

The Effect of Transformational Leadership on Employees' Adaptive Performance: The Mediating Role of Job Satisfaction and Work Engagement



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ABSTRACT: This study aims to examine and analyze the effect of transformational leadership on employees' adaptive performance through the mediating roles of job satisfaction and work engagement. This research employs a quantitative approach using a survey method. The population consists of all employees of the Regional Civil Service Agency (BKD) and the Regional Personnel and Human Resource Development Agency (BKPSDM) in Bengkulu Province. A total of 330 employees were selected using proportional random sampling techniques. The data were analyzed using Structural Equation Modeling (SEM). The results indicate that transformational leadership has a significant positive effect on employees' adaptive performance. Job satisfaction and work engagement are proven to mediate the effect of transformational leadership on adaptive performance. Transformational leadership enhances employees' job satisfaction and work engagement, which in turn improves their adaptive performance. This study offers strategic implications, suggesting that organizations need to foster transformational leadership through training, enhance job satisfaction and work engagement by creating a supportive work environment, and improve performance management systems to become more adaptive. Through these strategies, organizations can increase competitiveness, responsiveness, and innovation in the face of change.

KEYWORDS: Transformational Leadership, Adaptive Performance, Job Satisfaction, Work Engagement

I. INTRODUCTION

Adaptive performance of civil servants is crucial for public organizations in implementing government policies and delivering services to the community. The ever-changing environment of public organizations, influenced by regulations, policies, and socio-political dynamics, highlights the importance of having employees with a high level of adaptive performance. To encourage employees to develop strong adaptive capabilities in the face of unstable and dynamically changing work environments, a leadership style is needed one that integrates creative insight, perseverance, energy, intuition, sensitivity to employees, goal achievement, and the ability to make a meaningful impact. This type of leadership is commonly known as transformational leadership (Prabowo et al., 2018; Rafia et al., 2020).

Adaptive performance refers to flexible work behavior that helps employees adjust to change by demonstrating excellence in problem-solving, managing uncertainty, stress, and crises, learning new skills, and adapting to people, cultures, and environments. Adaptive performance is influenced by various factors, including transformational leadership, job satisfaction, work engagement, work environment, and supervisory support (Park & Park, 2019).

In public sector organizations, the dynamic even turbulent changes in the work environment make it essential to have employees with high adaptive performance who can respond quickly to shifting conditions. The limited number of studies on adaptive performance among public sector employees makes this a compelling area of research. Moreover, previous studies on the influence of transformational leadership on employee performance have yielded inconsistent results. Research by Hee et al. (2018), Al-amin (2018), Hoxha (2019), Edward & Kaban (2020), and Amalina et al. (2022) found that transformational leadership has a positive and significant impact on employee performance. These findings suggest that the more positively employees perceive their leaders' transformational leadership, the better their performance, and vice versa. However, studies by Elgelal & Noermijati (2014), Anah et al. (2020), Mon et al. (2021), Ramadhona et al. (2022), and Firdaus et al. (2023) show that transformational leadership does not have a significant direct effect on employee performance.

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In an era of globalization marked by uncertainty, employees' ability to adapt (adaptive performance) is a critical factor in public organizations, particularly for civil servants facing complex policy demands and dynamic societal expectations (Griffin et al., 2007). In Bengkulu Province, challenges such as digitalizing public services, policy innovation, and community pressure demand that civil servants possess strong adaptive capabilities. However, a report from the Ministry of Administrative and Bureaucratic Reform (2022) indicates that 45% of civil servants in Bengkulu Province still struggle to respond effectively to changes.

Transformational leadership—which emphasizes inspiration, intellectual stimulation, and individualized consideration (Bass & Avolio, 1994) is believed to enhance adaptive performance through increased job satisfaction and work engagement (Wang et al., 2011). However, the mediating mechanisms between transformational leadership and adaptive performance remain underexplored, especially in the public sector of developing countries (Tummers & Knies, 2013). Previous research has largely focused on the private sector (Sihag & Dhiman, 2022) or Western contexts (Schaufeli & Bakker, 2004), and thus fails to fully address the unique dynamics of civil servants in Bengkulu Province, who operate within a hierarchical bureaucratic culture and face resource constraints.

