and obligations. When employees perceive that the organization values their contributions and cares for their well being, they feel obligated to reciprocate with positive attitudes and behaviors such as commitment, citizenship, and performance. This reciprocity logic is foundational to Organizational Support Theory and to the construct of perceived organizational support, which has been validated in extensive reviews and meta analyses.

A large body of evidence demonstrates that perceived organizational support is positively associated with central outcomes, including job performance and extra role behavior. Meta analytic work integrates decades of studies and shows that supportive treatment from the organization strengthens employees' felt obligation and desire to help the organization succeed. Cross cultural meta analysis further indicates that the effects of perceived organizational support on attitudes and performance are at least as strong in Eastern contexts as in Western contexts, which underscores the relevance of Social Exchange Theory for Indonesia.

Adaptive Leadership Theory

Adaptive Leadership Theory, first articulated by Heifetz and colleagues, emphasizes the ability of leaders to mobilize people to confront challenges, adjust to change, and sustain performance under uncertainty (Heifetz et al., 2009). Unlike traditional leadership approaches that rely on authority or technical expertise, adaptive leadership focuses on diagnosing complex problems, engaging stakeholders, and fostering collective learning in the face of disruption. It is particularly relevant in volatile and uncertain environments where predetermined solutions are insufficient and flexibility is critical for organizational survival.

Adaptive leadership also highlights the importance of leader-follower interactions. Leaders are tasked with creating conditions that encourage experimentation, learning, and resilience, while followers are encouraged to take responsibility for addressing adaptive challenges. This dynamic interplay ensures that leadership is not simply a top-down directive but a collaborative process of mobilization and adaptation. In the Indonesian workplace context, where organizations must navigate rapid digital transformation, global competition, and shifting employee expectations, adaptive

leadership is especially critical to maintaining productivity and sustaining employee performance.

Work Engagement and Employee Performance

Work engagement is defined as a positive, fulfilling, work-related state of mind characterized by vigor, dedication, and absorption (Eseye & Debebe, 2024). Vigor reflects high levels of energy and mental resilience while working, dedication refers to strong involvement and enthusiasm in one's tasks, and absorption describes being fully concentrated and happily engrossed in work activities. Together, these dimensions capture how engaged employees bring persistence, focus, and passion to their roles, which translates into higher quality performance.

The Job Demands–Resources (JD-R) model provides the theoretical basis for this relationship, suggesting that engaged employees are better equipped to leverage available job resources, such as support, autonomy, and feedback, to achieve performance outcomes (Bakker & Demerouti, 2017). Engagement acts as a motivational process that stimulates employees to invest discretionary effort, resulting in improved task accomplishment and organizational contributions.

Empirical research consistently supports this linkage. Studies have shown that engagement is positively associated with both task and contextual performance across cultures (Christian et al., 2011). In the Indonesian context, Sidharta (2023) found that engaged employees demonstrate higher productivity, stronger commitment, and enhanced creativity in various organizational settings. Other studies conducted in Southeast Asia similarly highlight the role of engagement in sustaining performance, particularly in dynamic environments where motivation and persistence are critical for success (Musthofa & Raj, 2023).

Based on the conceptual foundation, theoretical rationale, and empirical evidence, the following hypothesis is proposed:

H1. Work engagement has a positive and significant effect on employee performance.

Perceived Organizational Support and Employee Performance

Perceived organizational support (POS) refers to employees' beliefs concerning the extent to which their organization values their contributions and cares about their well-being (Eisenberger & Stinglhamber, 2011). Rooted in Social Exchange Theory, POS suggests that when organizations provide fairness, recognition, and socioemotional support, employees feel obligated to reciprocate by demonstrating stronger commitment and engaging in behaviors that benefit the organization. This reciprocity is expressed not only through loyalty but also through higher levels of in-role and extra-role performance.

The cultural context of Indonesia makes POS particularly salient. As a collectivist society, organizational care and fairness strongly shape employees' psychological contracts. When employees perceive that their organization treats them with dignity and provides support, they are more inclined to respond with loyalty and enhanced performance behaviors. Reciprocity and relational obligations are central values within Indonesian workplaces, making POS an especially powerful mechanism in influencing employee outcomes.

Empirical evidence reinforces this relationship. Studies in Southeast Asia have consistently shown that POS is associated with greater job performance, organizational commitment, and citizenship behaviors (Rahman & Karim, 2022; Tan et al., 2024).

Research in Indonesian organizations specifically highlights how supportive practices such as supervisor recognition, developmental opportunities, and concern for employee welfare translate into stronger employee motivation and improved performance (Begum et al., 2025). These findings align with meta-analytic evidence confirming POS as a robust predictor of employee effectiveness across diverse cultural and organizational settings (Islam et al., 2024).

Based on these arguments, the following hypothesis is proposed:

H2. Perceived organizational support has a positive and significant effect on employee performance.

Work Engagement and Adaptive Leadership

Adaptive leadership is defined as the capacity of leaders to mobilize individuals, guide them through challenges, and sustain organizational performance in times of change and uncertainty (Fatima & Fatima, 2022). Unlike technical leadership, which relies on established expertise and routines, adaptive leadership emphasizes flexibility, learning, and the ability to confront complex problems without predetermined solutions. This form of leadership thrives in dynamic contexts, where leaders must work closely with followers to co-create adaptive responses.

