

Adaptive Leadership, Employee Recognition and Employee Engagement as Mediator to Employee's Agility: The Point Of View from Supervisors Level Up to Manager

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ABSTRACT

There are three aims of this research: to determine the role of employee recognition on employee agility, the role of adaptive leadership on employee agility, and the role of employee engagement as a mediator between adaptive leadership and employee recognition on employee agility from supervisor's level up to manager in a manufacturing company focuses in automotive in Jakarta. This research is based on a comprehensive review of existing literature on adaptive leadership, employee recognition, engagement, and agility. The research approach applied in this study is quantitative, using a Partial Least Square Structural Equation Modelling analysis approach. The data for this research was collected through purposive sampling, with the object of this research being one of the subsidiary companies that has implemented the employee agility approach. The findings of this research indicate that adaptive leadership does not have a significant positive influence on employee agility, nor does employee recognition. Additionally, employee engagement was found not to mediate the influence of employee recognition on employee agility.

1. INTRODUCTION

Environmental change requires organizational change to involve differences in how the organization functions, who its members and leaders are, and what roles are taken in the business environment (Huber, Sutcliffe, Miller, & Glick, 1993). An organization's performance is influenced by how the organization adapts to an ever-changing environment and technology (Alhadid, 2016) (Stan & Puranam, 2016). Organizational agility is crucial for adopting Industry 4.0 technologies, as it helps companies cope with changes and enhances their capability in various aspects, such as supply chain, workforce, information system, facilities, management, manufacturing, and technology (Mrugalska & Ahmed, 2021). When organizations are required to carry out activities more efficiently and effectively and deliver flawless products or services to their customers, management faces the challenge of improving performance sustainably.

PT. Astra Daihatsu Motor is an automotive company that, until 2023, was the largest automotive manufacturer in Indonesia in terms of output produced. It is often faced with external conditions such as changes in competition, especially after the pandemic and market competition. With the company's external situation and direction from the Astra group regarding Organization Agility (AstraMagz, 2017), management has created several programs to increase the company's competitiveness, one of which is by running an organizational agility program referring to Astra Group policy since 2017 to encourage each organization's ability to adapt quickly to dynamic business and rapid change, where the Astra Group adhere to principles such as Capitalizing Astra Ecosystem and Accelerating Digital Transformation. The implementation of the Capitalizing Astra Ecosystem program can be seen in the development of an integrated industrial area in the Suryabuat Industrial Area, East Karawang, by the Astra Motor 3 Manufacturing Group.

Astra Daihatsu Motor, as a member of the Astra Motor 3 group, moved the Daihatsu Line 1 factory in Sunter, which had been operating for 27 years, to East Karawang. This production line is known to actively produce various types of main models for both the Daihatsu and Toyota brands, namely the Toyota Avanza and Daihatsu Xenia with front and rear wheels, as well as the Toyota Rush and Daihatsu Terios (CNN Indonesia, 2022). PT ADM management hopes that relocating the factory from Sunter to Karawang will save a lot of operational costs and improve the supply chain system, which will impact the company's resilience and competitiveness

This factory relocation directly implies the transfer of employee work locations from the Sunter factory to Karawang and overall organizational restructuring. Even though everything has been prepared in detail and planned, there is something that is still hampering us, namely that the realization of fulfilling the employee relocation target has not yet reached the amount within the specified time, and if this is not addressed properly, there will be the potential for uncertainty to arise which will have implications for increasing project costs. displacement (Fauzan & Yustiarini, 2022). Astra Daihatsu Motor, through the HR division, started this relocation program

in June 2023, and the HR Division is collecting data and surveys regarding acceptance of the relocation program for this project, which will continue in stages until 2028.

A survey conducted by researchers when preparing this research found that 13.13% of employees felt it was difficult to move there for reasons related to distance from residence, increasing operational costs, concerns regarding the new work environment, and career uncertainty. Of the various reasons, reasons for increased costs, career, and distance from residence have been calculated and anticipated in the form of compensation and transfer benefits, but "employee concerns about the new work environment" is the reason that worries management the most. Management believes that if everyone in the organization experiences concerns about the new work environment, this is an obstacle for the organization to develop.

