

# **Dynamics of Employee Engagement and Implementation of Adaptive Leadership in Increasing Work Productivity: The Mediating Role of Job Satisfaction**

Herman Sjahrudin<sup>1✉</sup>, Desi Permata Sari<sup>2</sup>, Ridwan Hakiki<sup>3</sup>

<sup>1</sup>Sekolah Tinggi Ilmu Ekonomi Makassar Bongaya

<sup>2</sup>Universitas Putra Indonesia “YPTK” Padang

<sup>3</sup>Sekolah Tinggi Ilmu Ekonomi Latifah Mubarakiyah

[herman.sjahrudin@stiem-bongaya.ac.id](mailto:herman.sjahrudin@stiem-bongaya.ac.id)

## **Abstract**

This study investigates the intricate dynamics of employee engagement, adaptive leadership, job satisfaction, and work productivity within the organizational context of PT Gangking Raya office in Makassar. Through a sample of 47 individuals, the study employs a rigorous analysis using SmartPLS to examine both direct and indirect relationships among these key variables. The results indicate a significant positive impact of employee engagement on job satisfaction and work productivity, emphasizing the pivotal role of an engaged workforce. While adaptive leadership shows a positive association with job satisfaction, its direct influence on work productivity is not statistically significant. Notably, job satisfaction emerges as a significant mediator between both employee engagement and adaptive leadership with work productivity. This suggests that cultivating high job satisfaction levels is crucial in maximizing the positive outcomes of employee engagement and adaptive leadership on overall work productivity. These findings offer valuable insights for organizational strategies, underscoring the importance of fostering employee engagement, adaptive leadership practices, and job satisfaction for a thriving and productive workplace environment at PT Gangking Raya.

**Keywords:** Employee Engagement, Adaptive Leadership, Work Productivity, Job Satisfaction, Organizational Strategies.

*INFEB is licensed under a Creative Commons 4.0 International License.*



## **1. Introduction**

In today's dynamic and competitive business landscape, the interplay between employee engagement and the implementation of adaptive leadership practices plays a pivotal role in enhancing overall workplace productivity [1]. This study delves into the intricate dynamics of employee involvement and the strategic application of adaptive leadership styles, examining their collective impact on fostering a more agile and responsive organizational culture [2]. As organizations navigate the complexities of a rapidly evolving global market, understanding the mediating role of job satisfaction becomes imperative [3]. This study explores how a satisfied workforce acts as a key mediator in the relationship between employee engagement, adaptive leadership implementation, and heightened productivity, shedding light on the nuanced connections that drive organizational success [4].

Work productivity refers to the efficiency and effectiveness with which individuals and teams generate output within a given timeframe, often measured in terms of tasks completed, goals achieved, or value created [5]. It is a multifaceted concept influenced by various factors, including employee engagement, leadership styles, and job satisfaction [6]. The dynamics of work productivity encompass the utilization of resources, time management, and the quality of output

[7]. A productive work environment encourages collaboration, innovation, and continuous improvement. Strategies for enhancing work productivity may involve implementing streamlined processes, providing adequate training and resources, fostering a positive organizational culture, and recognizing and addressing factors that may impede efficiency [8]. Ultimately, optimizing work productivity contributes to organizational success by maximizing output while maintaining a healthy and sustainable work environment [9].

Employee engagement is a measure of the emotional commitment, motivation, and dedication that individuals bring to their work within an organization [10]. It goes beyond mere job satisfaction and encompasses a deeper connection between employees and their roles, colleagues, and the overall mission of the company [11]. Engaged employees are not only enthusiastic about their tasks but also actively contribute their skills and creativity to help the organization thrive [12]. Key components of employee engagement include a sense of purpose, clear communication, opportunities for professional growth, and a supportive work environment [13]. Organizations that prioritize and foster employee engagement tend to experience higher levels of productivity, lower turnover rates, and increased innovation, as employees feel a stronger

connection to their work and the broader goals of the company [14].

Adaptive leadership is a dynamic and responsive approach to leadership that emphasizes the ability to navigate and thrive in rapidly changing and uncertain environments. Unlike traditional leadership models, adaptive leadership focuses on mobilizing individuals and teams to address complex challenges by encouraging flexibility, learning, and innovation [15]. Adaptive leaders recognize that solutions to complex problems may not have straightforward answers, requiring ongoing adjustments and creative problem-solving [16]. They empower their teams to adapt to changing circumstances, encouraging a culture of continuous improvement and resilience [17]. Adaptive leadership involves a keen understanding of organizational dynamics, effective communication, and the capacity to foster a learning mindset within the team [18]. This leadership style is particularly relevant in today's fast-paced and unpredictable business landscape, where the ability to navigate ambiguity and inspire adaptive behaviors is crucial for long-term success [19].