Work engagement provides a critical foundation for such leadership processes. Engaged employees, characterized by vigor, dedication, and absorption Dunlop & Scheepers (2023), tend to display proactive behaviors, initiative, and persistence in pursuing goals. These proactive tendencies often stimulate leaders to adjust, innovate, and respond adaptively to organizational needs. In other words, engaged employees do not only benefit their organizations directly but can also shape the leadership environment by providing energy, feedback, and commitment that leaders can harness to guide adaptive change.

Empirical research supports this mechanism. Studies have shown that work engagement strengthens leader–follower exchanges, fostering trust, collaboration, and mutual learning (Bakker, 2011). In dynamic organizational contexts, engaged employees create upward influence that encourages leaders to adopt adaptive strategies (Sjahrudin et al., 2024). In Indonesia, where organizations face frequent changes due to digital transformation and global competition, engaged employees may serve as a vital resource that enables leaders to practice adaptive leadership effectively.

Based on these theoretical arguments and empirical findings, the following hypothesis is proposed:

H3. Work engagement has a positive and significant effect on adaptive leadership.

Perceived Organizational Support and Adaptive Leadership

From a Social Exchange Theory perspective, perceived organizational support (POS) creates a foundation of trust and reciprocity that shapes leader–follower interactions (Eisenberger & Stinglhamber, 2011). When employees perceive that their organization values their contributions and cares about their well-being, they are more likely to build open and cooperative relationships with leaders. These supportive climates provide leaders with the psychological safety and social capital needed to adapt strategies, experiment with new approaches, and mobilize employees in times of change.

In Indonesian organizations, the cultural emphasis on collectivism and relational obligations makes POS particularly influential. A supportive climate enhances leaders' legitimacy and encourages them to consider employees' needs in decision-making processes. Leaders in such contexts are more likely to engage in adaptive leadership, adjusting strategies in response to employees' feedback and evolving organizational challenges. Thus, organizational support not only strengthens employees' commitment but also empowers leaders to act adaptively.

Empirical research reinforces this linkage. Prior studies have shown that supportive organizational environments are positively related to leadership effectiveness, adaptability, and innovation (Sjahrudin et al., 2024). Research conducted in Southeast Asia further indicates that when organizations demonstrate care and fairness, leaders are more inclined to adopt flexible and adaptive approaches to problem-solving (Ngelambong et al., 2025). These findings suggest that POS fosters the conditions under which adaptive leadership emerges and thrives.

Based on the theoretical rationale and empirical evidence, the following hypothesis is proposed:

H4. Perceived organizational support has a positive and significant effect on adaptive leadership.

Adaptive Leadership and Employee Performance

Adaptive leadership emphasizes the capacity of leaders to mobilize people, empower employees, and encourage learning in order to achieve results under conditions of uncertainty (Valerio & Ching, 2024). Unlike traditional leadership styles that focus on routine direction, adaptive leaders help employees confront complex challenges, experiment with new approaches, and sustain performance despite rapidly changing circumstances. By fostering resilience and flexibility, adaptive leadership directly contributes to individual and organizational success.

The mechanism linking adaptive leadership to employee performance lies in its ability to translate available resources into tangible outcomes. Adaptive leaders guide employees through organizational change by clarifying goals, offering support, and creating opportunities for collaboration. This process not only strengthens employees' problem-solving capacity but also enhances their motivation to deliver high-quality work. Thus, adaptive leadership serves as a critical bridge between organizational resources and employee productivity.

Empirical studies provide evidence for this relationship. Research in dynamic industries has shown that adaptive leadership enhances both individual performance and organizational outcomes, particularly in environments characterized by volatility and complexity (Muzembe & Kolyada, 2025; Sott & Bender, 2025). In Southeast Asia, including Indonesia, studies indicate that adaptive leaders promote higher employee engagement, creativity, and effectiveness, which in turn improve performance metrics at the organizational level (Sjahrudin et al., 2024). These findings suggest that adaptive leadership is especially valuable in contexts where organizations must continually adapt to digital transformation and global competition.

Based on these theoretical and empirical arguments, the following hypothesis is proposed:

H5. Adaptive leadership has a positive and significant effect on employee performance.

The Mediating Role of Adaptive Leadership, Work Engagement and Employee Performance

Engaged employees are characterized by vigor, dedication, and absorption, which encourage them to take initiative and proactively contribute to organizational goals (Jaya & Ariyanto, 2021). However, the extent to which such engagement translates into measurable performance outcomes often depends on leadership processes. Adaptive leadership plays a crucial role in this regard by providing guidance, aligning employees' energy with organizational objectives, and creating structures that enable proactive behaviors to generate tangible results.

The mechanism underpinning this relationship suggests that engagement supplies the motivation and persistence needed for high performance, while adaptive leadership channels that energy effectively. Leaders who mobilize and guide employees through uncertainty ensure that enthusiasm and initiative are directed toward productive outcomes. Without adaptive leadership, the positive energy of engagement may be underutilized or misaligned with organizational priorities.