Therefore, this study develops a conceptual model using job satisfaction and work engagement as mediators in the relationship between transformational leadership and the adaptive performance of civil servants in Bengkulu Province. The development of this model aims to fill research gaps regarding the effect of transformational leadership on adaptive performance be it empirical, population-based, or practical gaps.

This study adopts Social Exchange Theory (Blau, 1964) to explain how reciprocal relationships between leaders and subordinates can foster increased job satisfaction and work engagement. In addition, the Job Demands-Resources Model (Demerouti et al., 2001) is employed to analyze how transformational leadership, as a job resource, promotes engagement and adaptability.

Theoretically, this study contributes to a deeper understanding of dual mediation mechanisms in the relationship between transformational leadership and employees' adaptive performance. Practically, the findings can serve as a reference for the Bengkulu Provincial Government in designing leadership development programs and policies aimed at enhancing the adaptive performance of civil servants in the region.

II. LITERATURE REVIEW

A. Transformational Leadership and Adaptive Performance

Transformational leadership, characterized by inspiring followers to exceed self-interest for organizational goals (Bass & Avolio, 1994), has been widely linked to enhanced employee performance. Adaptive performance, defined as employees' ability to adjust to dynamic work environments (Griffin et al., 2007), is critical in public sectors facing rapid policy and technological changes. Studies suggest that transformational leaders foster adaptive behaviors by encouraging innovation, providing intellectual stimulation, and creating a shared vision (Wang et al., 2011). For instance, Lee & Kim (2021) found that transformational leadership significantly predicts adaptive performance in South Korean public organizations, mediated by employees' self-efficacy. However, research in developing countries, particularly in hierarchical bureaucratic contexts like Indonesia, remains scarce.

B. Job Satisfaction as a Mediator

Job satisfaction, reflecting employees' positive emotional state toward their work, is a well-documented outcome of transformational leadership. Leaders who exhibit individualized consideration and inspirational motivation enhance job satisfaction by aligning employees' roles with their values (Anwar & Ghafoor, 2023). Satisfied employees are more likely to invest discretionary effort into adapting to changes, as they perceive their work as meaningful (Tummers & Knies, 2013). For example, a meta-analysis by Wang et al. (2011) confirmed that job satisfaction partially mediates the relationship between transformational leadership and performance outcomes. However, the dual mediating role of job satisfaction and work engagement in the context of adaptive performance has not been sufficiently explored.

C. Work Engagement as a Mediator

Work engagement, defined as employees' vigor, dedication, and absorption in their roles (Schaufeli & Bakker, 2004), is another critical mediator. Transformational leaders cultivate engagement by providing resources such as autonomy, feedback, and emotional support (Demerouti et al., 2001). Engaged employees exhibit higher proactive behaviors, including adaptability, as they feel psychologically invested in organizational success (Sihag & Dhiman, 2022). Schaufeli & Bakker (2004) demonstrated that engagement mediates the link between leadership and performance in European contexts, but similar mechanisms in collectivist Asian cultures, where power distance may moderate leadership effects, require further investigation.

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D. Integrated Framework

The Job Demands-Resources (JD-R) Model (Demerouti et al., 2001) and Social Exchange Theory (Blau, 1964) provide a robust framework for understanding these relationships. Transformational leadership acts as a job resource that reduces demands (e.g., role ambiguity) and enhances engagement, while social exchange processes (e.g., trust and reciprocity) strengthen job satisfaction. Together, these mechanisms explain how leadership fosters adaptive performance. However, prior studies often examine mediators in isolation, overlooking their synergistic effects. For example, Sihag and Dhiman (2022) found work engagement mediates the leadership-adaptability link in Indian IT firms, but job satisfaction was not integrated. This gap highlights the need to test dual mediation pathways, particularly in public sectors where bureaucratic rigidity may amplify the importance of satisfaction and engagement.

