

Leadership Role Adaptive in Improving Employee Engagement at PT Rubber Pan Java

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Abstract

Purpose: This study aims to analyze the influence of Adaptive Leadership on Employee Engagement at PT Rubber Pan Java. It focuses on how leaders' ability to adjust their leadership approach, provide appropriate support, and respond effectively to changing organizational conditions can encourage stronger employee involvement and commitment to the organization.

Research Methodology: This study employed a quantitative approach. Data were collected through structured questionnaires distributed to 300 employees selected from a total population of 1,200 employees at PT Rubber Pan Java, Indonesia. The collected data were analyzed to determine the relationship and influence of Adaptive Leadership on Employee Engagement.

Results: The findings indicate that Adaptive Leadership has a positive and significant effect on Employee Engagement. Leader adaptability, continuous support, responsiveness to employee needs, and the ability to manage changing workplace conditions contribute to strengthening employee participation and involvement in organizational activities.

Conclusions: Adaptive Leadership is effective in increasing Employee Engagement. The research instruments were found to be valid, and the resulting model demonstrated adequate stability in explaining the relationships between the variables.

Limitations: This study relied solely on quantitative data and may have been influenced by situational and organizational factors specific to the research setting.

Contributions: The findings provide practical guidance for leadership development and contribute additional empirical evidence to the literature on leadership and human resource management.

Keywords: *Adaptive Leadership, Employee Engagement, Human Resource Management*

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1. Introduction

Globalization and digitalization have fundamentally changed the way organizations operate and compete. Advances in information technology, production process automation, artificial intelligence, and digital system integration have significantly altered work patterns, organizational structures, and business models ([Fatchurrohman, Supriadi, Alfiyatussholichah, & Wardhani, 2025](#)). Meanwhile, increasingly dynamic market preferences, increasing global competition, and demands for sustainability from various stakeholders place organizations in a highly uncertain environment. These conditions require organizations to focus not only on short-term efficiency but also on sustainable

adaptability to survive and thrive in the long term. In this context, organizations are required to respond to changes quickly, flexibly, and strategically. Competitive advantage is no longer solely determined by the possession of physical resources or technology but rather by an organization's ability to optimally manage and develop human resources. Human resources are now viewed as strategic assets that play a central role in creating added value, innovation, and sustainable competitive advantage ([Soekiman, 2023](#)). Therefore, attention to employee behavior, attitudes, and engagement has become increasingly important in modern organizational management.

The increasingly complex business environment also increases the work pressure faced by employees. High performance targets, demands for quality and productivity, and rapid changes in work systems can lead to burnout, decreased motivation, and low employee engagement if not managed properly ([Siagian, Ginting, Hartini, & Elvinawanty, 2026](#)). This demonstrates that organizational success depends not only on systems and technology but also on the ability of leaders to create a work environment that supports employee engagement and well-being. In such situations, leadership becomes increasingly crucial. Leaders are not only required to direct, supervise, and control the performance of subordinates, but also to act as change agents capable of facilitating learning, managing team dynamics, and maintaining employee motivation and engagement. [Sutedja, Dwiputranti, and Putri \(2026\)](#) emphasize that effective leadership in an era of uncertainty is leadership that can face complexity, manage change, and empower organizational members to adapt to non-routine and multidimensional challenges.

However, traditional leadership approaches that emphasize stability, hierarchical control, and technical problem-solving are considered increasingly less relevant in addressing the challenges of modern organizations. The challenges organizations face today are often adaptive in nature, meaning they lack standard solutions and require changes in the values, mindsets, and behaviors of individuals and groups. In this context, adaptive leadership becomes increasingly important and relevant to implement. Adaptive leadership emphasizes the leader's ability to adapt their leadership style, behavior, and strategies to the demands of the situation and the needs of followers ([Scorda, Oktavia, & Johannes, 2025](#)). Adaptive leaders focus on solving technical problems and managing adaptive challenges by encouraging learning, dialogue, and collective engagement among organizational members. This approach enables organizations to continuously learn and transform in rapidly changing and uncertain environments.