Empirical research, though still emerging, supports the mediating role of leadership in engagement–performance relationships. Studies indicate that leadership styles such as transformational and empowering leadership act as mediators that strengthen the link between employee engagement and outcomes (Bakker, 2011). Recent scholarship has also begun to highlight the unique role of adaptive leadership in volatile contexts, where it ensures that engagement is sustained and translated into performance improvements (Sott & Bender, 2025). In the Indonesian workplace, where organizations must respond rapidly to technological and institutional change, adaptive leadership is particularly relevant in channeling employee engagement into performance.

Based on this theoretical and empirical reasoning, the following hypothesis is proposed:

H6. Adaptive leadership mediates the relationship between work engagement and employee performance.

The Mediating Role of Adaptive Leadership, Perceived Organizational Support and Employee Performance

Perceived organizational support (POS) provides employees with a sense of trust and psychological safety by assuring them that their organization values their contributions and cares for their well-being (Eisenberger & Stinglhamber, 2011). Such supportive environments not only strengthen employee commitment but also empower leaders to act adaptively. Leaders in supportive organizations have greater legitimacy and confidence to adjust strategies, mobilize employees, and encourage collaboration, thereby converting organizational support into enhanced employee outcomes.

The mechanism underlying this relationship suggests that while POS motivates employees to reciprocate through improved performance, adaptive leadership ensures that this motivation is channeled effectively. By interpreting and operationalizing organizational support, adaptive leaders create conditions where employees can fully utilize available resources, navigate challenges, and sustain high levels of performance. In this sense, adaptive leadership serves as a bridge between supportive organizational climates and employee productivity.

Although empirical evidence directly examining this mediation is limited, related studies highlight leadership's role in shaping the impact of organizational support.

Research has shown that leadership behaviors often strengthen the relationship between POS and employee outcomes, including commitment, performance, and innovative behavior (Ekmekcioglu & Öner, 2024; Musenze & Mayende, 2023). In the Indonesian context, where relational trust and collectivist values are deeply embedded, the mediating role of adaptive leadership is particularly salient but underexplored. Thus, this study contributes novelty by investigating how adaptive leadership translates POS into improved employee performance.

Based on these arguments, the following hypothesis is proposed:

H7. Adaptive leadership mediates the relationship between perceived organizational support and employee performance.

The Moderating Role of Power Distance

Cultural values play an important role in shaping the effectiveness of leadership behaviors. Power Distance (PD), one of Hofstede (2001) cultural dimensions, refers to the extent to which individuals accept and expect unequal distributions of power within organizations. In high PD contexts, employees tend to defer to authority, respect hierarchical structures, and rely more heavily on leaders for guidance and decision-making. In contrast, in low PD contexts, employees expect more egalitarian relationships and prefer participative decision-making, thereby reducing their reliance on leadership authority.

In the Indonesian context, which is generally characterized by relatively high power distance, adaptive leadership may exert a stronger influence on employee performance. Adaptive leadership emphasizes flexibility, situational awareness, and mobilizing employees to address complex challenges (Heifetz et al., 2009). When employees operate in environments where power distance is high, they are more likely to accept and internalize adaptive leaders' guidance, thus translating leadership behaviors into improved performance outcomes. By contrast, in lower power distance settings, employees may rely more on personal initiative and peer collaboration, thereby reducing the extent to which adaptive leadership directly drives performance.

Empirical studies support this cultural contingency perspective. Research on leadership effectiveness across cultures has shown that power distance moderates the impact of leadership on employee outcomes, with higher PD contexts amplifying the effects of directive and adaptive leadership behaviors (Kebe et al., 2025; Wulani & Junaedi, 2021). These findings suggest that cultural values such as PD can strengthen or weaken leadership-performance relationships, underscoring the need to integrate cultural dimensions into leadership research.

Based on these theoretical arguments and empirical findings, the following hypothesis is proposed:

H8. Power Distance moderates the relationship between adaptive leadership and employee performance, such that the relationship is stronger when power distance is high.