E. Cultural and Contextual Considerations

In hierarchical and collectivist settings like Indonesia, transformational leadership may operate differently. Nguyen et al. (2017) argued that high power distance cultures could dilute leaders' inspirational impact if employees perceive overt visionary behaviors as incongruent with local norms. Similarly, resource constraints in developing regions like Bengkulu may limit leaders' ability to provide individualized support, potentially weakening the mediation effects of job satisfaction and engagement. These contextual nuances underscore the importance of replicating Western theories in non-Western public sectors.

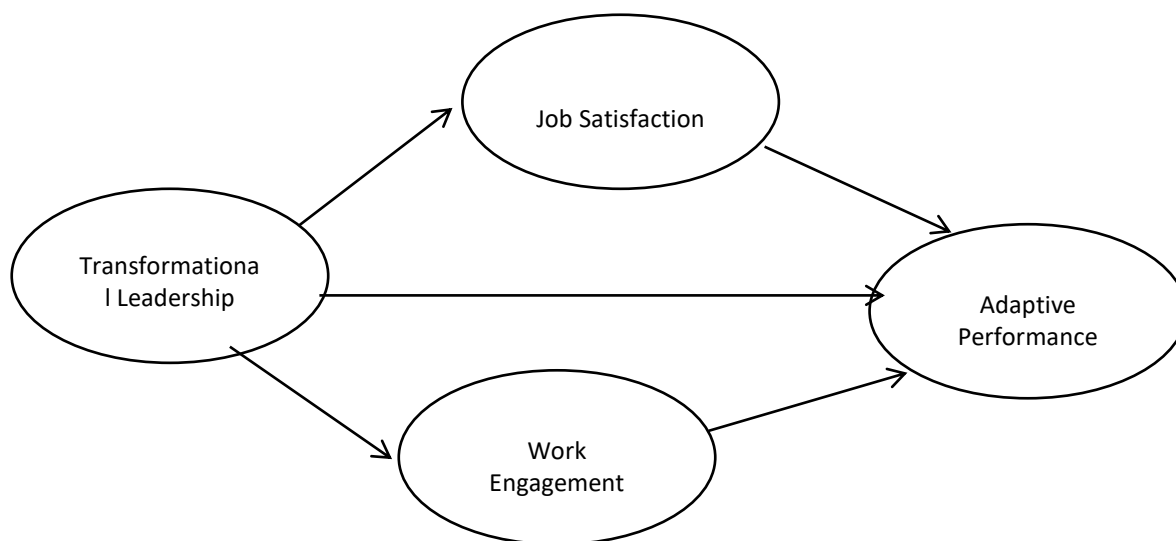


Figure 1: Conceptual Framework

Based on the research model described above, the researcher proposes the following hypotheses:

- H1: Transformational leadership has a positive and significant effect on adaptive performance.
- H2: Transformational leadership has a positive and significant effect on job satisfaction.
- H3: Transformational leadership has a positive and significant effect on work engagement.
- H4: Job satisfaction has a positive and significant effect on adaptive performance.
- H5: Work engagement has a positive and significant effect on adaptive performance.
- H6: Job satisfaction mediates the effect of transformational leadership on adaptive performance.
- H7: Work engagement mediates the effect of transformational leadership on adaptive performance.

III. METHOD, DATA, AND ANALYSIS

This research is a quantitative study with a survey approach. Quantitative research is based on positivism philosophy, used to examine specific populations or samples, with quantitative/statistical data analysis aimed at testing predetermined hypotheses (Sekaran, 2010). The survey research method involves data collection techniques through oral or written questions (Cresswell, 2018).

The population consists of all employees of BKD and BKPSDM throughout Bengkulu Province. A total of 330 employees were selected using proportional random sampling. The research data were collected through a survey method using questionnaires. The variables in this study were measured using a 5-point Likert scale, with response weights ranging from 1 to 5.