The relevance of adaptive leadership is increasing as workforce characteristics change. Organizations today face a multigenerational workforce with diverse backgrounds, values and work expectations. Employees, especially younger generations, have high expectations for open communication, supportive leadership, recognition of individual contributions, and opportunities for personal development. [Huang, Jiang, and Chang \(2023\)](#) state that adaptive leadership can address these challenges by creating an inclusive and flexible work environment that supports employees' emotional and psychological engagement. Employee engagement is one of the main indicators of successful human resource management in modern organizations. [Opolot and Maket \(2020\)](#) defined employee engagement as a psychological state in which employees express themselves physically, cognitively, and emotionally while carrying out their work roles. Employee engagement reflects the extent to which employees are energetic, dedicated, and fully involved in their work and organization. Engaged employees not only work to fulfill their obligations but also demonstrate commitment, initiative, and willingness to contribute their best to the organization.

Various studies have shown that high levels of employee engagement contribute to increased productivity, work quality, creativity, loyalty, and employee retention ([Bakker & Albrecht, 2018](#); [Gulo, Waruwu, & Halawa, 2025](#); [Wibaselppa et al., 2025](#)). Furthermore, employee engagement plays a role in increasing organizational readiness for change, as engaged employees tend to have a positive attitude toward change and are willing to actively participate in the organizational transformation process ([Andika & Anindita, 2023](#)). Thus, employee engagement is a strategic factor that influences organizational performance and sustainability. Despite its crucial role, various global reports indicate that employee engagement is relatively low. Only approximately 23% of employees worldwide are

considered engaged, while the majority are either not engaged or actively disengaged. This situation indicates serious challenges in global human resource management, including the development of leadership capable of building sustainable employee engagement.

Various studies have identified leadership style as a key determinant of employee engagement ([Feriandy, 2025](#); [Kertiriasih, Sujana, & Suardika, 2018](#); [Zulvia, Wardi, & Rino, 2026](#)). Supportive and participatory leadership and the ability to create psychological safety have been shown to increase employee engagement. However, most research still focuses on transformational and servant leadership. Research specifically examining adaptive leadership and its influence on employee engagement remains relatively limited, particularly in the context of organizations in developing countries such as Indonesia. In addition to the limited focus on variables, most research on adaptive leadership has been conducted in developed countries and focuses on service, technology, and knowledge-based organizations. Empirical research examining adaptive leadership in the manufacturing sector, particularly in Indonesia, remains scarce. This is despite the fact that the manufacturing sector is characterized by work that demands high discipline, stringent quality standards, and continuous pressure for productivity and efficiency, necessitating a leadership style capable of managing change while maintaining employee engagement.

PT Rubber Pan Java, a rubber manufacturing company, faces various strategic challenges, ranging from demands for increased productivity and product quality to fluctuations in market demand and changes in technology and work systems. Initial observations indicate varying levels of employee engagement among employees, reflected in differences in work motivation, commitment to the organization, and participation in work improvement and development. These varying levels of engagement have the potential to impact individual performance, team effectiveness, and the achievement of a company's strategic goals.

This situation demonstrates the importance of implementing a leadership style that is not only oriented toward achieving operational targets but also capable of increasing employee motivation, flexibility, and engagement. Adaptive leadership is considered relevant in this context because it can accommodate the dynamics of change, manage individual differences, and encourage active employee engagement in facing daily work challenges. Based on the above description, it can be concluded that there is a research gap regarding the influence of adaptive leadership on employee engagement, particularly in Indonesia manufacturing sector. Therefore, this study aims to analyze the influence of adaptive leadership on employee engagement among the employees of PT Rubber Pan Java. This study specifically focuses on situational adaptability, emotional regulation, and learning orientation as the main characteristics of adaptive leadership. It is hoped that the results of this study can provide theoretical contributions to the development of leadership and employee engagement studies, as well as practical implications for organizations in designing and implementing leadership styles that can increase employee engagement sustainably.