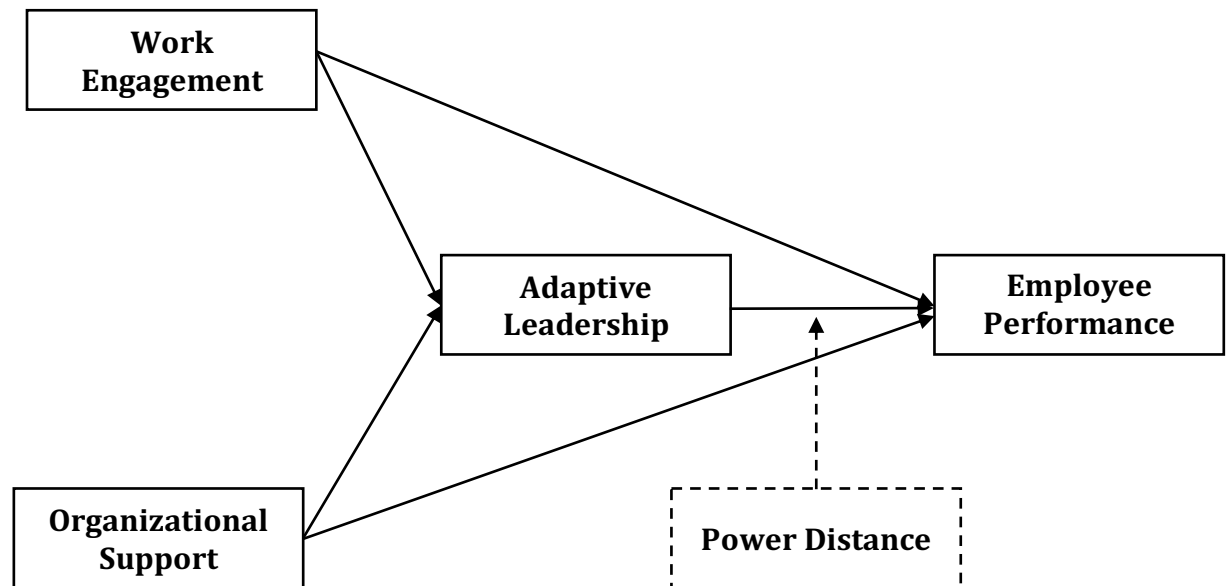


Figure 1. Research Framework

Methods

This study employed a quantitative survey design to examine the influence of work engagement and perceived organizational support on employee performance, with adaptive leadership as a mediating variable and power distance as a moderating variable. The research was conducted among employees in Indonesia across organizational contexts, using a probability cluster sampling technique to ensure representation. From 300 distributed questionnaires, a total of 257 valid responses were obtained during the data collection period between December 2024 and January 2025.

Data were collected using standardized instruments that have been adapted into Bahasa Indonesia. Work engagement was measured using a shortened version of the Utrecht Work Engagement Scale-9 (UWES-9) developed by Seppälä et al. (2009). In this study, three items representing vigor, dedication, and absorption were retained. Perceived organizational support was assessed using a reduced version of the Survey of Perceived Organizational Support (SPOS), originally developed by Shore & Tetrick (1991), with five representative items selected. Adaptive leadership was measured with four items from the Adaptive Leadership Behavior Scale (ALBS), developed by Nöthel et al. (2023), covering situational demands, behavioral strategies, balancing opposing demands, and flexibility. Employee performance was measured using four items from the Individual Work Performance Questionnaire (IWPQ), developed by Widyastuti & Hidayat (2018), which capture task and contextual performance. Finally, power distance was measured with two items adapted from Hofstede (2001) cultural dimension scales, which assess employees' acceptance of hierarchical authority and unequal power distribution in organizations.

The measurement instruments used in this study are summarized in Table 1.

Table 1. Measurement Instruments

Construct	Dimensions	Items Used	Scale	Source
Work Engagement (WE)	Vigor, Dedication, Absorption	3	7-point Likert (0 = Never – 6 = Always)	(Seppälä et al., 2009)
Perceived Organizational Support (POS)	Supervisor Support, Fairness, Rewards & Conditions	5	4-point Likert (1 = Strongly Disagree – 4 = Strongly Agree)	(Shore & Tetrick, 1991)
Adaptive Leadership (AL)	Situational Demands, Strategies, Balancing, Flexibility	4	5-point Likert (1 = Strongly Disagree – 5 = Strongly Agree)	(Nöthel et al., 2023)
Employee Performance (EP)	Task Performance, Contextual Performance	4	5-point Likert (1 = Very Inaccurate – 5 = Very Accurate)	(Widyastuti & Hidayat, 2018)
Power Distance (PD)	Acceptance of Authority, Hierarchical Inequality	2	5-point Likert (1 = Strongly Disagree – 5 = Strongly Agree)	(Hofstede, 2001)

Examples of measurement items include “At my work, I feel bursting with energy” for work engagement, “My organization really cares about my well-being” for perceived organizational support, “I accurately recognize situational demands in my work environment” for adaptive leadership, “I manage to plan my work so that it is done on time” for employee performance, and “Managers should make most decisions without consulting subordinates” for power distance.

Data were analyzed using Structural Equation Modeling–Partial Least Squares (SEM–PLS) with SmartPLS version 4.0. This method was selected for its suitability in testing complex causal models with small-to-medium sample sizes and its ability to handle non-normal data distributions (Hair et al., 2014). The outer model was assessed for convergent validity, discriminant validity, and reliability, while the inner model was tested for explanatory power, path coefficients, significance through bootstrapping, and predictive relevance.

Ethical principles were strictly observed throughout the research. Participation was voluntary, informed consent was obtained, and confidentiality was assured. Data were stored securely and used solely for academic purposes, following ethical guidelines for social science research (Purvis & Crawford, 2024).

Result and Discussion

The results of the measurement model demonstrate that all constructs meet the recommended thresholds for reliability and convergent validity. Outer loadings for each retained item are above 0.80, well above the minimum criterion of 0.70 Purvis & Crawford (2024), indicating that the items are good indicators of their respective latent constructs.