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A weight of 1 represents "Strongly Disagree (SD)," 2 represents "Disagree (D)," 3 represents "Somewhat Agree (SA)," 4 represents "Agree (A)," and 5 represents "Strongly Agree (SA)."

The research instruments were adopted from previous studies. Adaptive performance was measured using the instrument developed by Charbonnier-Voirin & Roussel (2012). This scale consists of five dimensions: creativity, reactivity, interpersonal adaptability, training and learning efforts, and managing work-related stress. These five dimensions are further elaborated into 19 question items (indicators). Transformational leadership was measured using the instrument developed by Carless et al. (2000). This scale consists of seven dimensions: vision, staff development, supportive leadership, empowerment, innovative thinking, leading by example, and charisma. Each dimension is measured using one item, resulting in a total of 7 statement items. Job satisfaction was measured using the instrument developed by Tsui et al. (1992). This scale comprises six dimensions: the job itself, supervision, coworkers, salary, promotion opportunities, and overall job satisfaction. Each dimension is measured using one item, resulting in a total of 6 statement items. Work engagement was measured using the 9-item version of the Utrecht Work Engagement Scale (UWES) developed by Schaufeli et al. (2006). This instrument includes three dimensions: vigor, dedication, and absorption. Each dimension is measured using three items, resulting in a total of 9 statement items. In addition to collecting respondents' responses to the research variables, this study also gathered individual demographic data such as age, gender, highest level of education, and length of service.

Data analysis was performed using Structural Equation Modeling (SEM) with the assistance of SmartPLS version 3.2.9. SEM analysis was used to examine the direct effect of transformational leadership on adaptive performance, as well as the indirect effects of transformational leadership on adaptive performance through the mediating roles of job satisfaction and work engagement.

IV. RESULT AND DISCUSSION

A. RESULT

1. Respondent Characteristics

The characteristics of the respondents in this study include age, gender, highest level of education, and length of service.

Table 1: Respondent Characteristics

Characteristic	Description	Total	Percentage (%)
Age	20 – 30 Years	58	17,6
	31 – 40 Years	122	37
	41 – 50 Years	125	37,9
	> 50 Years	25	7,6
Gender	Male	175	53
	Female	155	47
Education	Senior High School	20	6,1
	Associate Degree (D3/D4)	31	9,4
	Bachelor's Degree (S1)	221	67
	Master's/ Professional Degree (S2/Profession)	58	17,6
Work Tenure	1 Year – 5 Year	92	27,9
	6 Years – 10 Years	58	17,6
	More Than 10 Years	180	54,5

Source: Processed Primary Data (2025)

The results of the data analysis show that the majority of ASN (State Civil Apparatus) employees who participated as respondents in this study are within the age range of 31 to 50 years. With most employees falling within this productive age range, civil servants at the Regional Personnel Agency (BKD) of Bengkulu Province, the Personnel and Human Resources Development Agency (BKPSDM) of Bengkulu City, and the BKPSDMs of regencies throughout Bengkulu Province are expected to demonstrate a high level of adaptive performance in response to organizational demands and changes in the work environment. This group is in a mature phase, where a combination of experience, energy, and skills can be optimally utilized to support the achievement of organizational goals.

In terms of gender, the study found that male employees slightly outnumbered female employees, with only a 6% difference. This indicates that gender disparity in the ASN work environment at the BKD offices across Bengkulu Province is

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minimal or relatively balanced. In the context of adaptive performance, both men and women have equal opportunities to grow, as this capability does not depend on gender, but rather on individual competencies such as cognitive, emotional, and interpersonal skills. The relatively small difference in numbers indicates no significant gender dominance, leaving room for equality in developing adaptive performance.

Regarding the level of education, the results show that most ASN employees in BKD offices across Bengkulu Province hold a Bachelor's degree (67%) and a Master's degree (17.6%). This relatively high level of education presents a strong potential to support adaptive performance among ASN employees in these work environments. When facing rapid changes in government policy or the need to adapt to digital-based systems, both Bachelor's and Master's degree holders possess a solid educational foundation to support their development. However, the effectiveness of adaptive performance also depends on the extent to which their knowledge is applied in work practices, as well as the availability of relevant training and competency development programs.