2. Literature Review

2.1 Leadership Adaptive

Leadership adaptive is approach leadership that emphasizes ability leader in respond, adapt self, as well as lead changes in the middle environment complex and full organization uncertainty ([Saputra & Aravik, 2026](#)). This development is a response to the limitations of leadership models, which emphasize stability, control, and implementation of technical solutions to organizational problems. In the condition of rapid change, organizations need capable leaders to push for collective learning and sustainable transformation. [Widjajakusuma and Anindita \(2025\)](#) define adaptive leadership as the ability of a leader to help individuals and organizations face adaptive challenges, namely complex problems that cannot be solved through standard procedures or technical skills alone, but demand changes in values, attitudes, and behavior. Thus, adaptive leadership positions the leader as a facilitator of change that leads attention organizations on core issues and pushes active involvement of all members in the adaptation process.

According to [Heifetz, Linsky, and Grashow \(2009\)](#), adaptive leadership can be understood through a number of dimensions. The first is the ability to identify challenge adaptive, namely the ability of a leader to recognize basic problems that require changes in values and behavior. Second is management tension, where the leader guards the balance between pressure and support so that the adaptation process can take place effectively. Empirical studies have shown that adaptive leadership contributes to improving organizational toughness, innovation teams, and employee satisfaction and motivation ([Latukha, Yakovleva, & Yan, 2025](#)). However, some large studies still focus on context organizations in developed countries and issues innovation, so that influence leadership adaptive towards employee engagement, especially in the Indonesian manufacturing sector, still need to be studied more ([Breevaart & Zacher, 2019](#)).

2.2 Employee Engagement

Employee engagement is a positive psychological condition that reflects the level of employee involvement in a cognitive, emotional, and physical way in the implementation of their work ([Satata, 2021](#)). Concept was first introduced by [Kahn \(1990\)](#), who stated that employee engagement occurs when individuals express themselves in a way that is full of role work through physical, cognitive, and emotional involvement. Engaged employees demonstrate enthusiasm, commitment, and willingness to give their best efforts to reach the organization's objectives. [Schaufeli, Salanova, González-Romá, and Bakker \(2002\)](#) define employee engagement as a positive condition, satisfying, and related thoughts with work, which is characterized by vigor, dedication, and absorption. Different from satisfaction with work of a passive nature, employee engagement describes the active involvement of employees in work and organization. [Himmah, Prayekti, and Subiyanto \(2025\)](#) added that employee engagement includes reciprocal relationship between employees and organizations, where employees feel supported tend show level more involvement tall.

A previous study showed that employee engagement is influenced by various factors, including leadership support, organizational climate, and psychological safety ([Fahrizal, Budiono, Khalid, & Santoso, 2025](#)). Leaders who are capable of giving clear direction, supporting emotional, and chance development self tend to produce higher engagement levels. However, research examining how adaptive leadership behavior shapes deep employee engagement in the context of complex and fast-changing work environments is still limited.

2.3 Framework Study

The conceptual framework of the study is presented in Figure 1. This was designed to explain the connection between the independent and dependent variables. The independent variable is Adaptive Leadership (X), whereas the dependent variable is Employee Engagement (Y). This leaves the assumption that the taller the implementation leadership, the higher the level of employee engagement.