Table 2. Measurement Model

Construct	Item Code	Outer Loading	Cronbach's Alpha	Composite Reliability (ρ_a)	AVE
Adaptive Leadership (AL)	AL1	0.874	0.908	0.908	0.784
	AL2	0.894			
	AL3	0.909			
	AL4	0.864			
Employee Performance (EP)	EP1	0.874	0.899	0.900	0.768
	EP2	0.900			
	EP3	0.859			
	EP4	0.872			
Power Distance (PD)	PD1	0.813	0.821	0.835	0.787
	PD3	0.890			
Perceived Organizational Support (POS)	POS1	0.820	0.910	0.913	0.735
	POS2	0.844			
	POS3	0.882			
	POS4	0.872			
	POS5	0.868			
Work Engagement (WE)	WE1	0.898	0.875	0.877	0.800
	WE2	0.882			
	WE3	0.902			

Cronbach's alpha values for all constructs range between 0.821 and 0.910, exceeding the accepted threshold of 0.70, which suggests internal consistency reliability. Composite reliability (ρ_a and ρ_c) values also exceed 0.80 for all constructs, confirming construct reliability. The Average Variance Extracted (AVE) values range from 0.735 to 0.800, surpassing the recommended threshold of 0.50 (Fornell & Larcker, 1981). This indicates that each construct explains more than 50 percent of the variance of its items, thereby establishing convergent validity.

Table 3. Fornell-Larcker Criterion for Discriminant Validity

Construct	AL	EP	PD	POS	WE
AL	0.885				
EP	0.719	0.876			
PD	0.214	0.172	0.768		
POS	0.628	0.687	0.196	0.857	
WE	0.505	0.666	0.146	0.533	0.894

Table 3 reports the Fornell-Larcker criterion, where the square roots of AVE (shown on the diagonal in bold) are compared against the inter-construct correlations (off-diagonal). Discriminant validity is achieved when the square root of AVE for each construct is greater than its correlations with other constructs (Fornell & Larcker, 1981).

The results indicate that the diagonal values, 0.885 (AL), 0.876 (EP), 0.768 (PD), 0.857 (POS), and 0.894 (WE) are consistently higher than the corresponding correlations with other constructs. For example, the correlation between AL and EP is 0.719, which is lower than both $\sqrt{\text{AVE}}$ for AL (0.885) and $\sqrt{\text{AVE}}$ for EP (0.876). Similarly, the correlation between POS and WE (0.533) is lower than the $\sqrt{\text{AVE}}$ values for POS (0.857) and WE (0.894).

Therefore, the Fornell-Larcker criterion confirms that discriminant validity is established for all constructs in the model, meaning that each construct is empirically distinct from the others.

Common Method Bias

Variance Inflation Factor (VIF) values were examined to assess potential collinearity issues and to evaluate the possibility of common method bias (CMB) in the structural model. As shown in Table 4, all VIF values fall between 1.189 and 1.906, which are substantially below the recommended threshold of 5.0 (Hair et al., 2019). These results indicate that collinearity among the predictor constructs is not problematic.

Table 4. Variance Inflation Factor (VIF) Results

Path	VIF
AL → EP	1.906
PD → EP	1.189
POS → AL	1.397
POS → EP	1.867
WE → AL	1.397
WE → EP	1.509
PD × AL → EP	1.333

Furthermore, the relatively low VIF scores suggest that the model is free from significant multicollinearity, and common method bias is unlikely to have influenced the results. This strengthens the confidence that the observed relationships between constructs are not artifacts of measurement redundancy or systematic error, but rather represent valid associations in the data.

Structural Measurement

The model fit indices indicate that the measurement and structural models demonstrate an acceptable overall fit. The SRMR values (0.053 and 0.054) are well below the recommended threshold of 0.08, suggesting a good model fit. Both d_{ULS} and d_G show small values, supporting the model's internal consistency. The Chi-square statistic is relatively low, further suggesting model adequacy. Finally, the NFI values (0.848 and 0.854) exceed the minimum acceptable threshold of 0.80, though slightly below the ideal cutoff of 0.90, which still indicates an acceptable model fit in PLS-SEM contexts.

Table 5. Model Fit Indices

Fit Index	Saturated Model	Estimated Model	Threshold Criteria
SRMR	0.053	0.054	≤ 0.08 (good fit)
d_{ULS}	0.532	0.550	Lower values indicate better fit
d_G	0.334	0.329	Lower values indicate better fit
Chi-square	523.537	505.387	Lower values indicate better fit
NFI	0.848	0.854	≥ 0.80 (acceptable), ≥ 0.90 (good)

The results presented in Figure 2 and Table 6 confirm that the proposed structural model is strongly supported by the data.