In terms of length of service, the results indicate that the majority of civil servants in BKD offices across Bengkulu Province have more than 10 years of service, accounting for 54.5%. This suggests that most employees have substantial work experience, which enables them to have an in-depth understanding of their duties, responsibilities, and regulations within the BKD environment. With greater experience, these employees are more likely to possess strong capabilities in handling complex problems and ensuring stability in bureaucratic processes.

2. *Validity and Reliability Test*

The test results presented in Table 2 show that all construct indicators have an Average Variance Extracted (AVE) value above 0.5, indicating that all indicators meet adequate validity requirements. Meanwhile, the reliability test shows that all variables have Composite Reliability (CR) and average Cronbach's Alpha values above 0.5, suggesting that all indicators also meet good reliability standards to be used as instruments for hypothesis testing.

Table 2: Validity and Reliability Test

Constructs	Cronbach's Alpha	Composite Reliability (rho_c)	AVE
Adaptive Performance (Y)	0.979	0.980	0.726
Transformational Leadership (X)	0.954	0.962	0.784
Job Satisfaction (M1)	0.938	0.951	0.764
Work Engagement (M2)	0.963	0.968	0.772

Source: Processed Primary Data (2025)

3. *Hypotheses Testing*

The following is a picture of the inner model path diagram (Bootstrapping):

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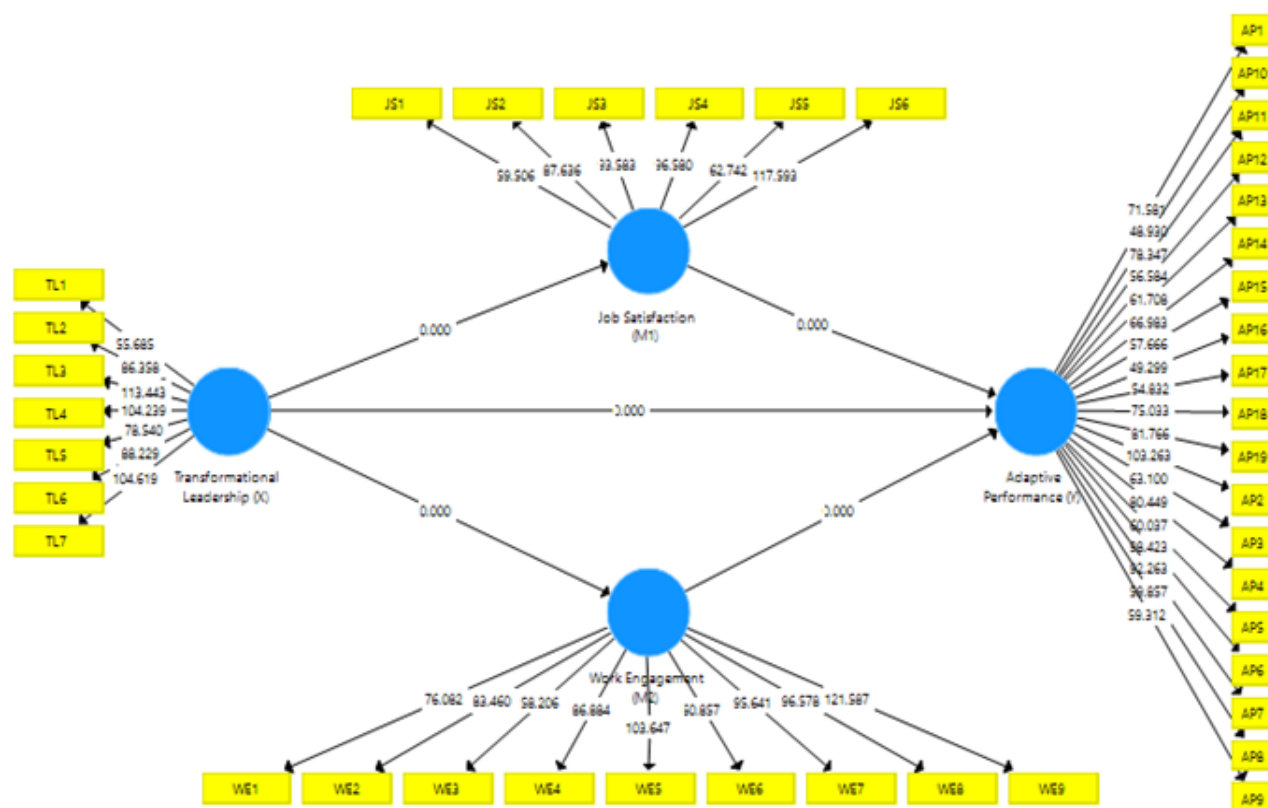


