

The Influence of Organizational Change, Leadership Style, and Work Environment on Employee Productivity in the Pharmaceutical Industry of PT. KSP

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Abstract. Employee productivity plays a crucial role in determining organizational success, particularly in dynamic industries such as the pharmaceutical industry. This study investigates the influence of organizational change, leadership style, and work environment on employee productivity, focusing on PT. KSP. Using a quantitative research approach, data were collected through a survey of 82 employees representing various age groups. The study employed regression analysis to examine the relationship between the independent variables (organizational change, leadership style, and work environment) and the dependent variable (employee productivity). The results showed that organizational change and work environment had significant and positive effects on employee productivity. However, the influence of leadership style on productivity was positive but not statistically significant. These findings emphasize the importance of clear communication regarding organizational change and the creation of a supportive work environment and leadership approach to meet organizational needs. The study concludes that organizational change, leadership style, a well-structured work environment, and an ethical work culture are crucial for improving productivity. Practical recommendations include optimizing organizational change communication, improving workplace conditions, and adopting adaptive leadership strategies. Future research should explore mediating factors such as employee engagement and organizational culture to better understand these dynamics.

Keywords: Employee productivity, organizational change, leadership style, work environment and pharmaceutical industry

INTRODUCTION

Employee productivity is a crucial element in determining the success of an organization, as it plays a direct role in improving operational efficiency, company profits, and overall institutional performance (Khosroniya et al., 2024; Natsir et al., 2024; Yertas, 2024). Optimal productivity levels not only reflect high work results but also create a conducive work atmosphere, thereby supporting increased employee engagement and satisfaction (Athamneh, 2024; Celestin et al., 2024; Faadhilah et al., 2025; Surianto & Nurfahira, 2024). Natsir (2024) emphasized that productivity is the primary foundation for achieving organizational goals because it is closely related to the effective utilization of all resources, including the workforce. Meanwhile, Minciu (2025) explained that organizations that prioritize productivity tend to be more adaptive and capable of sustainable growth amidst rapidly changing market dynamics. Therefore, it is important for every organization, including those in the pharmaceutical industry such as PT. KSP, to understand the various factors that can influence employee productivity as a strategic step in facing the challenges of increasingly fierce business competition.

Change is a continuous process of renewing structures, directing, and adjusting capabilities to adapt to global developments and meet dynamic market needs (Cristofaro et al., 2025; Kaur et al., 2025; Wijayarathne et al., 2024). Organizations seeking growth and long-term sustainability must continually evolve (Tayosyingyong et al., 2025). Even organizations with a dominant market share must adapt to changing environments (Srikanth & Ungureanu,

2025). Furthermore, organizations striving for success cannot avoid mergers and innovation (Ekedahl et al., 2024). The pharmaceutical industry is no exception. Pharmaceutical companies have undergone significant changes, particularly in their business models, over the past few decades (Javanmardi et al., 2024). The industry is currently transitioning toward leaner organizations focused on research innovation, especially on specialty and biologic drugs. Large pharmaceutical companies must collaborate with other organizations to develop new drugs more economically and ensure that the products and services they provide address patient needs. Consolidation between companies in the pharmaceutical industry also often occurs for various reasons, such as diversification of product and business portfolios, the approaching expiration of drug patents, and efforts to address declining productivity in drug research and development.

In the highly competitive and strictly regulated pharmaceutical industry, such as PT. KSP, productivity challenges are becoming increasingly complex. Pharmaceutical companies are required not only to deliver high-quality and safe products but also to respond swiftly to market, technological, and regulatory changes. In recent years, PT. KSP has undergone various organizational changes in response to external dynamics, ranging from digitalization of work processes and streamlining of organizational structures to adjustments in business strategies. While these transformations are strategically important, they undeniably have the potential to cause psychological instability among employees, such as role confusion, loss of clarity about work direction, and decreased motivation, which ultimately impacts productivity.

Allam (2024), in his model of organizational change, explained that changes undertaken without psychological preparation and effective communication generate resistance. This situation risks creating internal tension and hindering the achievement of productivity goals. Therefore, an organization's ability to manage change systematically and inclusively is a critical determinant of successful transformation.

Besides organizational change, another factor that significantly determines productivity is leadership style. Leaders who build healthy interpersonal relationships, provide clear direction, and allow for employee participation create a positive and productive work environment. Flory (2024) emphasized that a participatory and communicative leadership style is crucial for maintaining team morale and productivity, especially amidst organizational pressures.

Equally important, the work environment is also a key element influencing productivity. A safe, collaborative, and balanced work environment creates comfort and promotes productivity. Ghimire (2024), in his two-factor theory, categorized the work environment as a hygiene factor that, if neglected, can lead to job dissatisfaction and reduced performance. Conversely, a supportive work environment increases employee morale and motivation to complete tasks effectively.

The interrelationship between organizational change, leadership style, and the work environment plays a crucial role in enhancing employee productivity. A comprehensive understanding of the interaction among these three elements enables organizations to identify factors that significantly support or hinder human resource performance (Rezaei et al., 2021). Previous research has shown that leaders who cultivate a healthy and supportive work climate encourage higher emotional engagement and work motivation, which ultimately have a positive impact on productivity (Mazzetti & Schaufeli, 2022).