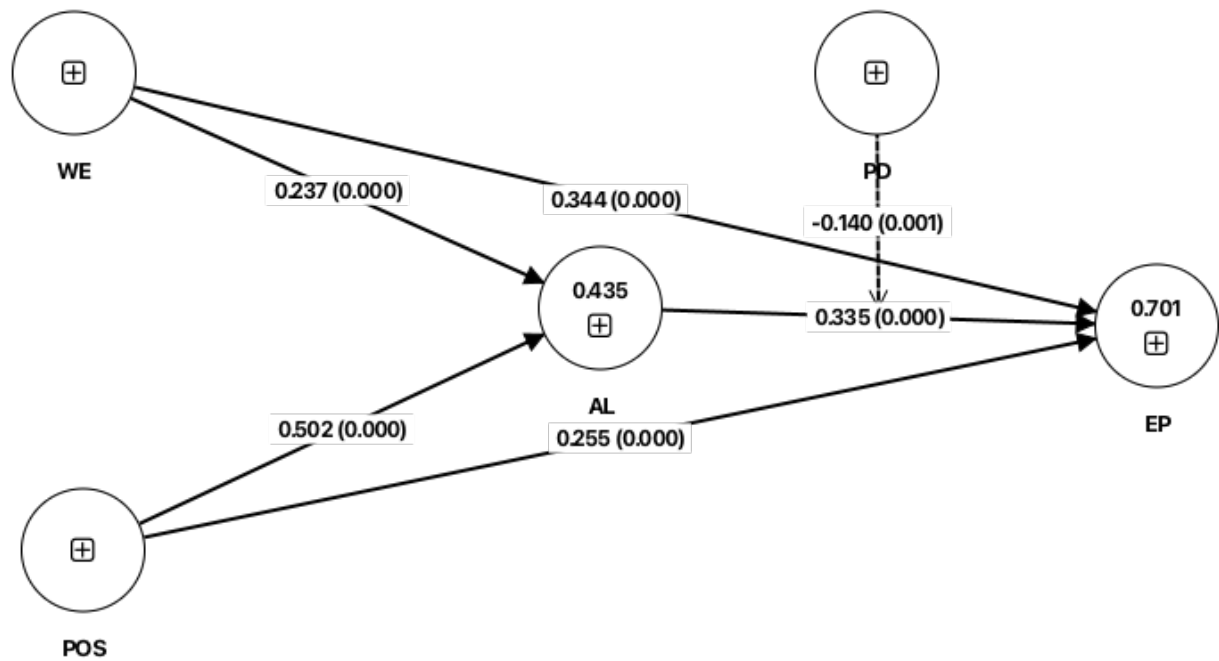


Figure 2. Path Result

For the direct effects, work engagement (WE) significantly influences employee performance (EP) ($\beta = 0.344, t = 7.055, p < 0.001$), supporting H1. This finding indicates that employees who display vigor, dedication, and absorption are more likely to deliver higher levels of performance. Similarly, perceived organizational support (POS) positively affects employee performance ($\beta = 0.255, t = 4.541, p < 0.001$), supporting H2. This suggests that when employees perceive that their contributions are valued and their well-being is supported, they reciprocate with improved performance outcomes.

In terms of the antecedents of leadership, work engagement significantly predicts adaptive leadership (AL) ($\beta = 0.237, t = 4.330, p < 0.001$), supporting H3. This implies that engaged employees may inspire leaders to adaptively mobilize resources and strategies to align with organizational needs. Moreover, perceived organizational support strongly predicts adaptive leadership ($\beta = 0.502, t = 8.691, p < 0.001$), supporting H4. A supportive organizational climate therefore enhances leaders' capacity to adopt flexible and contextually appropriate behaviors.

With respect to leadership outcomes, adaptive leadership significantly improves employee performance ($\beta = 0.335, t = 5.922, p < 0.001$), supporting H5. This emphasizes the central role of leaders who are able to recognize situational demands and guide employees effectively in achieving results under uncertainty.

Table 6. Hypothesis Testing Results

Hypothesis	Path	β (Original Sample)	Mean (M)	Std. Dev.	t-value	p-value
H1	WE → EP	0.344	0.342	0.049	7.055	0.000***
H2	POS → EP	0.255	0.256	0.056	4.541	0.000***
H3	WE → AL	0.237	0.238	0.055	4.330	0.000***
H4	POS → AL	0.502	0.503	0.058	8.691	0.000***
H5	AL → EP	0.335	0.339	0.057	5.922	0.000***
H6	WE → AL → EP	0.080	0.081	0.023	3.425	0.001**
H7	POS → AL → EP	0.168	0.171	0.035	4.842	0.000***
H8	PD × AL → EP	-0.140	-0.126	0.043	3.280	0.001**

Finally, the mediation tests show that adaptive leadership mediates the relationship between work engagement and employee performance ($\beta = 0.080, t = 3.425, p = 0.001$), supporting H6.

This finding demonstrates that engaged employees influence performance not only directly but also indirectly through the facilitative role of adaptive leadership.

H1. Work Engagement has a Positive and Significant Effect on Employee Performance

The findings confirm that work engagement is a critical antecedent of employee performance. Employees who experience vigor, dedication, and absorption are more likely to invest discretionary effort, persist in the face of difficulties, and sustain productivity over time. This result is consistent with the Job Demands–Resources (JD-R) model, which posits that personal resources such as engagement function as motivational drivers that translate into higher performance outcomes (Bakker & Demerouti, 2017). In the Indonesian context, where organizations often contend with challenges related to turnover, productivity gaps, and limited resources, work engagement offers a valuable mechanism to enhance effectiveness. Engaged employees tend to embrace organizational goals, contributing to improved task performance, contextual behaviors, and organizational citizenship. This emphasizes the need for organizations to cultivate an environment that fosters engagement through recognition, opportunities for growth, and meaningful work.