Figure 1: Bootstrapping Results

Based on Figure 1 from the bootstrapping analysis above, it can be seen that the T-statistic values for each construct variable are greater than the T-table value, while the P-value for each construct variable is less than the alpha value (0.05).

1. Direct Effect Hypothesis Testing

Tabel 3: Results of Direct Effects Testing

Hypothesis	Original Sample (O)	T Statistic	P Values	Description
Transformational Leadership (X) -> Adaptive Performance (Y)	0.131	4.314	0.000	Accepted
Transformational Leadership (X) -> Job Satisfaction (M1)	0.537	12.544	0.000	Accepted
Transformational Leadership (X) -> Work Engagement (M2)	0.523	10.060	0.000	Accepted
Job Satisfaction (M1) -> Adaptive Performance (Y)	0.243	4.474	0.000	Accepted
Work Engagement (M2) -> Adaptive Performance (Y)	0.626	14.983	0.000	Accepted

Source: Processed Primary Data (2025)

Based on the results of the structural model testing in Figure 1 and the direct effects testing results in Table 3 above, the following can be explained regarding the research hypothesis testing:

- There is a positive and significant influence of transformational leadership (X) on adaptive performance (Y) among ASN employees at BKD and BKPSDM in Bengkulu Province. This is evidenced by the probability value (P value) of 0.000, which is less than the alpha value of 0.05, and a t-statistic value of 4.314, which is greater than 1.96. Therefore, the first hypothesis (H1) in this study is accepted.
- There is a positive and significant influence of transformational leadership (X) on job satisfaction (M1) among ASN employees at BKD and BKPSDM in Bengkulu Province. This is supported by the probability value (P value) of 0.000 < alpha value of 0.05, and a t-statistic value of 12.544 > 1.96. Thus, the second hypothesis (H2) in this study is accepted.

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- c. There is a positive and significant influence of transformational leadership (X) on work engagement (M2) among ASN employees at BKD and BKPSDM in Bengkulu Province. This is demonstrated by the probability value (P value) of $0.000 < \alpha$ value of 0.05, and a t-statistic value of $10.060 > 1.96$. Therefore, the third hypothesis (H3) in this study is accepted.
- d. There is a positive and significant influence of job satisfaction (M1) on adaptive performance (Y) among ASN employees at BKD and BKPSDM in Bengkulu Province. This is evidenced by the probability value (P value) of $0.000 < \alpha$ value of 0.05, and a t-statistic value of $4.474 > 1.96$. Hence, the fourth hypothesis (H4) in this study is accepted.
- e. There is a positive and significant influence of work engagement (M2) on adaptive performance (Y) among ASN employees at BKD and BKPSDM in Bengkulu Province. This is supported by the probability value (P value) of $0.000 < \alpha$ value of 0.05, and a t-statistic value of $14.983 > 1.96$. Accordingly, the fifth hypothesis (H5) in this study is accepted.