The researcher then linked the description in the field above to existing studies, where the researcher found several studies on factory relocation that looked at it from the employee's perspective. Corporate relocation affects a company through staff productivity, costs, employee retention and availability, operational changes, and organizational culture (Tuomala, Danivska, & Gustafsson, 2022). Workplace relocation impacts commuting behavior, satisfaction, and subjective well-being (Maheswari, Van Acker, De Vos, & Witlox, 2023). In connection with this research, the researcher looks at perspectives related to this relocation project: the employee perspective, and strategic decision-making.

Previous research has revealed that uncertainty, environmental changes, and adjusting to a new culture can cause stress and discomfort (Han et al., 2023). Employees must adapt to changes in work processes, relationships with co-workers, and different facilities (Han et al., 2023). Apart from that, some studies look at the effects of relocation on employee productivity and performance. Factory relocation is also closely linked to organizational restructuring, with the process being influenced by many factors, including to short- and long-term adaptation strategies, such as commuting mode shifting, new mobility resources, or changing residential location (Sprumont, Benam, & Viti, 2020), changes in the business environment (Nitsche et al., 2023) and efforts to increase control over labor processes (Melvin, 1993; Nitsche et al., 2023).

Other researchers review further regarding the background review of the problem and initial research data; employee engagement cannot stand alone in supporting changing organizations. (Bushe & Lewis, 2023; Gilpin-Jackson & Axelrod, 2021). When viewed more broadly, it raises the suspicion that employee engagement, adaptive leadership, and employee recognition have the potential to influence employee agility.

Research found a relatively distant correlation between employee agility and engagement (Busse & Weidne, 2020). However, later a study found relationship between employee engagement and adaptive leadership to accountability and organizational performance, a potential relationship was found between employee engagement and adaptive leadership (Stukes, 2021).

Meanwhile, an organizational survey on employee engagement, one of the benchmarks for management success in the workplace, found that recognition is still a chore to increase employee engagement, however reward and recognition, along with supervisor support, can engage employees for better performance, leading to improved employee engagement (Baqir, Hussain, Waseem, & Islam, 2020), and this is to academic studies regarding employee recognition, which has a role in performance (Kwarteng et al., 2023)

This research aims to see the relationship between employee engagement, adaptive leadership, employee recognition, and employee agility. Apart from that, there is still room to dig deeper into the relationship patterns of these variables, which is the main theme of this research.

Research suggests that an adaptive leadership approach can support organizations in navigating the challenges of an uncertain environment adaptively (Bagwell, 2020). Adaptive leadership is critical in increasing employee agility, which is critical for organizations to thrive in today's rapidly changing business environment (Ramalingam et al., 2020). Research found that inductive reasoning and emotional intelligence predicted adaptive leadership (Boyar, Savage, & Williams, 2022). A study suggests that organizations use an adaptive leadership style to respond to changes in the business environment (To, 2023).

Hypothesis 1: Adaptive leadership has a positive effect on employee agility. A 2021 Harvard Business Review article shared new research on the power of symbolic rewards such as thanks, public recognition, and certificates. They found that this simple intervention could significantly increase employee motivation (O'Flaherty et al., 2021). Employee recognition has a significantly positive effect on task performance and overall company morale, with authentic pride mediating the relationship and hubristic pride positively moderating it (Yang, Jiang, & Cheng, 2022).

Hypothesis 2: Employee recognition has a positive effect on employee agility.. Employee recognition has positive effects on employee productivity, retention, morale, motivation, job satisfaction, happiness, and engagement (Konovalova, 2021). Rewards and recognition, along with empowerment, leadership, and collaboration, significantly affect employee engagement, which in turn improves performance outcomes at both individual and organizational levels (Liu, Yu, Guo, & Li, 2022).