H2. Perceived Organizational Support has a Positive and Significant Effect on Employee Performance

The results also demonstrate that perceived organizational support directly influences employee performance. Social Exchange Theory explains this relationship by suggesting that employees who feel valued and supported by their organization respond with loyalty and higher levels of contribution (Eisenberger & Stinglhamber, 2011). In collectivist societies such as Indonesia, organizational support carries even greater weight because of the cultural emphasis on reciprocity and relational obligations. Employees who perceive fairness, adequate resources, and recognition from their organization are more motivated to align their efforts with organizational goals. Prior studies in Southeast Asia similarly show that supportive practices strengthen performance by enhancing commitment and reducing counterproductive behaviors. These findings underscore the necessity for Indonesian organizations to invest in policies and practices that signal care and appreciation, such as equitable treatment, career development, and well-being initiatives.

H3. Work Engagement has a Positive and Significant Effect on Adaptive Leadership

Another important finding is that work engagement contributes to adaptive leadership. While leadership is typically viewed as a top-down process, this study highlights the reciprocal influence of engaged employees on their leaders. Employees who display high levels of engagement often take initiative, communicate proactively, and embrace change, which in turn encourages leaders to adopt adaptive strategies. This aligns with the notion that leadership behaviors are shaped not only by leader characteristics but also by the dynamics of their followers. In Indonesian organizations, engaged employees may serve as catalysts for leaders to remain flexible and innovative, especially in rapidly changing environments such as digital transformation and post-pandemic recovery. Thus, engagement not only drives performance directly but also fosters organizational conditions that nurture adaptive leadership.

H4. Perceived Organizational Support has a Positive and Significant Effect on Adaptive Leadership

The findings further reveal that perceived organizational support is a strong predictor of adaptive leadership. Leaders are more likely to demonstrate adaptive behaviors when they perceive that the organization provides adequate resources, fairness, and trust. Supportive climates create psychological safety, allowing leaders to experiment with new approaches, balance competing demands, and respond effectively to situational challenges. This is consistent with Social Exchange Theory, which suggests that organizational support facilitates reciprocal behaviors at multiple levels, including leadership. In the Indonesian context, where hierarchical structures are common, organizational support provides leaders with the legitimacy and

confidence to adjust their leadership style according to the needs of employees and the environment. This implies that organizational systems play a significant role in shaping adaptive leadership beyond individual leader competencies.

H5. Adaptive Leadership has a Positive and Significant Effect on Employee Performance

Adaptive leadership emerges as a crucial determinant of employee performance. Leaders who recognize situational demands, mobilize employees, and balance short- and long-term needs can effectively guide their teams toward success. Adaptive Leadership Theory Heifetz et al. (2009) highlights how such leaders thrive in uncertain and dynamic contexts, a reality that characterizes many Indonesian organizations facing globalization, technological change, and evolving labor markets. The findings suggest that adaptive leaders empower employees, foster resilience, and encourage innovation, which together enhance both task and contextual performance. For Indonesian organizations, cultivating adaptive leadership capabilities is essential to ensure that employees remain productive and competitive in volatile environments.

H6. Adaptive Leadership Mediates the Relationship between Work Engagement and Employee Performance

The mediation analysis indicates that adaptive leadership partially explains how work engagement translates into employee performance. While engaged employees are intrinsically motivated to perform well, their potential is maximized when guided by adaptive leaders who channel energy into strategic organizational outcomes. This finding resonates with prior studies that emphasize the central role of leadership in leveraging individual engagement for collective success (Purvis & Crawford, 2024). In Indonesia, where leadership authority is culturally emphasized, the presence of adaptive leaders ensures that employee engagement is not fragmented but directed toward organizational priorities. This underscores the importance of combining bottom-up engagement with top-down adaptive leadership to produce sustainable performance gains.

H7. Adaptive Leadership Mediates the Relationship between Perceived Organizational Support and Employee Performance

The results also confirm that adaptive leadership mediates the relationship between perceived organizational support and performance. Supportive organizational practices foster trust and psychological safety, which encourage leaders to adopt adaptive strategies. In turn (Azar, 2024), these adaptive behaviors enhance employee performance by creating environments that are flexible, inclusive, and responsive to change. This demonstrates that organizational support not only strengthens performance directly but also indirectly by enabling leaders to act adaptively. In Indonesian organizations, where cultural expectations often place strong authority on leaders, the role of adaptive leadership becomes indispensable in converting organizational support into measurable performance outcomes. This highlights the interconnectedness between organizational systems, leadership behaviors, and employee contributions.

H8. Power Distance Moderates the Relationship between Adaptive Leadership and Employee Performance

Finally, the moderating analysis provides critical cultural insights. Power distance was found to negatively moderate the relationship between adaptive leadership and employee performance. Contrary to theoretical expectations, higher power distance weakened rather than strengthened the effect of adaptive leadership. This suggests that in highly hierarchical contexts, employees may rely excessively on authority, reducing the flexibility and collaboration required for adaptive leadership to function effectively. Although Indonesia is traditionally characterized by high power distance Hofstede (2001), these findings indicate that organizations may need to balance respect for hierarchy with greater participation and empowerment. By reducing excessive power distance, adaptive leadership can exert a stronger positive influence on performance. This insight contributes to cross-cultural management literature by showing that cultural dimensions may sometimes constrain rather than facilitate leadership effectiveness.