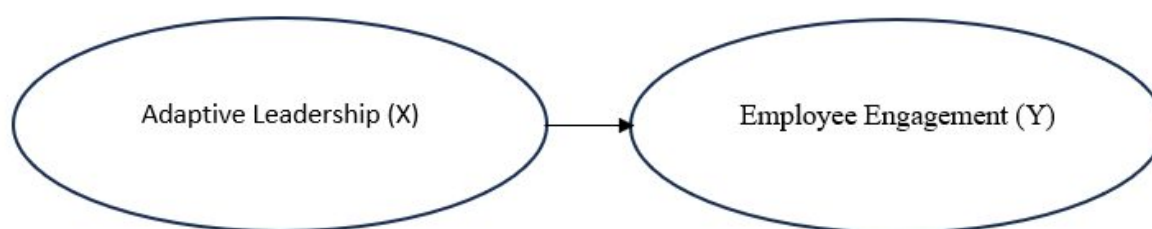


Figure 1. Framework study leadership adaptive

3. Research Methodology

This study uses a quantitative approach with a survey method, which is based on the positivism paradigm. The quantitative approach was chosen because this study aimed to test the hypothesis and explain the causal connection between variables in an objective way through numerical measurement and analytical statistics ([Sugiyono, 2019](#)). The main focus of this study is the influence of Adaptive Leadership Style on Employee Engagement of PT Rubber Pan Java employees. This approach allows

researchers to identify intervariable pattern connections systematically and produce generalizable findings in similar organizational contexts. Data were collected in a structured way through an instrument questionnaire and then analyzed using the Structural Equation Modeling technique based on Partial Least Squares (SEM-PLS).

3.1 Population and Sample

The population in the study This is all over PT Rubber Pan Java has 1,200 employees, spread across various divisions and levels position. Population This chosen Because all over employee involved direct in dynamics leadership organization and experience in a way real style leadership implemented by management. The sample size was determined using Slovin's formula, which is commonly used to determine the sample size from a large population with a certain level of error tolerance. With a level error of 5%, the obtained sample size was 300 respondents. This number fulfills the minimum requirements in SEM-PLS analysis and is able to represent the population study adequately. The technique sample was done by proportional random sampling, so that every member of the population had equal opportunities to become respondents, while simultaneously guarding representation from various work units.

3.2 Data Collection Techniques

Data collection was carried out using a structured questionnaire developed based on measurement indicators adopted from previous empirical studies. The questionnaire items were adjusted to align with the research context and distributed directly to respondents while ensuring confidentiality and adherence to research ethics principles. Respondents participated voluntarily after receiving information regarding the purpose of the study. The instrument used a five-point Likert scale ranging from strongly disagree to strongly agree to measure respondents' perceptions of the research variables.

3.3 Analysis Method

The data analysis method used was Partial Least Squares structural equation modeling (PLS-SEM). Analysis This done through two stages main, namely evaluation of the measurement model (outer model), Evaluation of the structural model (inner model). The purpose of the outer model evaluation is to test the validity and reliability of the research instrument, whereas the evaluation of the inner model is used to test the connection causality between latent variables ([Saing, Nasution, & Tambunan, 2025](#)). PLS-SEM is selected as SEM- based alternatives covariance because more flexible to data distribution, size samples, as well as more focus on ability model prediction. This research can provide a strong empirical description of the influence of adaptive leadership on employee engagement.

4. Results and Discussions

The results show that Adaptive Leadership Style has a positive and significant effect on Employee Engagement. This finding provides empirical evidence that leaders who can adapt to changes in the work environment, organizational dynamics, and employee needs tend to increase employees' emotional, cognitive, and behavioral engagement with their work. Theoretically, these results align with [Heifetz et al. \(2009\)](#) theory of adaptive leadership, which emphasizes a leader's ability to manage complex challenges and continuous change through adjustments to leadership strategies and behaviors. Adaptive leaders act as decision-makers, learning facilitators, and change agents.

Coefficient high track of 0.715 shows strength substantial influence, which supports [Uhl-Bien and Arena \(2018\)](#) findings that leadership adaptive create adaptive space that encourages creativity, energy work, and involvement employees. In addition, the results This consistent with study ([Bakker & Albrecht, 2018](#)) who emphasized that behavior responsive and flexible leadership increase vigor and dedication work, two dimensions main employee engagement. The R^2 value of 51.2% indicates that more than half of the variations in employee engagement can be explained by adaptive leadership style. This is strengthen [Bailey, Madden, Alfes, and Fletcher \(2017\)](#) findings which stated that leadership is one of the determinant main in build attachment psychological and emotional employee to organization. In the context of the Indonesian manufacturing industry, the findings of this study are highly relevant and practical, considering the sector. This faces pressure change technology, demands

efficiency, and dynamic source power of human beings. Therefore, adaptive leadership becomes a strategic factor in guarding the sustainability of the organization.