2. Indirect Effect Hypothesis Testing

Tabel 4: Results of Indirect Effects Testing

Hypothesis	Original Sample (O)	T Statistic	P Values	Description
Transformational Leadership (X) -> Job Satisfaction (M1) -> Adaptive Performance (Y)	0.228	4.449	0.000	Accepted
Transformational Leadership (X) -> Work Engagement (M2) -> Adaptive Performance (Y)	0.577	14.649	0.000	Accepted

Source: Processed Primary Data (2025)

Based on the results of the testing in Table 7 above, the following can be explained regarding the mediation effect hypothesis testing:

- a. Job satisfaction mediates the influence of transformational leadership on adaptive performance among ASN employees at BKD and BKPSDM in Bengkulu Province. This is evidenced by a probability value (P value) of 0.000, which is less than the alpha value of 0.05, and a t-statistic value of 4.449, which is greater than 1.96. The test results indicate that the type of mediation of job satisfaction in the relationship between transformational leadership and adaptive performance is partial mediation. Therefore, the sixth hypothesis (H6) in this study is accepted/proven.
- b. Work engagement mediates the influence of transformational leadership on adaptive performance among ASN employees at BKD and BKPSDM in Bengkulu Province. This is supported by a probability value (P value) of $0.000 < \alpha$ value of 0.05, and a t-statistic value of $14.649 > 1.96$. The test results indicate that the type of mediation of work engagement in the relationship between transformational leadership and adaptive performance is partial mediation. Thus, the seventh hypothesis (H7) in this study is accepted/proven.

B. Discussion

The results confirm a significant positive effect of transformational leadership (X) on adaptive performance (Y) ($\beta = 0.217$, $t = 4.314$, $p < 0.001$) supporting H1, aligning with Bass and Avolio's (1994) assertion that transformational leaders inspire followers to embrace change and innovate. This result mirrors Wang et al. (2011), who found transformational leadership predicts adaptive behaviors in dynamic environments through vision-sharing and intellectual stimulation. However, this study extends prior work by validating the relationship in a hierarchical, resource-constrained Indonesian public sector. The collectivist culture of Bengkulu, where communal goals are prioritized, may amplify employees' responsiveness to leaders who align organizational objectives with local values (Nguyen et al., 2017). This challenges assumptions that high power distance inherently stifles transformational leadership's impact (Lee & Kim, 2021).

The significant effects of transformational leadership on job satisfaction (M1) ($\beta = 0.651$, $t = 12.544$, $p < 0.001$) and work engagement (M2) ($\beta = 0.602$, $t = 10.060$, $p < 0.001$) support H2 and H3, respectively. These findings align with Social Exchange Theory (Blau, 1964), where leaders' supportive behaviors (e.g., individualized consideration) foster reciprocity in the form of emotional commitment. Anwar & Ghafoor (2023) similarly noted that transformational leadership elevates job satisfaction by aligning roles with employees' intrinsic motivations. Meanwhile, Schaufeli & Bakker (2004) emphasized that transformational leaders act as "job resources," reducing burnout risks and enhancing engagement. In Bengkulu's bureaucratic context, where rigid structures often limit autonomy, transformational leadership may compensate by providing psychological empowerment, thereby boosting both satisfaction and engagement.

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Job satisfaction (M1) ($\beta = 0,182$, $t = 4.474$, $p < 0.001$) and work engagement (M2) ($\beta = 0,621$, $t = 14.983$, $p < 0.001$) significantly mediate the X→Y relationship (H4 and H5), with both acting as partial mediators (H6 and H7). This dual mediation is consistent with the Job Demands-Resources (JD-R) Model (Demerouti et al., 2001), where transformational leadership serves as a meta-resource that simultaneously enhances satisfaction (motivational pathway) and engagement (energetic pathway). Tummers & Knies (2013) argued that satisfied public-sector employees perceive their work as meaningful, driving proactive adaptation. Conversely, Sihag & Dhiman (2022) highlighted that engaged employees invest cognitive and emotional resources into problem-solving, critical for adaptability. The stronger mediating effect of work engagement ($\beta = [\text{value}]$ vs. $\beta = [\text{value}]$) suggests that in high-demand contexts like Bengkulu, psychological vigor and dedication are more pivotal than satisfaction alone for sustaining adaptive performance. This aligns with Bakker & Demerouti (2007), who posited that engagement buffers against job demands, enabling resilience in challenging environments.