Hypothesis 3: Employee recognition has a positive effect to employee engagement. Turner (2020) Suggests that engaged employees are enthusiastic about their work, committed to the mission and vision of the organization, and willing to go above and beyond their assigned tasks. Salmen & Festing (2022) Found that agility-oriented employee characteristics, often called "workforce agility," play a key role.

Research on employee recognition was carried out by several researchers, where employee recognition, among other things, can be in the form of influencing employee engagement (Nurwulandari & Suwatno, 2017), however the impact of appreciation and recognition on employee support, namely employee engagement, can increase through appreciation and recognition and supervisor support. Research found appreciation and communication with career development,

as well as intrinsic rewards (Nurwulandari, 2018) Rewarding employees regularly for a job well done will increase their sense of accomplishment toward an expected promotion, helping them stay engaged (Lartey, 2021).

Hypothesis 4: Employee engagement mediates the effect of employee recognition to employee agility.

2. RESEARCH METHODS

The type of data used in this research is quantitative data. Quantitative data is a type of data that can be measured or calculated directly in the form of information or explanations expressed in numbers or the form of numbers (Sugiyono, 2017).

A sample is a portion of the number and characteristics possessed by the population or a small portion of the population members taken according to certain procedures so that it can represent the population (Ferdinand, 2014) Determining the number of samples uses the sample-to-variable ratio principle (Hair, J., Black, W., Babin, B., & Anderson, 2018) A minimum observation-to-variable ratio of 5:1 is required to meet basic requirements. However, a higher ratio, such as 15:1 or 20:1, is preferred to increase the reliability and validity of research results (Ali Memon et al., 2020). This research uses an observation-to-variable ratio of 20:1 for two independent variables and one mediating variable so that this research gets a minimum of 40-50 samples to examine the variables used.

To obtain data from the field, it is necessary to research to collect data. The data collection technique used in this research is a questionnaire. This research uses a measuring instrument that modifies the Likert scale with five measurement scales: SS = Strongly Agree, S = Agree, KS = Disagree, TS = Disagree, and STS = Strongly Disagree.

Several measures are adopted to measure each variables. To measure employee recognition, researchers adopted measurements which have four dimensions: personal recognition, results recognition, work practice recognition, and work dedication recognition (Brun & Dugas, 2008). To measure adaptive leadership, there are four dimensions: emotional intelligence, organizational justice, self-development, and diversity (Heifetz, Grashow, & Linsky, 2009). To measure Employee Engagement, there are three dimensions: vigor, dedication, and absorption (Shaufeli & Bakker, 2004). To measure Employee Agility, researchers adopted measurements from Petermann dan Zacher (2022), there are ten dimensions: accepting change, decision-making, creating transparency, collaboration, reflection, customer orientation, iteration, testing, self-regulation, and learning.

The research will use a conceptual framework based on the Partial Least Squares Structural Equation Modelling (PLS-SEM) method. PLS-SEM tests the relationship between the variables determined in this research. The process begins with preliminary considerations where it is necessary to develop distribution assumptions, sample size, statistical power, and secondary data. The next process is testing the measurement model using reflective mode (loadings <

Cronbach Alpha, composite reliability, HTMT). Next, structural model testing was carried out. Q2 is not used for structural model testing because it no longer appeared in the 2023 software version.

3. RESULTS & DISCUSSION

From the results of filling out the questionnaire, a profile of the respondents who participated in this research was obtained. The results of the analysis of respondent characteristics are shown in the following **table 1**.

Table 1. Respondent Characteristics

Description	Total	Percentage
Gender		
Male	50	94%
Female	3	6%
Age (years)		
21-30	8	15%
31-40	21	40%
41-50	24	45%
Marital status		
Not married yet	4	8%
Married	49	92%
Education level		
High school/equivalent	29	55%
Diploma/equivalent	9	17%
Undergraduate	13	25%
Postgraduate	2	4%
Position		
Group Leader	19	36%
Foreman	15	28%
Supervisor	19	36%

Source: Questionnaire Data (2024)

Based on **Table 1** above, this research reflects the profile of respondents from women aged 21 - 30 years, not yet married, high school/equivalent education level, and with a working period of 1 - 5 years.