4.1 Model Evaluation

4.1.1 Outer Model

4.1.1.1 Validation Convergent

Validity convergent was used to measure the extent to which the indicators are capable of representing the latent constructs being measured. According to [Sulistiyowati \(2025\)](#), convergent validity is fulfilled if the outer loading value > 0.70 and AVE > 0.50 . The analysis results show that all indicators have outer loading values above 0.70, and the AVE value for each variable is above 0.50. With thus, it can be concluded that all over construct in study This own level validity good convergence.the ave result is presented in Table [1](#).

Table 1. Average Variance Extracted (AVE)

Average Variance extracted (AVE)	
Adaptive Leadership Style (<i>X</i>)	0.670
Employee Engagement (<i>Y</i>)	0.650

Based on the results analysis using SmartPLS, all indicators on the Adaptive Leadership Style (*X*) and Employee Engagement (*Y*) variables have outer loading values above 0.70. This shows that every indicator has a strong contribution in the form of latent constructs being measured. Next, the results of The AVE testing show that the AVE value for Adaptive Leadership Style (*X*) is 0.670 and Employee Engagement (*Y*) is 0.650, both of which fulfil the minimum criteria (>0.50). Thus, each construct is capable of explaining more than 50% of the variance indicators of the compiler. Based on the results mentioned, it can be concluded that all constructs in the study fulfil the criteria for convergent validity and are feasible for structural model testing.

4.1.1.2 Validation Discriminant

Validity discriminants show the extent to which a construct is truly different from other constructs. In addition, reliability was tested using Composite Reliability and Cronbach's alpha. The composite reliability value of all variables was above 0.70, indicating high internal consistency. The Cronbach alpha value which also exceeds 0.70 confirms that that instrument study reliable and worthy used (Fitriadi, Isabella, & Putra, 2025). The reliability value composite for each variable used in this study is shown in Table [2](#).

Table 2. Composite Reliability (CR)

Composite Reliability (CR)	
Adaptive Leadership Style (<i>X</i>)	0.876
Employee Engagement (<i>Y</i>)	0.861

Although a value of 0.6 is still acceptable, the composite reliability coefficient must be more than 0.7. However, if the validity construct is fulfilled, an internal consistency test is not required. This is because a valid construct is a reliable construct, whereas an unreliable construct is not yet valid (Fitriadi et al., 2025). Reliability was tested using composite reliability with Cronbach's alpha. A variable was considered reliable if the Cronbach alpha was > 0.7 . Table [3](#) presents the Cronbach alphas for each variable.

Table 3. Cronbach Alpha (CA)

Cronbach Alpha	
Adaptive Leadership Style (<i>X</i>)	0.852
Employee Engagement (<i>Y</i>)	0.841

The results in the table show that each variable study fulfills the condition that the Cronbach alpha is >0.7 , which means that the overall variables study has a high reliability. Collinearity testing was performed to determine the strength of the correlation between the latent variables and constructs. The values used for the test were the Variance Inflation Factor (VIF) value. If the VIF value > 5.00 , then there is a problem with collinearity, and vice versa, no problem with collinearity if VIF value < 5.00 .

Table 4. Collinearity

Collinearity	
Adaptive Leadership Style (<i>X</i>)	1,234
Employee Engagement (<i>Y</i>)	1,234

Based on the presentation in Table 4, the collinearity test results show that the Variance Inflation Factor (VIF) values for Adaptive Leadership Style (*X*) and Employee Engagement (*Y*) are both 1.234. These values are below the recommended threshold of 5, indicating that the research model does not experience multicollinearity problems. This finding confirms that the variables included in the model do not have excessively high correlations with each other, allowing each construct to independently explain its respective concept. Therefore, the structural model meets the collinearity assessment criteria and can be further analyzed to examine the relationship between Adaptive Leadership Style and Employee Engagement.