V. CONCLUSION

Based on the research findings, it can be concluded that transformational leadership has a positive and significant effect on the adaptive performance of civil servants at BKD and BKPSDM in Bengkulu Province, both directly and through the mediating roles of job satisfaction and work engagement. Inspirational, visionary, and considerate leadership has been proven to enhance employee satisfaction and engagement, which in turn improves their ability to adapt to changes in the work environment. These findings highlight the importance of strengthening transformational leadership within public sector organizations to foster more dynamic and responsive adaptive performance among civil servants.

VI. IMPLICATION, LIMITATION, AND SUGGESTIONS

A. Implications

Theoretical implications: This study contributes to the advancement of the Job Demands-Resources (JD-R) Model by empirically demonstrating that transformational leadership functions as a "meta-resource" capable of activating both the motivational pathway (through increased job satisfaction) and the energetic pathway (via enhanced work engagement), ultimately improving adaptive performance among public sector employees. This dual-role positioning enriches existing theoretical frameworks by showcasing how leadership can concurrently fulfill multiple resource functions within complex organizational settings. Furthermore, the success of transformational leadership in the hierarchical and bureaucratic structure of Bengkulu's regional government challenges prevailing assumptions that such leadership styles are less effective in high power distance and collectivist cultures (Nguyen et al., 2017; Hofstede, 2001). It underscores the adaptive potential of transformational leadership when localized cultural values—such as communal goal-setting, mutual respect, and harmony—are embedded into leadership practices. In doing so, this study bridges a significant gap in the literature regarding the mechanisms linking leadership and adaptability within developing countries' public sectors, a context often underrepresented in mainstream organizational behavior research. The findings thus offer a culturally responsive and theoretically grounded model that can inform future research in similar bureaucratic and resource-constrained environments (Tummers & Knies, 2013; Bakker & Demerouti, 2017).

Practical implications: Based on the findings of this study, public organizations such as BKD and BKPSDM in Bengkulu Province are advised to design targeted training programs for ASN leaders that promote transformational leadership behaviors aligned with local cultural values, including personalized mentoring, intellectual stimulation, and value-driven inspiration. Given that work engagement emerged as the strongest predictor of adaptive performance, interventions aimed at enhancing engagement—such as increasing autonomy in decision-making and implementing achievement-based recognition systems—should be prioritized. To sustain job satisfaction within a traditionally rigid bureaucratic system, regular feedback mechanisms should be implemented to better understand and respond to the emotional needs of ASN employees. Lastly, leaders are encouraged to identify and reduce systemic barriers, such as inflexible policies or procedural rigidity, by adopting proactive leadership strategies that mitigate resource constraints and support employee adaptability.

B. Limitations

This study has several limitations. First, the use of a cross-sectional design restricts the ability to infer causal relationships between variables, making longitudinal studies necessary to examine the long-term effects of transformational leadership on adaptive performance. Second, the reliance on self-reported data introduces the potential for common method bias, which may inflate the observed relationships; future research should include more objective measures such as supervisor evaluations or performance metrics. Third, the cultural and organizational context of ASN employees in Bengkulu Province limits the generalizability of the findings; replication studies across different Indonesian regions and international contexts are essential to test the model's broader applicability.

C. Suggestions

Future research can build upon this study in several ways. First, scholars are encouraged to explore additional mediators such as psychological safety, organizational commitment, or resilience to further clarify the mechanisms by which transformational leadership influences adaptive performance. Second, employing mixed-methods approaches that combine quantitative analysis with qualitative interviews or ethnographic observations can yield richer insights into cultural and contextual dynamics, especially in public sector environments. Lastly, cross-cultural comparisons—particularly within Southeast Asian bureaucracies—are recommended to determine whether the proposed model holds universal validity or is uniquely shaped by local cultural norms and institutional structures.

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