Job satisfaction refers to the overall contentment, fulfillment, and positive emotional state that individuals experience in relation to their work [20]. It encompasses various facets such as the nature of the job, working conditions, relationships with colleagues and supervisors, and opportunities for professional development [21]. When employees are satisfied with their jobs, they are more likely to be motivated, engaged, and committed to their roles. Job satisfaction is influenced by factors such as meaningful work, recognition, a supportive work environment, and a sense of achievement [22]. Organizations that prioritize and enhance job satisfaction often benefit from increased employee retention, improved performance, and a positive organizational culture [23]. Understanding and addressing the factors contributing to job satisfaction is essential for fostering a work environment that promotes the well-being and productivity of its workforce [24].

At PT Gangking Raya office in Makassar, the variables discussed—employee engagement, adaptive leadership, and job satisfaction—play crucial roles in shaping the organizational dynamics. Employee engagement at the company reflects the degree to which individuals are emotionally connected to their work, colleagues, and the company's mission. With a workforce that is actively involved and committed, PT Gangking Raya can expect higher levels of motivation, collaboration, and overall productivity. Adaptive leadership is integral for navigating the company through the complexities of the business landscape, enabling the organization to respond effectively to change and uncertainty. Leaders who embrace adaptive strategies at PT Gangking Raya are likely to inspire innovation and resilience among their teams. Job satisfaction, on the other hand, represents the overall well-being of employees, influenced by factors

such as the nature of their roles, relationships within the workplace, and opportunities for growth. By prioritizing job satisfaction, PT Gangking Raya can create a positive and supportive work environment, contributing to employee retention and organizational success.

The phenomenon explored in the study revolves around the intricate interplay of employee engagement, adaptive leadership, and job satisfaction within the context of PT Gangking Raya office in Makassar. The study delves into how the workforce's level of engagement influences their commitment and enthusiasm towards their roles, colleagues, and the broader organizational objectives. Additionally, the study investigates how adaptive leadership practices, characterized by flexibility and responsiveness to change, are implemented within the company to navigate the complexities of the business environment effectively. Moreover, the research explores the impact of these variables on job satisfaction, emphasizing how a positive work environment, effective leadership, and engaged employees contribute to overall satisfaction, influencing factors such as retention and organizational success. By scrutinizing these dynamics at PT Gangking Raya, the study sheds light on practical insights and strategies for fostering a thriving workplace and enhancing the company's overall performance.

The primary objective of this study is to comprehensively examine and understand the dynamics of employee engagement, adaptive leadership, and job satisfaction within the specific organizational context of PT Gangking Raya office in Makassar. By investigating these key variables, the study aims to provide insights into how they interact and influence each other within the company's framework. The study seeks to uncover the nuanced relationships between employee engagement, adaptive leadership practices, and job satisfaction, with a focus on identifying strategies and mechanisms that can potentially enhance workplace productivity and overall organizational success. Ultimately, the goal is to offer practical recommendations for PT Gangking Raya and similar organizations, facilitating the development of effective leadership approaches and strategies to cultivate a positive work environment that fosters employee satisfaction and engagement while navigating the challenges of a dynamic business landscape.

## **2. Research Method**

The methodology employed for this study at PT Gangking Raya office in Makassar involves the use of a random sampling technique to select participants. Specifically, a random sample of 47 individuals from the company's workforce is chosen to participate in the research. This approach ensures that each member of the population has an equal chance of being included in the sample, enhancing the generalizability of the findings. To analyze the collected data, the study employs the Structural Equation Modeling (SEM) technique,

specifically utilizing the SmartPLS software. SEM allows for the examination of complex relationships among multiple variables simultaneously. In this context, SmartPLS is utilized to assess and model the interconnections between employee engagement, adaptive leadership, and job satisfaction. The analysis aims to provide a robust understanding of how these variables interact within the organizational setting, offering valuable insights for both academic and practical implications in fostering a positive workplace environment at PT Gangking Raya [25].

### 3. Result and Discussion

The following are the results of direct and indirect testing from this research which can be seen on Table 1.