4.1.2 Inner Model

In PLS, the structural model was assessed using R^2 for dependent variables and the value coefficient track for independent variables. The *t*-statistic value of every track was then used to evaluate the significance of the model. The structural model study is depicted as follows:

4.1.2.1 R Square

The R-Square (R^2) test aims to assess the ability of independent variables to explain the variation in the dependent variable in the structural model being constructed. In Partial Least Squares (PLS-SEM) analysis, the *R*-squared value is the main indicator for assessing the predictive power of a research model. The higher the *R*-squared value, the greater the proportion of variation in the dependent variable that can be explained by the independent variables in the model.

Table 5. R square

	R Square	Adjusted R Square
Adaptive Leadership Style (<i>X</i>)	0.512	0.510
Employee Engagement (<i>Y</i>)	0.512	0.510

Based on Table 5, the results of data processing using the SmartPLS 3.0 program, the *R*-Square value for the Employee Engagement (*Y*) variable was 0.512. This value indicates that the Adaptive Leadership Style (*X*) variable can explain 51.2% of the variation in Employee Engagement of employees at PT Rubber Pan Java. In other words, more than half of the level of employee engagement, both in cognitive, emotional, and behavioral aspects, is influenced by the extent to which the leader applies adaptive leadership style in the organization. The *R*-squared value of 0.512 indicates that adaptive leadership plays a substantial role in shaping employee engagement. Leaders who can adapt their leadership style to work conditions, manage the stress of change, and encourage employee learning and participation have been shown to create a work environment that supports optimal employee engagement. This finding confirms that adaptive leadership is not merely a supporting factor but a key determinant of enhancing employee engagement. employees in dynamic work environments.

In addition, the adjusted *R*-squared value of 0.510 indicates that after adjusting for the number of independent variables and sample size, the research model still shows a relatively similar level of explanatory power, namely 51.0%. The small difference between the *R*-squared and adjusted *R*-squared values indicates that the model used is stable, unbiased, and does not experience overfitting.

This indicates that the contribution of Adaptive Leadership Style to employee engagement is consistent and reliable. in a way statistics. An *R*-squared value of 0.75 is categorized as strong, 0.50 as moderate, and 0.25 as weak. Therefore, the *R*-squared value of 0.512 in this study can be categorized as having moderate to nearly strong predictive power. This means that the developed structural model has a fairly good ability to explain the phenomenon of employee engagement in the context of the organization studied.

4.1.3 Path Coefficient

The results of the structural model testing through path coefficient analysis aim to determine the direction and strength of the influence between latent variables in the research model while also testing the significance of the causal relationship between variables. The path coefficient table generated from the SmartPLS output presents the path coefficient values (original sample), t-statistic values, and p-values used as the basis for decision-making regarding the research hypothesis as follows:

Table 6. Path coefficient (direct effect)

	Original Sample (O)	T statistic	P Values
Adaptive Leadership Style (<i>X</i>) → Employee Engagement (<i>Y</i>)	0.715	9,842	0,000

Based on Table 6, the analysis results show that the Adaptive Leadership Style variable (*X*) has a positive and significant influence on Employee Engagement (*Y*). This is indicated by the path coefficient value (original sample) of 0.715, which indicates that a one-unit increase in Adaptive Leadership Style will increase Employee Engagement by 0.715 units, assuming other variables in the model are constant. This relatively high coefficient value reflects that Adaptive Leadership Style has a strong influence on the level of employee engagement.

The significance of this influence is reinforced by the t-statistic value of 9.842, which far exceeds the critical value of 1.96 at a significance level of 5% ($\alpha = 0.05$). In addition, the *P* Value of 0.000 (<0.05) indicates that the probability of error in concluding an influence is very small. Thus, the hypothesis stating that Adaptive Leadership Style has a positive effect on Employee Engagement can be accepted, and the causal relationship between variables is statistically proven at a 95% confidence level.