Outer Model. Composite Reliability. Furthermore, the Construct reliability and validity values that were generated in the initial analysis are displayed in **Table 2** below.

Table 2. Costruct Reliability and Validity

	Cronbach's alpha	Composite reliability (rho_a)	Composite re- liability (rho_c)	Average vari- ance extracted (AVE)
Adaptive Leadership	0,93	0,94	0,94	0,60
Collaboration	0,65	0,67	0,85	0,74
Diversity	0,91	0,91	0,94	0,84
Emotional Quotient	0,77	0,79	0,87	0,69
Employee Agility	0,97	0,97	0,97	0,65
Employee Engagement	0,97	0,97	0,97	0,68
Evaluation	0,97	0,97	0,98	0,97
Learning	0,87	0,88	0,94	0,88
Organizational Justice	0,93	0,93	0,95	0,82
Recognition	0,88	0,89	0,90	0,54
Reflections	0,86	0,86	0,93	0,88
Self-Management	0,91	0,91	0,96	0,92
Transparencies	0,90	0,92	0,95	0,91
User Orientation	0,89	0,89	0,95	0,90

Source: Processed Data (2024)

After testing using Smart PLS, all indicators have a value > 0.5 , so it can be stated that all indicators are significant. Table 4.1 above shows that all variables in reliability and validity testing use AVE with a value of > 0.5 , while the Composite Reliability value is as expected, namely > 0.7 . So, the variables tested are all valid and reliable.

Discriminant Validity results, namely the Heterotrait-monotrait ratio (HTMT), obtained data as in **Table 3** below.

Table 3. Discriminant Validity - the Heterotrait-monotrait ratio (HTMT)

	Adaptive Leadership	Collaboration	Diversity	Emotional Quotient	Employee Agility	Employee Engagement	Evaluation	Learning	Organizational Justice	Recognition	Reflections	Respond to Change	Self-Development	Self-Management	Transparencies	User Orientation
Adaptive Leadership	0,662															
Collaboration	0,662	0,561														
Diversity	0,976	0,561	0,865													
Emotional Quotient	0,999	0,733	0,865	0,551												
Employee Agility	0,544	1,092	0,500	0,551	0,829											
Employee Engagement	0,522	0,861	0,392	0,562	0,829	0,773										
Evaluation	0,364	0,808	0,369	0,370	0,880	0,773	0,773									
Learning	0,399	0,790	0,378	0,336	0,926	0,781	0,890	0,890								
Organizational Justice	0,961	0,624	0,758	0,721	0,476	0,457	0,291	0,339	0,339							
Recognition	0,678	0,911	0,598	0,697	0,777	0,803	0,611	0,608	0,609	0,609						
Reflections	0,487	0,980	0,477	0,465	0,933	0,689	0,793	0,803	0,447	0,691	0,691					
Respond to Change	0,372	0,796	0,274	0,344	0,693	0,554	0,539	0,612	0,430	0,574	0,555	0,555				
Self-Development	0,710	0,188	0,593	0,597	0,291	0,434	0,200	0,368	0,565	0,349	0,177	0,086	0,086			
Self-Management	0,457	0,715	0,504	0,434	0,854	0,685	0,701	0,803	0,314	0,623	0,728	0,454	0,393	0,393		
Transparencies	0,631	1,092	0,494	0,628	0,889	0,733	0,607	0,681	0,643	0,756	0,754	0,542	0,269	0,639	0,639	
User Orientation	0,496	1,031	0,498	0,515	0,963	0,746	0,822	0,770	0,389	0,741	0,954	0,634	0,282	0,773	0,705	0,705

Source: SmartPLS Output (2024)

Based on Table 3 above, the diagonal line shows a value <0.9 for the relationship between variables; in other words, in terms of quality, the items can be considered to meet valid criteria.