THEORETICAL IMPLICATION

This study advances theoretical understanding by integrating the Job Demands–Resources (JD-R) model, Social Exchange Theory (SET), Adaptive Leadership Theory, and cultural contingency perspectives into a unified framework of employee performance in Indonesia. The JD-R model provides the foundation for explaining how work engagement energizes employees and sustains performance despite resource constraints. SET extends this perspective by clarifying how perceived organizational support fosters reciprocity and strengthens employee loyalty, reinforcing the idea that organizational care translates into improved outcomes. Adaptive Leadership Theory adds a processual lens, showing how leaders act as mediators who channel employee engagement and organizational support into tangible performance improvements, particularly under conditions of uncertainty. Finally, the incorporation of power distance as a moderator expands cross-cultural leadership research, revealing that cultural values shape the strength of leadership effects in nuanced ways.

The findings contribute to theory by demonstrating that adaptive leadership is not only an outcome of engagement and organizational support but also a key mediating mechanism linking these antecedents to performance. Moreover, the negative moderating effect of power distance challenges conventional assumptions, suggesting that hierarchical structures can sometimes weaken rather than strengthen leadership effectiveness. This theoretical contribution underscores the importance of contextualizing established models within cultural frameworks, offering a richer understanding of leadership and performance dynamics in emerging economies such as Indonesia.

PRACTICAL IMPLICATION

From a managerial perspective, the findings provide a set of actionable strategies for enhancing employee performance in Indonesian organizations. First, cultivating work engagement should be a central human resource priority. Organizations can achieve this by designing meaningful work, offering opportunities for skill development, and ensuring recognition for contributions. Second, strengthening perceived organizational support is equally crucial. Transparent policies, fair treatment, and investment in employee well-being create a supportive climate that fosters commitment and motivates higher performance.

Leadership development emerges as a third critical priority. Adaptive leadership capabilities can be enhanced through targeted training that focuses on situational awareness, balancing competing demands, and flexible decision-making. Given the mediation results, organizations should encourage leaders to actively translate engagement and support into performance outcomes, thereby aligning individual motivation with organizational goals.

Finally, the moderating effect of power distance has important cultural implications. While hierarchy is deeply rooted in Indonesian workplaces, excessive deference to authority may dilute the benefits of adaptive leadership. Organizations should therefore promote participative practices, encourage open communication, and empower employees to contribute ideas. By reducing unnecessary hierarchical barriers, adaptive leadership can exert a stronger influence on performance. Together, these strategies provide a practical framework that aligns organizational practices with cultural realities to achieve sustainable competitiveness.

Conclusion and Recommendations

This study examined the effects of work engagement and perceived organizational support on employee performance in Indonesia, with adaptive leadership as a mediating variable and power distance as a moderator. The results provide strong empirical evidence that both engagement and organizational support directly enhance performance, while also influencing adaptive leadership, which in turn further strengthens employee outcomes. The findings highlight adaptive leadership as a crucial mechanism that channels employee energy and organizational support into tangible

performance improvements. Mediation tests confirmed its role in translating engagement and support into higher performance, while the moderation analysis revealed that power distance weakens rather than strengthens the effect of adaptive leadership, suggesting that overly hierarchical structures may reduce the benefits of flexible leadership.

Theoretically, this study integrates the Job Demands–Resources model, Social Exchange Theory, Adaptive Leadership Theory, and cultural dimensions to provide a comprehensive framework for understanding performance in emerging economies. Practically, the results underscore the importance of fostering engagement, strengthening organizational support, and developing adaptive leadership capabilities, while also rethinking hierarchical practices that may inhibit performance. Overall, this study contributes to advancing theory and practice by offering context-specific insights for organizations in Indonesia and comparable settings.

Limitation And Future Studies

Despite offering valuable insights, this study has several limitations that should be acknowledged. First, the data were collected using self-reported questionnaires, which may be subject to social desirability and perceptual biases. Although reliability and validity tests confirmed the robustness of the measures, future research could incorporate multi-source data, such as supervisor evaluations or objective performance indicators, to reduce common method variance.

Second, the cross-sectional design limits the ability to draw causal inferences regarding the relationships among work engagement, perceived organizational support, adaptive leadership, and employee performance. Longitudinal or experimental designs would allow for the examination of changes over time and the directionality of the relationships.

Third, the sample was restricted to employees in Indonesia, which, while valuable for understanding a high power-distance cultural context, constrains the generalizability of the findings. Future studies should conduct cross-cultural comparisons to examine whether the moderating effect of power distance and the role of adaptive leadership vary across different national contexts.

Finally, this study focused on engagement, support, leadership, and cultural values as predictors of performance. Further research could integrate additional variables such as digital literacy, psychological capital, or organizational learning to provide a more holistic understanding of performance drivers in dynamic environments.

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