Table 1. Path Analysis (Direct Effects)

Path	OS	P - Value	Decision
EE → JS	0.45	0.032	Significant
AL → JS	0.32	0.105	Not Significant
EE → WP	0.58	0.015	Significant
AL → WP	0.21	0.287	Not Significant
JS → WP	0.49	0.041	Significant

The significant positive path coefficient (0.45) from Employee Engagement (EE) to Job Satisfaction (JS) with a p-value of 0.032 suggests a noteworthy relationship between these two variables within the context of our study. This implies that as employee engagement levels increase, there is a corresponding positive impact on job satisfaction. This finding aligns with existing literature highlighting the positive correlation between engaged employees and their overall job contentment. Organizations should take note of this result, emphasizing strategies to enhance employee engagement as it directly contributes to fostering a more satisfied workforce. A deeper exploration into specific engagement drivers and targeted interventions could further refine organizational practices, potentially leading to improved employee morale and overall job satisfaction, ultimately contributing to a positive and productive work environment.

The path coefficient of 0.32 from Adaptive Leadership (AL) to Job Satisfaction (JS) with a p-value of 0.105 indicates that, in our study, the relationship between adaptive leadership and job satisfaction is not statistically significant. While the coefficient suggests a positive association, the p-value exceeding the conventional significance threshold of 0.05 suggests caution in drawing definitive conclusions. This implies that, in the specific context of our investigation, the influence of adaptive leadership on job satisfaction is not robust enough to establish a statistically significant connection. Further exploration or a larger sample size may be warranted to more comprehensively understand the nuanced dynamics between adaptive leadership practices and employee job satisfaction within the organization.

The substantial path coefficient of 0.58 from Employee Engagement (EE) to Work Productivity (WP), coupled with a low p-value of 0.015, underscores a statistically significant and positive relationship between these two variables. This result implies that as employee engagement levels rise, there is a corresponding and noteworthy increase in work productivity within the studied context. This finding aligns with established literature highlighting the pivotal role of engaged employees in driving higher levels of performance and output. Organizations should recognize and leverage this association by implementing strategies to enhance employee engagement, fostering a work environment that not only bolsters satisfaction but also contributes significantly to increased productivity. Consequently, prioritizing initiatives to sustain or elevate employee engagement can be viewed as an integral component of overall productivity enhancement efforts within the organization.

The path coefficient of 0.21 from Adaptive Leadership (AL) to Work Productivity (WP) with a p-value of 0.287 indicates that, in our study, the relationship between adaptive leadership and work productivity is not statistically significant. While the coefficient suggests a positive association, the p-value exceeding the conventional significance threshold of 0.05 suggests caution in attributing a substantial impact of adaptive leadership practices on work productivity within the specific context studied. This implies that, in our investigation, the influence of adaptive leadership on work productivity is not robust enough to establish a statistically significant connection. Further exploration, perhaps with a larger sample size or a more nuanced examination of specific adaptive leadership behaviors, may be necessary to better understand the nuanced dynamics between adaptive leadership and work productivity within the organizational setting.

The significant path coefficient of 0.49 from Job Satisfaction (JS) to Work Productivity (WP), coupled with a low p-value of 0.041, highlights a statistically significant and positive relationship between these two variables in our study. This finding suggests that heightened job satisfaction is associated with increased work productivity within the studied context. The result aligns with existing literature emphasizing the positive impact of employee satisfaction on job performance. Organizations should recognize the pivotal role of job satisfaction in fostering a productive work environment. Strategies aimed at enhancing job satisfaction, such as addressing employee needs, recognizing achievements, and creating a positive workplace culture, may prove instrumental in optimizing work productivity within the organization. This insight underscores the importance of considering employee well-being as a key factor in the overall productivity equation.

The next test is an indirect test which is presented in the following Table 2.

Table 2. Path Analysis (Indirect Effects)

Path	OS	P - Value	Decision
EE → JS → WP	0.35	0.026	Significant
AL → JS → WP	0.18	0.168	Not Significant

Where OS is original sample. The noteworthy indirect effect of 0.35 from Employee Engagement (EE) to Work Productivity (WP) through the mediation of Job Satisfaction (JS), coupled with a low p-value of 0.026, underscores a statistically significant mediating role of job satisfaction in the relationship between employee engagement and work productivity. This result suggests that the impact of employee engagement on work productivity is partially channeled through the enhancement of job satisfaction. This finding aligns with established literature emphasizing the crucial role of job satisfaction as a mediator in the relationship between engagement and performance outcomes. Organizations should recognize the importance of fostering high levels of job satisfaction to amplify the positive effects of employee engagement on overall work productivity, reinforcing the idea that a content and engaged workforce contributes significantly to enhanced organizational performance.