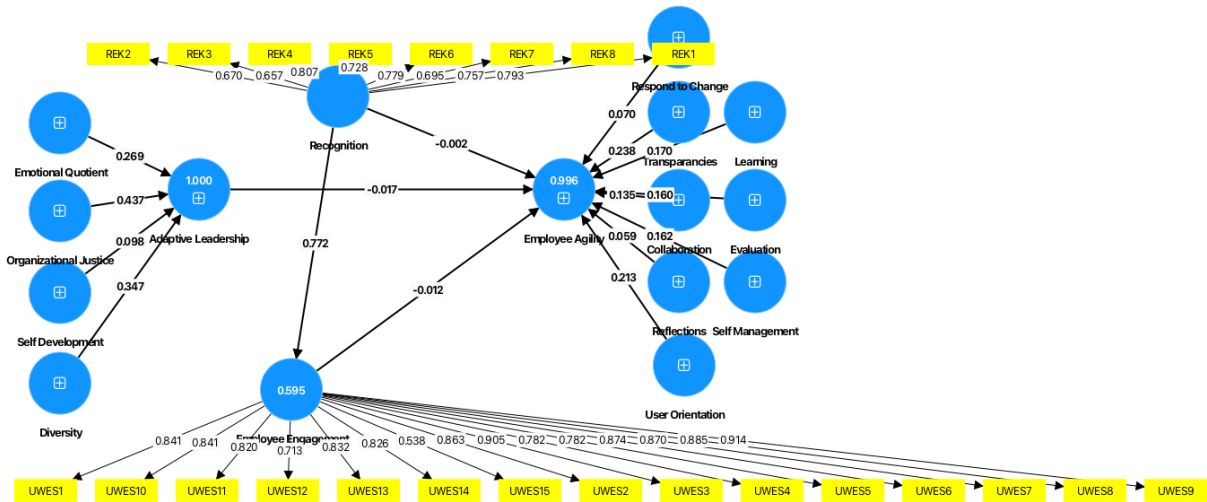


Figure 2. Measurement model

Source: output from SmartPLS, 2024

Inner Model. After the outer model testing has been completed, the next stage is the Inner model, which aims to predict the relationship between latent variables. The inner model is evaluated by looking at the percentage of variance explained by looking at the R Square value. The higher the R Square value, the better the research model. The R Square results can be shown in Table 4 below.

Table 4. R-Square (Source: SmartPLS output)

	R-square	R-square adjusted
Adaptive Leadership	1,000	1,000
Employee Agility	0,996	0,994
Employee Engagement	0,595	0,588

Source: Processed data (2024)

Based on Table 4 above, it is known that the proposed research model can explain phenomena related to employee agility, namely adaptive leadership and employee engagement, which have an R Square value of 99.6%, and this shows that the influence of exogenous constructs on employee agility is strong.

Bootstrapping. To determine hypothesis decision, values can be seen from the bootstrapping results. The rules of thumb used in this research are as follows: if the statistic value is >1.96 (significance level 5%) for each path relationship and P-Values must be < 0,00 to be concluded as supported.

and this proves that the first hypothesis, where the influence of adaptive leadership is not proven to have a positive and significant influence on employee agility.

Next, the second hypothesis was put to the test. This hypothesis suggests that employee recognition of employee dexterity has a positive influence on employee agility. The results show that the t-statistic value is 0.41, and the P-value figure is 0.340. These results indicate that the hypothesis is not supported, suggesting that employee recognition does not have a significant influence on employee agility.

Turning to the third hypothesis, which explores the influence of employee recognition on employee engagement, the results are supportive. The t-statistics are > 1.96 and the P-Value figure is ≤ 0.000 , indicating a significant influence of employee recognition on employee engagement.

The results of testing the fourth hypothesis, namely that employee engagement mediates the relationship between employee recognition and employee agility, show a t-statistic value of 0.39 and a P-value of 0.34. These results state that the t statistic is > 1.96 and the P-Value figure is ≤ 0.000 , so the hypothesis is rejected, and this proves that the fourth hypothesis is that the role of employee engagement in this research does not mediate employee recognition in its influence on employee agility.