These results indicate that the higher the implementation of Adaptive Leadership in an organization, the higher the level of Employee Engagement. Leaders who can adapt their leadership style to the situation, manage emotions effectively, and encourage employee learning and participation create a work environment that supports employee engagement cognitively, emotionally, and behaviorally. This environment encourages employees to demonstrate greater enthusiasm, dedication, and commitment to their work and organizations.

Furthermore, this finding is consistent with the *R*-squared value of 0.512, indicating that the Adaptive Leadership Style variable can explain 51.2% of the variation in Employee Engagement. This *R*-squared value is classified as moderate to strong; thus, it can be concluded that the structural model has good explanatory power. Meanwhile, 48.8% of the variation in Employee Engagement is explained by other factors outside the research model, such as organizational culture, reward systems, work environment, individual characteristics, and other psychological factors not examined in this study.

The findings of this study reinforce the theory of adaptive leadership, which states that leaders play a crucial role in creating conditions that enable employees to actively engage in facing organizational change and challenges (Takrim, Shalahuddin, & Yusup, 2024). These results are also consistent with previous research findings that suggest a flexible, responsive, and learning-oriented leadership style has a significant influence on employee engagement (Sana, Ming, Hernandez, & Kask, 2024). Thus,

adaptive leadership can be viewed as a key determinant of increasing employee engagement, particularly in organizational contexts facing high levels of change.

4.2 Discussion

The findings of this study indicate that Adaptive Leadership Style has a positive and significant effect on Employee Engagement among employees of PT Rubber Pan Java. The path coefficient value of 0.715, t-statistic value of 9.842, and p-value of 0.000 demonstrate that adaptive leadership is an important factor in strengthening employee involvement within the organization. These results indicate that leaders who are able to adjust their leadership approach, respond to changes, provide appropriate support, and involve employees in organizational processes can encourage stronger emotional, cognitive, and behavioral engagement. This finding supports the adaptive leadership theory proposed by [Heifetz et al. \(2009\)](#), which emphasizes the importance of leaders' ability to manage adaptive challenges through flexibility, learning, and collective participation.

The results of this study are consistent with [Uhl-Bien and Arena \(2018\)](#), who explained that adaptive leadership creates an adaptive space that enables employees to develop creativity, collaboration, and responsiveness toward organizational changes. In addition, [Bakker and Albrecht \(2018\)](#) stated that supportive and responsive leadership behavior contributes to increasing employee enthusiasm, dedication, and work involvement. In the context of PT Rubber Pan Java, which operates in the manufacturing sector with dynamic demands related to productivity, quality improvement, and operational changes, adaptive leadership becomes increasingly important because employees require leaders who can provide direction while maintaining motivation and psychological attachment.

Furthermore, the R-square value of 0.512 shows that Adaptive Leadership Style explains 51.2% of the variation in Employee Engagement, indicating that leadership adaptability has a substantial contribution in shaping employee engagement. This finding reinforces [Bailey et al. \(2017\)](#), who identified leadership as one of the important antecedents in building employees' psychological and emotional attachment to organizations. The results also align with [Latukha et al. \(2025\)](#), who highlighted that adaptive leadership strengthens organizational resilience by enabling individuals and teams to respond effectively to disruption and changing environments. Therefore, adaptive leadership can be considered a strategic capability for organizations seeking to maintain employee engagement in uncertain and competitive conditions.

From a practical perspective, this study suggests that PT Rubber Pan Java should strengthen adaptive leadership development programs by focusing on communication skills, emotional management, change adaptability, and employee involvement in decision-making. These findings also support previous research by [Huang et al. \(2023\)](#) and [Sana et al. \(2024\)](#), which emphasized that flexible and responsive leadership contributes to higher employee engagement. Thus, adaptive leadership is not only a leadership approach for managing change but also an important mechanism for creating a supportive work environment that encourages employee commitment, participation, and sustainable organizational performance.