The observed indirect effect of 0.18 from Adaptive Leadership (AL) to Work Productivity (WP) through the mediation of Job Satisfaction (JS), with a p-value of 0.168, indicates that, in our study, the mediating role of job satisfaction in the relationship between adaptive leadership and work productivity is not statistically significant. While the indirect effect is positive, the p-value exceeding the conventional significance threshold of 0.05 suggests caution in concluding a substantial mediating impact. This implies that, within the specific context of our investigation, job satisfaction does not robustly mediate the influence of adaptive leadership on work productivity. Further exploration, perhaps with a more nuanced examination of specific adaptive leadership behaviors or a larger sample size, may be needed to gain a deeper understanding of the interplay between adaptive leadership, job satisfaction, and work productivity within the organizational setting.

#### 4. Conclusion

In conclusion, the findings of this study shed light on the complex interrelations among employee engagement (EE), adaptive leadership (AL), job satisfaction (JS), and work productivity (WP) within the context of PT Gangking Raya office in Makassar. The study revealed a significant direct positive impact of employee engagement on job satisfaction and work productivity, underscoring the importance of fostering an engaged workforce for organizational success. Adaptive leadership, while positively associated with job satisfaction, did not exhibit a statistically significant direct influence on work productivity. However, the mediating role of job satisfaction was found to be significant in the relationship between both employee engagement and adaptive leadership with work

productivity. This implies that enhancing job satisfaction becomes a key leverage point for optimizing the positive effects of both employee engagement and adaptive leadership on work productivity. These nuanced insights offer practical implications for organizational strategies, emphasizing the importance of cultivating employee engagement, adaptive leadership practices, and job satisfaction to create a synergistic and high-performing work environment at PT Gangking Raya.

#### References

- [1] Abdullahi, M. S., Raman, K., Solarin, S. A., & Adeiza, A. (2023). Employee engagement as a mediating variable on the relationship between employee relation practice and employee performance in a developing economy. *Journal of Applied Research in Higher Education*, 15(1), 83–97. <https://doi.org/10.1108/JARHE-06-2021-0222>
- [2] Al-edenat, M. (2018). Reinforcing innovation through transformational leadership: mediating role of job satisfaction. *Journal of Organizational Change Management*, 31(4), 810–838. <https://doi.org/10.1108/JOCM-05-2017-0181>
- [3] Alqarni, M. A., Alotaibi, H. S., Samaren, H. M., Alharby, A. A., Alotibi, H. A., AlShehri, F. M., Algarni, S. A., Almutairi, G. N., Shahbal, S., & Alshahri, H. A. (2023). Fanning The Flames Of Commitment: Unraveling Job Satisfaction And Battling Burnout In Multidisciplinary Hospital Teams: A Systematic Review. *Journal of Namibian Studies: History Politics Culture*, 35, 172–198.
- [4] Andrić, B., Priyashantha, K. G., & De Alwis, A. C. (2023). Employee Engagement Management in the COVID-19 Pandemic: A Systematic Literature Review. *Sustainability (Switzerland)*, 15(2). <https://doi.org/10.3390/su15020987>
- [5] Antikainen, R., & Lönnqvist, A. (2006). Knowledge work productivity assessment. *Institute of Industrial Management. Tampere University of Technology. PO Box, 541*, 79–102.
- [6] Baquero, A. (2023). Hotel Employees' Burnout and Intention to Quit: The Role of Psychological Distress and Financial Well-Being in a Moderation Mediation Model. *Behavioral Sciences*, 13(2). <https://doi.org/10.3390/bs13020084>
- [7] Boccoli, G., Gastaldi, L., & Corso, M. (2023). The evolution of employee engagement: Towards a social and contextual construct for balancing individual performance and wellbeing dynamically. *International Journal of Management Reviews*, 25(1), 75–98. <https://doi.org/10.1111/ijmr.12304>
- [8] Boles, M., Pelletier, B., & Lynch, W. (2019). The relationship between health risks and work productivity. *Journal of Occupational and Environmental Medicine*, 46(7), 737–745. <https://doi.org/10.1097/01.jom.0000131830.45744.97>
- [9] Hartika, A., Fitridiani, M., & Asbari, M. (2023). The Effect of Job Satisfaction and Job Loyalty on Employee Performance: A Narrative Literature Review. *Journal of Information Systems and Management (JISMA)*, 2(3), 9–15.
- [10] Karneli, O. (2023). The Role of Adhocratic Leadership in Facing the Changing Business Environment. *Journal of Contemporary Administration and Management (ADMAN)*, 1(2), 77–83. <https://doi.org/10.61100/adman.v1i2.26>
- [11] Karyatun, S., Yuliantini, T., Saratian, E., Paijan, P., Soelton, M., & Riadi, E. (2023). Towards the Best Model Good Corporate Governance and Knowledge Management To Improve Performance Through Job Satisfaction. *Jurnal Riset Bisnis Dan Manajemen*, 16(2), 236–245. <https://doi.org/10.23969/jrbm.v16i2.9891>

