



Employee Perceptions about Adaptive and Effective Leadership to Work Attitudes

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ABSTRACT

The theory states adaptive leadership and effective leadership can improve the work attitude of employees. However, the phenomenon observed in the Faculty of Economics and Business Education shows a negative perception from employees towards the leadership style applied. This problem is important to study because a less effective and non-adaptive leadership style can have a negative impact on work attitude employees. This study aims to describe how employees perceive adaptive and effective leadership at the Faculty of Economics and Business Education and how employee perceptions influence adaptive and effective leadership to work attitude. This research uses a mixed methods research method, which combines a quantitative approach through questionnaires and a qualitative approach through interviews, observations, and literature studies. The variables studied include adaptive leadership, effective leadership, and work attitude. The results of the study showed a positive and significant influence from adaptive and effective leadership to work attitude employees. This study suggests that faculties conduct leadership training, develop soft skills employees, evaluate leadership perceptions, and implement rewards and an open work culture.

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1. INTRODUCTION

A leader is an individual who has the ability to influence other people or groups to work together to achieve certain goals. To face future challenges, leaders must be visionary and adaptable (Kasmanto et al, 2024).

Adaptive leadership emphasizes the importance of emotional intelligence, organizational justice, character, and development (Travis Bradberry & Jean Greaves, 2014). Heifetz and Linsky (2017) define adaptive leadership as the ability to deal with complex and ambiguous situations by managing conflict, resistance, and remaining focused on a long-term vision through learning, adaptation, and creative solutions. According to Haryanto et al, (2020) effective leadership is a key factor in improving work attitudes. Leaders who are able to maintain emotional stability, act honestly, and be objective can effectively increase employee motivation, which ultimately contributes to optimal performance. Indicator of effective leadership which includes several key elements such as clear vision, strong communication, decision-making skills, adaptability to change, emotional intelligence, and team member development must be possessed by leaders to achieve success in leading teams and organizations (Lussier & Achua, 2023). From both theories, it is stated that employee perceptions of adaptive leadership and effective leadership can affect work attitude employees, such as compliance and obedience, honesty, non- discrimination, and initiative in work (Sembiring, 2018).

Johnson et al, (2016) said that employee perceptions of fair treatment from leaders include three main dimensions, namely distributive, procedural, and interactional justice. When leaders show fairness in the distribution of results or rewards, employees feel that their efforts are proportionally appreciated, which encourages improved work attitudes. According to Robbins and Judge (2018), work attitude is a positive or negative assessment that an individual has of their job, organization, coworkers, and the work environment in general. Work attitude involves three main components, namely affect (positive or negative feelings), cognition (thoughts or beliefs), and behavior (appropriate actions). Work attitude is influenced by the extent to which an individual feels driven and motivated to achieve work goals (Luthans, 2022). According to Davis and Newstrom (2023), factors such as company policies, work atmosphere, and relationships between coworkers can influence a person's work attitude. According to Sembiring et al., (2018) the indicators used to measure work attitude are obedience and compliance, honesty, non-discrimination, and initiative in working.

Based on pre-research observations conducted at the Faculty of Economics and Business Education, Indonesian Education University, Bandung, there was a phenomenon where several employees showed work attitude inconsistent, such as lack of initiative, non-compliance with work procedures, and inability to adapt to organizational changes. Some employees feel that leaders are less involved in employee development, as well as a lack of clarity of vision and open communication. Conditions like this indicate problems with leadership and work attitude employees who impact the overall performance of the organization.

Based on the theory, adaptive and effective leadership should be able to create a work environment that supports positive employee attitudes. However, in reality

there are still negative employee perceptions related to leadership styles that cause indiscipline, dishonesty, discrimination, and lack of initiative in working. This indicates that although the theory of adaptive and effective leadership has been widely recognized, its implementation in practice at the Faculty of Economics and Business Education is still not optimal.

Previous research conducted by Regina (2022) found that the Leadership Style Variable had a significant effect on increasing Performance by 27.14%. Research by Fitriah & Rohendi (2022) stated that leadership style had an effect on employee performance by 62.2%, the better the Leadership Style, the more it would increase Employee Performance. Research by Rachmawati, Hidayatullah, and Anshori (2023) emphasized adaptive leadership plays a very important role in facing complex challenges and rapid changes. The study also stated that adaptive leadership has a significant influence on work attitude employees. Dwiadhani, R (2021) stated that there was a significant influence and positive leadership attributes (executive leadership and adaptive leadership) towards employee organizational commitment.