The influence of adaptive leadership on employee agility. In terms of the relationship between the adaptive leadership variable and employee agility, the hypothesis is rejected. This research implies that leadership-type practices at PT ADM do not directly influence employees' agility at PT ADM. Employees have not been able to experience the adaptive leadership practices carried out by their leaders, so they have not experienced a work atmosphere supporting all kinds of changes, whether planned, unplanned, or emergency and this is an interesting finding because the Astra International Group and all its subsidiary business lines have succeeded in weathering the current wave of the pandemic, as reviewed in other research, that the effects of the pandemic have not had much of an impact on the business run by PT Astra International Tbk from a financial perspective (Permana & Fadhilah, 2021); (Rizki, Simangunsong, Puspitorini, Amand, & Wijaya, 2024). Astra International and its subsidiary groups have done many things to increase employee agility and adaptive leadership. In the 2017 Annual Report, the corporation revealed matters related to adapting to new habits, digitalization, and organizational agility. This Organization Agility program aims to encourage the ability of each organization to adapt quickly to dynamic business situations dominated by rapid change (Astra, 2018).

In the adaptive leadership questionnaire, emotional quotient and organizational justice dimensions have the lowest acceptance compared to other measurement dimensions. Employee Emotional Quotient is one of the factors that research shows directly impacts employee agility (Muduli & Pandya, 2018). Other research states that psychologically handling employees' emotional levels also mediates organizational practices on employee agility, research showed psychological empowerment reduces emotional exhaustion in the workplace by increasing psychological safety and organizational embeddedness (Zhou & Chen, 2021). Likewise, organizational

justice has been the subject of studies regarding the relationship between factors influencing employee agility. Past research states that organizational justice significantly influences employee performance, with employees' trust fully mediating the impact of organizational justice on their performance (Fiaz & Ikram, 2020).

The influence of employee recognition on employee agility. The hypothesis is rejected in the relationship between employee recognition variables and employee agility; in other words, the hypothesis is not accepted. This research implies that increasing employee recognition will not affect the employee agility variable in PT ADM if carried out by the Company. Various employee appreciation programs are planned in KPI and implemented by all departments about employee efforts. As research found, appreciation increases job satisfaction and helps employees validate their judgments about their own performance (Pfister, Jacobshagen, Kalin, & Semmer, 2020). For example, attendance appreciation is used to recognize employee attendance levels, QCC conventions are used to give every person the opportunity to present the results of their improvements, and training programs for each employee are provided according to the organization's needs and wishes.

One intriguing finding from the questionnaire results is that the section on employee acceptance of the Company's recognition of dedication and commitment is the lowest dimension compared to other recognition dimensions. This raises the question: Could this be due to some respondents feeling underappreciated, as suggested by the additional questions in the questionnaire?

Ideally according to previous research, employee recognition may positively affect task performance and overall company morale, with authentic pride mediating the relationship and hubristic pride positively moderating it (Yang, Jiang, & Cheng, 2022).

Research revealed a supportive organizational culture, and employee motivation all positively impact organizational agility, enhancing an organization's ability to adapt, innovate, and thrive in a dynamic business environment (Arifin & Purwanti, 2023). Organizations can significantly increase motivation and commitment by fostering a work environment that supports and recognizes employee efforts, leading to increased performance and agility. Leadership commitment and a strong organizational culture amplify this effect, creating a dynamic and adaptable workforce.

The mediating role of employee engagement in the influence of employee recognition on employee agility. Employee engagement is a program that was implemented comprehensively across Astra companies in 2017. This program begins by formulating an employee value proposition for each company based on the characteristics of the industry, business, employees, and various internal factors in each business unit. All these companies include Astra Daihatsu Motor, Indonesia's largest automotive manufacturing company. In the relationship between the employee engagement variable as a variable that mediates employee recognition of employee agility, it is stated that the hypothesis is not supported; in other words, the hypothesis is rejected.