5. Conclusions

5.1 Conclusion

This study concludes that adaptive leadership plays a significant and strategic role in increasing employee engagement among PT Rubber Pan Java employees. The empirical analysis results show that adaptive leadership style positively influences the level of attachment of employees, which is reflected in increasing emotional, cognitive, and behavioral involvement of employees in jobs and organizations. The theoretical findings of this study strengthen and expand the literature on adaptive leadership by providing empirical proof that adaptive leadership is a relevant approach to leadership in the context of modern organizations faced with dynamic change, an uncertain environment, and increasing demands for complex performance. This research also confirms the theory of attachment work (employee engagement), which states that behavior-responsive, flexible, and capable leadership adapts to the needs of employees, which is one of the main determinants of building the psychological attachment of employees to the organization. This empirical research contributes to the real proof of

context in the manufacturing industry in Indonesia, particularly at PT Rubber Pan Java. The research results show that leadership adaptive capable explains more than half of the employee engagement variations, which emphasizes that factor leadership own more influence dominant compared to individual factors or structural other in increase attachment employee.

In a practical way, the results of this study have important implications for the management of PT Rubber Pan Java, which shows that increased employee engagement is not only system-dependent compensation or formal policies of the organization, but is largely determined by the quality of leadership that is applied. A leader who is capable of adapting to change, open to input, and responsive to employee needs is proven to be capable of creating a more conducive, productive, and sustainable work environment. This confirms that adaptive leadership is one of the necessary keys to getting attention to serious management strategy, source power, and improving performance and power competition in the organization.

5.2 Research Limitation

This study had several limitations that should be considered when interpreting the findings. First, the research was conducted only at PT Rubber Pan Java; therefore, the results may not fully represent employees in other companies or industrial sectors with different organizational characteristics. Second, this study employed a quantitative and cross-sectional approach, which captures employee perceptions at a single point in time and does not explain changes in Adaptive Leadership and Employee Engagement over a longer period. Third, this study focused primarily on Adaptive Leadership as the main predictor of Employee Engagement, while other organizational and individual factors, such as organizational culture, job satisfaction, psychological safety, organizational support, and work environment, were not included in the model. Fourth, the data were collected using self-reported questionnaires, which may be subject to response bias and differences in individual perception. Therefore, the findings should be interpreted within the specific organizational context of this study's setting. Future research should involve broader samples, multiple organizations, longitudinal designs, and additional mediating or moderating variables to provide a more comprehensive understanding of the factors influencing Employee Engagement.

5.3 Suggestions and Direction for Future Research

Suggestions for the management of PT Rubber Pan Java are to strengthen the development of adaptive competent leadership through training and development programs. The sustainable leadership training program should not only focus on aspects of technical leadership, but also on the development ability of leaders in facing change, managing conflict, making decisions in a flexible manner, as well as building open and participatory communication with employees. In addition, management needs to apply policies supporting organizational flexibility and responsive leadership, such as giving room for leaders to innovate in the management team, push culture learning organization, and create system evaluation performance appraisal aspect behavior leadership adaptive. Thus, adaptive leadership not only becomes draft normative but is truly internalized in daily managerial practice. Management is also recommended for integrating leadership adaptive to management strategy source Power humans, so that efforts to increase employee engagement can be done in a systematic and sustainable way, which ultimately impacts increasing performance of individuals and organizations overall.

For researchers, this study can be used as a runway for developing further comprehensive studies on employee engagement. Furthermore, the researcher recommended adding other potential variables that influence employee engagement, such as culture organization, satisfaction work, psychological safety, justice organization, or support organization as variables mediation and moderation. In addition, further research can be conducted in different industries, both in the service and education sectors, to test the generalization and consistency of the findings. Research with a longitudinal approach is also recommended to capture the dynamics of adaptive leadership and deep employee engagement. With the development mentioned, it is hoped that this study can then provide more contributions to the Good in a theoretical and practical way in the development of knowledge management and leadership.

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Author Contributions

PDAM contributed to the conceptualization, research design, data collection, data analysis, interpretation of results, and manuscript preparation. HP contributed to academic supervision, methodological guidance, validation of research findings, critical review, and manuscript improvement. Both authors contributed to the revision process, reviewed the final manuscript, and approved the submitted version.

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