Approach adaptive leadership very useful for millennial leaders, most of whom are members of an organization or team, run by the millennial generation and face more complex challenges (Kasmanto et al, 2024). Suratno (2024) concluded that effective leadership as an individual's capacity to motivate others towards achieving common goals while fostering a positive and conducive atmosphere for work. Dirani et al. (2020) showed that employee perceptions of leadership effectiveness during a crisis situation affect two important aspects, namely psychological safety and work attitude overall.

This study aims to analyze the influence of employee perceptions on adaptive leadership and effective leadership to work attitude at the Faculty of Economics and Business Education, Indonesian University of Education. This research is expected to provide theoretical contributions in understanding the relationship between leadership style and work attitude, and provide practical recommendations for leaders in creating a more conducive and productive work environment.

Some of the reasons underlying the importance of this research are to identify leadership factors that influence work attitude. This research will provide empirical evidence regarding how employees perceive adaptive and effective leadership influence work attitudes such as compliance, honesty, initiative, and motivation in completing tasks. The results of this study can improve the management of Human Resources. Provide insight for faculty leaders in developing a leadership style that is more in line with the demands of the times. Provide a deeper understanding of how leaders in the faculty can influence work attitude employees in working, which will ultimately contribute to the achievement of the organization's overall goals. Assisting faculty leaders in addressing the challenges of change and globalization The Faculty of Economics and Business Education faces not only internal but also external pressures from globalization and changes in the world of work.

This study aims to provide answers regarding employee perceptions about adaptive leadership, employee perceptions about effective leadership, the influence of employee perceptions on adaptive leadership to work attitude employees, and the

influence of employee perceptions on effective leadership to work attitude employees at the Faculty of Economics and Business Education?

The hypothesis in this study consists of H1: Adaptive leadership have a positive impact on work attitude. H2: Effective leadership have a positive impact on work attitude. H3: Employee perceptions about adaptive leadership and effective leadership have a positive impact on work attitude.

2. RESEARCH METHODS

This research uses an approach mixed methods namely the approach research that mixes qualitative and quantitative methods to achieve a more comprehensive understanding of the phenomena being studied. This research design uses a convergent design (the Convergent Parallel Design). Convergent design is also often called concurrent triangulation, which places qualitative and quantitative approaches in activities that are carried out simultaneously or as stimulants (Yaniawati & Indrawan, 2024).

The population in this study were all employees at the Faculty of Economics and Business, Indonesian Education University, Bandung, located at Jalan. Dr. Setiabudhi No. 229 Bandung, totaling 158 people. The sampling technique used in this study was through probability sampling by using simple random sampling. The sample used in this study amounted to 61 people. And the number of sources for the interview was 8 people.

Quantitative data collection using questionnaires, with variables measured using a Likert scale with an ordinal scale score between 1-5. Qualitative data collection techniques in this study used interview and observation techniques. This study consists of two independent variables and one dependent variable, including X1, namely adaptive leadership and X2 is effective leadership, and Y, namely work attitude. Data analysis in this study used descriptive analysis, normality test, multicollinearity, multiple linear regression, determination coefficient R², t-test, f-test, and thematic analysis.

3. RESULTS AND DISCUSSION

Research Results

Table 1. Multiple Linear Regression Test Results

Variable X	β	Sig.
(Constant)	98,254	<0,001
<i>Adaptive Leadership (X1)</i>	0,305	0,014
<i>Effective Leadership (X2)</i>	0,559	<0,001

Design interpretation of convergent mixed methods for the results of quantitative and qualitative analysis that have been obtained, is done by integrating the findings of both approaches to gain a deeper and more comprehensive

understanding of the phenomenon being studied. The following is the interpretation of the results of this research analysis:

a. *Adaptive Leadership*

Quantitative results show that employee perceptions of adaptive leadership most of them gave positive responses, as seen from the average score of 4 on the Likert scale of 1-5. The regression coefficient of 0.305 with a significance level of 0.014 shows that adaptive leadership has a significant positive influence on work attitudes.

Qualitative analysis strengthens the quantitative research results by delving deeper into several aspects of emotional intelligence, organizational justice, character, and leader development. Employees assess leaders as having good self-control, although they do not involve the team enough in decision-making. Leaders are able to create a positive work atmosphere, but the concrete steps taken are considered inconsistent. Employees feel empathy for leaders, but their approach is still not very personal. In general, employees appreciate organizational justice, especially in terms of the division of responsibilities and resources. In terms of integrity, consistency and commitment, leaders are viewed positively, although responses to pressures that influence decisions need to be improved. In terms of development, leaders have provided guidance to employees but the intensity and quality need to be improved.