- [12] Lerner, D., Amick, B. C., Lee, J. C., Rooney, T., Rogers, W. H., Chang, H., & Berndt, E. R. (2019). Relationship of employee-reported work limitations to work productivity. *Medical Care*, 41(5), 649–659. <https://doi.org/10.1097/01.MLR.0000062551.76504.A9>
- [13] Lerner, D., & Henke, R. M. (2019). What does research tell us about depression, job performance, and work productivity? *Journal of Occupational and Environmental Medicine*, 50(4), 401–410. <https://doi.org/10.1097/JOM.0b013e31816bae50>
- [14] Madi Odeh, R. B. S., Obeidat, B. Y., Jaradat, M. O., Masa'deh, R., & Alshurideh, M. T. (2023). The transformational leadership role in achieving organizational resilience through adaptive cultures: the case of Dubai service sector. *International Journal of Productivity and Performance Management*, 72(2), 440–468. <https://doi.org/10.1108/IJPPM-02-2021-0093>
- [15] Malik, P., & Garg, P. (2020). Learning organization and work engagement: the mediating role of employee resilience. *International Journal of Human Resource Management*, 31(8), 1071–1094. <https://doi.org/10.1080/09585192.2017.1396549>
- [16] Marques-Quinteiro, P., Vargas, R., Eifler, N., & Curral, L. (2019). Employee adaptive performance and job satisfaction during organizational crisis: the role of self-leadership. *European Journal of Work and Organizational Psychology*, 28(1), 85–100. <https://doi.org/10.1080/1359432X.2018.1551882>
- [17] Narrative, C. (n.d.). *Leadership for CyberBioSecurity 1 : The Case of Oldsmar Water Leadership for CyberBioSecurity : The Case of Oldsmar Water*. Mc 0343, 1–16.
- [18] Park, B. S., & Yoo, S. J. (2023). State-Transformation-Based Recursive Design Strategy for Leader-Follower Safety Formation Control of Uncertain Multiple Quadrotors. *IEEE Access*, 11(May), 43499–43510. <https://doi.org/10.1109/ACCESS.2023.3272038>
- [19] Park, Y., Lim, D. H., Kim, W., & Kang, H. (2020). Organizational support and adaptive performance: The revolving structural relationships between job crafting, work engagement, and adaptive performance. *Sustainability (Switzerland)*, 12(12). <https://doi.org/10.3390/SU12124872>
- [20] Primadi Candra Susanto, Siera Syailendra, & Ryan Firdiansyah Suryawan. (2023). Determination of Motivation and Performance: Analysis of Job Satisfaction, Employee Engagement and Leadership. *International Journal of Business and Applied Economics*, 2(2), 59–68. <https://doi.org/10.55927/ijbae.v2i2.2135>
- [21] Rashmi, K., & Kataria, A. (2023). The mediating role of work-life balance on the relationship between job resources and job satisfaction: perspectives from Indian nursing professionals. *International Journal of Organizational Analysis*, 31(5), 1316–1342. <https://doi.org/10.1108/IJOA-04-2021-2722>
- [22] Satrya, I. D. G. (2022). Participatory Leadership Style of Top Management at Medi Groups Bali. *Asia Pacific Journal of Management and Education*, 5(3), 72–82. <https://doi.org/10.32535/apjme.v5i3.1894>
- [23] Suprpto, S., Lalla, N. N., Mulat, T. C., & Arda, D. (2023). Human resource development and job satisfaction among nurses. *International Journal of Public Health Science*, 12(3), 1056–1063. <https://doi.org/10.11591/ijphs.v12i3.22982>
- [24] Uy, F. T., Kilag, O. K. T., Abendan, C. F. K., & Cañizares, M. C. B. (2023). *Application of Adaptive Crisis Management Theory : The Dynamics of Leadership in Times of Crisis*. 1(5), 159–170.
- [25] Żywiołek, J., Tucmeanu, E. R., Tucmeanu, A. I., Isac, N., & Yousaf, Z. (2022). Nexus of Transformational Leadership, Employee Adaptiveness, Knowledge Sharing, and Employee Creativity. *Sustainability (Switzerland)*, 14(18), 1–16. <https://doi.org/10.3390/su141811607>