Finding from this research is quite interesting to study further, as engagement, through empowerment, leadership, and collaboration culture, improves performance outcomes at both individual and organizational levels (Liu X. , Yu, Guo, & Li, 2022). From what is presented in the results of the research data, it appears that the recognition variable has a significant influence on employee engagement as a dependent variable by the results of several other. Meanwhile, the function of the employee engagement variable does not support the mediation of recognition on employee agility.

The role of employee engagement in mediating the relationship between learning agility and innovative behaviour, as demonstrated in previous research, is quite acceptable (Jo & Hong, 2022). The direct relationship between employee engagement and employee agility in this research presents a significant contradiction to other studies (Saptarini & Mustika, 2023). However, the lack of a significant influence relationship challenges our current understanding and motivates further exploration of this complex relationship.

Anomalies that occur in research regarding the impact on employee agility, researchers estimate, are also influenced by the background profile of research respondents. Researchers indicated that the profile of respondents, the majority of whom were married men (92%) and 45% of whom were over 40 years old, influenced the research results. The influence of respondent profiles regarding age on agility, innovation, and productivity has been the subject of previous studies. The research results show that perceptions of older workers often include views that they are less trainable, less creative, more careful, have reduced physical abilities, are more likely to have accidents, and are less capable of working with younger workers (Idrees, Hafeez, & Kim, 2017). The average age of employees is older, which hurts innovation at the firm level, and this is caused by outdated technological knowledge and reduced cognitive flexibility in older workers (Schubert & Andersson, 2015). However, as age increases, turnover gradually decreases. An optimal employee turnover rate can help companies with older workers remain innovative, although this optimal value is lower than that of younger workers. (Boumans et al., 2011; Schubert & Andersson, 2015)

Other research also raises other aspects related to the profile of respondents for manufacturing companies with ages above their impact on research on employee agility. First, the Generation Background of the system running in a company that has been running for quite a long time and is well established but has several negative perceptions regarding the space for expressing emotions, promoting fairness, transparency, and handling conflict (Adaptive Leadership questionnaire table). Some of these perceptions that have been formed can harm employee agility (Muduli & Pandya, 2018), while second is the respondent's profile of organizational size; a smaller organizational size allows better agility for both employees and the organization (Bronlet, 2023).

4. CONCLUSION & SUGGESTION

The results of our comprehensive research, conducted among PT ADM employees in group leader and staff positions, aged 21-50 years with over 5 years of work experience, are of significant importance. The findings indicate that all hypotheses related to employee agility were not supported. This implies that the leadership practices of adaptive leadership, employee recognition, and employee engagement at PT ADM do not have a direct impact on employee agility.

Based on the research results, which reject hypotheses H1, H2, and H3, and taking into account the demographic profile of respondents, the conclusion that can be drawn is Adaptive Leadership (H1): Adaptive leadership does not significantly influence employee agility. The demographic profile of respondents, dominated by married men aged over 40 years, may have influenced these results. Employee Recognition (H2): Employee recognition does not significantly impact employee agility, and this result suggests that other factors may be more important in motivating employees to increase their agility. Employee Engagement (H3): Employee engagement has not been proven to be a significant mediator between employee recognition and agility, and therefore, this research suggests that attachment may not act as a major determining factor in this relationship.

PT ADM can use this research's results to determine the extent to which employees view matters relating to human resources. There will be needs to encourage employees to feel that what they perceive can help them practice adaptive leadership, and this might be done through examples from leaders when delivering task or responsibility to employees, giving feedback if needed to employees might also another example. Also, leaders in PT. ADM may foster agility as part of corporate culture, through way of thinking resulted in a more efficient work and implement job demand control designed by the company to increase and maintain employee engagement of PT ADM employees. Based on the conclusions above, suggestions that can be given are:

Companies should consider employee demographic profiles when designing leadership strategies and recognition programs. A more personalized approach tailored to the specific needs of an age group may be more effective.

Looking ahead, future research could consider demographic factors as variables that might influence the relationship between adaptive leadership, recognition, employee engagement, and employee agility. This could open up new avenues for understanding and improving employee dynamics within PT ADM.

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