Overall, adaptive leadership gives positive influence to work attitude by building trust through emotional intelligence, organizational justice, integrity, and development. However, qualitative results emphasize the need for improvements in active employee engagement and more tangible implementation of motivation for optimal results.

b. *Effective Leadership*

Quantitative results show that effective leadership has a greater influence than adaptive leadership, with a regression coefficient of 0.559 and significance level <0.001 . Positive perception of effective leadership is seen in the average score of respondents of 4 on a Likert scale of 1-5.

Qualitative results strengthen these findings by describing how effective leadership have an influence on work attitude employees. Leaders are considered to have a clear vision, although further adjustments are needed with daily tasks. Leaders are considered communicative, but sometimes important information is not conveyed effectively. In decision making, employees feel involved, but some of their input has not been fully considered. Leaders are also considered quite flexible in adapting to change, but new strategies need to be conveyed more optimally.

Overall, effective leadership demonstrated through a clear vision, effective communication, and flexibility in dealing with change has a significant influence on improving employee work attitudes.

c. *Work Attitudes*

Table 2. Determination Coefficient R²

R	R²	Adjusted R²
0,630	0,397	0,376

Based on the results of quantitative analysis, the coefficient of determination R was obtained. $R^2 = 0.397$ shows that adaptive leadership and effective leadership jointly influence work attitude by 39.7%. The results of the qualitative analysis show that work attitude employees are influenced by compliance with policies or procedures, honesty, and initiative. Leader support is considered to be able to increase employee initiative and compliance with policies or procedures. However, employees feel the need for improvement in policy communication and active employee participation to achieve a work attitude that is the optimal one.

Discussion

Employee perceptions about adaptive leadership

Most employees in Economics and Business Education have a positive perception of leaders with adaptive leadership styles. Leaders are considered to have self-control, motivation, justice (distributive and informational), integrity, courage, and are role models and givers of direction to subordinates. Leaders also demonstrate good emotional intelligence, such as remaining calm under pressure, empathy for employee difficulties, and using a constructive approach in handling subordinate errors.

In terms of organizational justice, leaders are considered capable of distributing responsibilities fairly based on employee competence, creating a positive work atmosphere, increasing trust, and motivating cooperation. However, the courage of leaders in facing external pressures and training and guidance programs are considered to need to be improved. These results are in line with the research of Johnson et al, (2016) which shows that fair adaptive leaders create trust and a conducive work environment.

Employee perceptions about effective leadership

Most employees at the Faculty of Economics and Business Education have a positive perception of their leaders' effective leadership. Leaders are considered to have a clear vision, are able to convey information easily, make decisions quickly and accurately, adapt to change, show empathy, and support employee self-development through training.

However, some employees feel that open dialogue and feedback are not optimal, attention to the emotional well-being of team members needs to be improved, and the provision of direction and correction of work results needs to be better.

The results of interviews and observations support this perception, with employees feeling that leaders routinely communicate the vision in formal meetings, demonstrating an understanding of the importance of clear direction. However, internal communication still faces challenges, and decision-making is sometimes less participatory, although leaders are flexible in dealing with changes in internal policies.

Leaders also provide opportunities for employees to take part in training, create a work environment that supports continuous learning, so that employees feel valued and more motivated. These results are consistent with the theories of Lussier and Achua (2023) which emphasize the importance of vision, communication, adaptation, and participation in effective leadership.

The influence of employee perceptions on adaptive leadership to work attitude

Employee perceptions of adaptive leadership have a positive and significant influence on work attitudes. Good emotional intelligence of leaders, such as empathy and self-control, can increase employee obedience and compliance because they feel emotionally supported. Empathy is the ability to understand and feel the feelings of others that allows leaders to pay attention to employees' emotional needs more effectively. This will foster a sense of being appreciated and cared for, which has a positive impact on employee obedience and compliance with organizational regulations and instructions. Leaders who can manage their emotions well, especially in stressful or conflict situations, tend to encourage employee initiative because the work environment becomes more conducive and supportive. Studies show that leaders who have good emotional intelligence can increase employee satisfaction and commitment, which ultimately has a positive impact on employee compliance and performance (Miao, Humphrey, & Qian, 2017).

Leaders who practice organizational justice can create a transparent work environment, reward employee initiative, and increase trust in the organization. These justice principles include distributive, procedural, and interactional justice, which together influence employee perceptions of fairness in the workplace. Employees who are treated fairly tend to have higher job satisfaction, greater commitment, and stronger adherence to company policies. Conversely, unfairness can lead to stress, decreased loyalty, poor performance, and higher turnover.

Leaders who practice distributive justice ensure that rewards and tasks are distributed proportionally based on employee contributions and performance. Procedural justice is achieved by implementing consistent and transparent procedures in decision-making. Meanwhile, interactional justice includes leaders treating employees with respect in everyday interactions. Research shows that organizational justice implemented by leaders increases employee loyalty, satisfaction, and trust in the leader and the organization.

Leader characteristics, such as integrity and role modeling, create an honest and transparent work environment. High leader integrity builds trust because leaders act in accordance with correct principles and ethics. Leaders who dare to face

challenges also motivate employees to take more initiative. Leader support for professional development, through mentoring or training, increases employee motivation and their compliance with organizational rules.

Adaptive leadership is essential in dealing with rapid changes in organizational policies, technology, and team dynamics. This study is in line with the study by Susanto et al. (2024), which shows that adaptive leadership has a positive and significant influence on employee performance.

The influence of employee perceptions on effective leadership to work attitude

The results of the study show that the influence of employee perceptions on effective leadership has a positive and significant effect on work attitude at the Faculty of Economics and Business Education. This shows that leaders who have a clear vision can direct the team well because they have the final goal they want to achieve and already know what to do to achieve it. When leaders focus on the organization's vision, it will build a deeper connection between employees and the organization's goals. Employees feel that their work has meaning and impact, so they are more motivated to contribute optimally.

Leaders who have clear and open communication skills will create an atmosphere where employees feel more involved and understand their role in achieving team goals. Clear communication greatly helps employees avoid misunderstandings, speeds up problem solving, and encourages stronger collaboration between employees. Effective communication from leaders, according to Robbins and Judge (2018), plays an important role in building employee engagement and improving overall team performance.

Leaders who involve employees in the decision-making process give employees the opportunity to feel more valued and have a significant role in the organization. When employees are involved, they will have a better understanding of the direction and reasons behind each decision made by the leader. Not only do they have a better understanding of the direction and reasons behind each decision, but they also feel like they have a voice that is recognized. This active participation strengthens their sense of ownership and responsibility for the outcome of the decision, so they are more motivated to work towards a common goal.

Leaders who are flexible and responsive to change can adjust their strategies, approaches, and decisions according to the evolving situation. In an era of uncertainty, flexibility and responsiveness are very important in modern leadership. Responsive leaders will demonstrate their ability to quickly adapt to new policies and procedures, new technologies, and employee needs. While leaders who are flexible allow them to be open to new approaches, which can create an innovative organization that is ready to face dynamic challenges. Support from leaders when facing new challenges can increase employee confidence.

The results of this study are in line with previous research conducted by Dewi and Haryanto (2020) in their journal entitled "The Role of Effective Leadership and

Discipline on Organizational Commitment and Maslow's Motivation in Teachers' Job Performance in Elementary Schools" shows that effective leadership variables have a significant effect on teachers' job performance in Public Elementary Schools in Surakarta City.

4. CONCLUSION

Employees at the Faculty of Economics and Business Education mostly have a positive perception of adaptive leadership. Leaders are considered to have the ability to adapt to change, especially in terms of emotional intelligence, organizational justice, integrity, and support for employee development. However, there are still several aspects that need to be improved, such as the courage to make firm decisions in certain situations and improvements to the employee training and development system which is considered by some employees to still be a formality. Emotional intelligence and organizational justice are the two most prominent factors in this perception.

Employees also have a positive perception towards effective leadership leaders. Leaders have a clear vision and are able to communicate the vision well to the team. Leaders are also considered effective in making decisions based on available information. However, some respondents felt that the decision-making process still lacks input from employees, and the response to external changes is not optimal. Strong communication and decision-making skills are highly appreciated indicators, although the aspect of adaptation to change still needs to be improved.

Employee perceptions about adaptive leadership provide a positive and significant influence on work attitude employees at FPEB. Employees who assess their leaders as being able to adapt to change, having good emotional intelligence, and being fair in distributing responsibilities show work attitude more positive. They tend to be more proactive, compliant, and show initiative in completing tasks. The higher the leadership adaptive leadership which is owned by the leader then work attitude employees will increase.

Employee perceptions about effective leadership has a positive and significant effect on work attitude. Employee assessments of leaders who have a clear vision, are able to communicate well, and are effective in decision making, tend to have work attitude more positive. They show higher levels of compliance with rules, work with integrity, and are more committed to achieving organizational goals. Effective leadership contribute to creating a conducive working atmosphere and support active employee participation. The higher the effective leadership which is owned by the leader than work attitude employees will increase. Effective leadership contribute to creating a conducive working atmosphere and support active employee participation.

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