Changes occurring in the pharmaceutical industry in Indonesia, particularly within PT. KSP, include structural and strategic transformations—such as downsizing, mergers, acquisitions, changes in organizational structure, shifts in employee responsibilities, leadership changes, and other forms of workforce reorganization, with or without layoffs—and these can affect employee productivity in the workplace. This phenomenon has become increasingly relevant since PT. KSP, previously part of a multinational company, was officially acquired by a national pharmaceutical enterprise. This acquisition not only altered share ownership but also had broad implications for organizational structure, company culture, work systems, and employee expectations regarding the company's strategic direction.

During this transition, there was a shift in work culture from a global leadership model to a more localized approach. One of the most prominent impacts of this organizational change at PT. KSP was a modification in leadership style. While the company previously adopted a transformational leadership approach emphasizing long-term vision, employee engagement, and innovation, the post-acquisition leadership style incorporated more transactional elements. This new approach placed greater emphasis on target achievement, operational efficiency, and performance-based rewards, without completely abandoning the transformational values that had previously been dominant. This adjustment reflects adaptation to the organization's new context and dynamics, as outlined by Sarta (2021), who stated that structural and ownership changes within an organization often necessitate leadership adaptations to align with new cultural and strategic directions.

In addition to changes in leadership style, the work environment at PT. KSP has undergone transformation—both physically and socially. Physically, facilities have been consolidated, and support infrastructure has been streamlined. Socially, employees face new challenges, such as cross-divisional collaboration, altered communication patterns, and increased work pressure. According to Widjaja (2024) & Adriyanto (2023), these shifts in the work environment can significantly influence employee comfort and engagement, particularly in industries characterized by dynamic regulations and high-performance targets.

In such contexts, employee productivity becomes a key indicator for evaluating a company's ability to manage change effectively. If the transformation process is poorly executed, it can lead to resistance, stress, decreased motivation, and declining individual and organizational performance. Errida (2021) emphasized that the success of organizational change depends heavily on how employees interpret and respond to it.

Therefore, it is important to thoroughly analyze how organizational changes, shifts in leadership styles, and post-acquisition work environments influence employee productivity at PT. KSP. This understanding will help the company design effective change management strategies, foster a positive work culture, and maintain or improve employee performance amid transformation.

In previous studies, the relationship between organizational change, leadership style, and work environment on employee productivity has been explored. Alamri (2023) emphasized that transformational leadership enhances employee engagement and motivation, which positively affect productivity. His findings underscore the importance of leadership in driving performance, especially during periods of organizational change. Similarly, Verma (2024) supported the notion that a healthy work environment, combined with supportive leadership, fosters increased emotional engagement and motivation, which are critical for enhancing

productivity. However, these studies primarily focused on Western contexts or general business sectors and did not deeply explore the pharmaceutical industry or the specific dynamics faced by companies undergoing ownership changes, such as PT. KSP.

Based on this background, the study focuses on how these three factors, both individually and collectively, influence employee productivity. The research is limited to a case study of PT. KSP, a pharmaceutical company transitioning from multinational to local ownership; therefore, the findings cannot be generalized to other sectors. This study focuses on organizational restructuring; transformational, ethical, participatory, and situational leadership styles; and aspects of the physical, ergonomic, and social work environment. Its purpose is to analyze how organizational change, leadership style, and work environment affect employee productivity at PT. KSP—a company that has experienced significant organizational transformation. This research is expected to provide theoretical contributions to organizational literature and practical benefits for PT. KSP's management in formulating strategies to enhance productivity amid change.

MATERIALS AND METHOD

This study employs a multiple linear regression approach to analyze the influence of independent variables—organizational change, leadership style, and work environment—on the dependent variable, namely employee productivity at PT. KSP, a pharmaceutical company. The research subjects consist of active employees with a tenure of more than five years, including staff, supervisors, managers, and senior managers, comprising a population of 443 individuals. Using the Slovin formula, a representative sample of 82 respondents was obtained. Data were collected through a Likert-scale-based questionnaire developed based on indicators of each research variable.

Data analysis involved validity and reliability testing, along with classical assumption tests, including normality, multicollinearity, and heteroscedasticity. Furthermore, multiple linear regression analysis was conducted to determine the extent of the influence of the independent variables on employee productivity by assessing the model's significance through the F-test and t-test. The coefficient of determination (R^2) was also calculated to measure the contribution of the independent variables to the variation in productivity. Through this approach, the study aims to provide an empirical overview of the factors influencing employee productivity in the pharmaceutical sector, as well as a foundation for formulating strategies to enhance organizational performance.

RESULTS AND DISCUSSION

Hypothesis Testing

Model Test (F Test)

The F test aims to determine the joint influence between independent variables on the dependent variable. The results of the ANOVA analysis show that the regression model involving predictor variables of work environment, leadership style, and work ethic significantly influences the dependent variable, namely employee productivity. The F value obtained is 26.709 with a significance level of 0.000, which is below the threshold of $\alpha = 0.05$. This indicates that the overall regression model is significant and can explain variability in employee productivity. The Regression *Sum of Squares* of 372.409 indicates the proportion of

variance explained by the model, while the Residual Sum of Squares of 362.530 describes the variance not explained by the model.

Table 1. 1Test (ANOVA)

Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	372.409	3	124.136	26.709
	Residual	362.530	78	4.648	
	Total	734.939	81		

a. Dependent Variable: y

b. Predictors: (Constant), x3, x1, x2

Based on the F-test results, it can be concluded that the independent variables—organizational change, leadership style, and work environment—simultaneously have a significant influence on employee productivity. The developed regression model can reliably predict employee productivity based on these three variables, thus supporting the relevance of this study in identifying factors that influence workplace productivity.

Regression Coefficient Test

First, The Effect of Organizational Change on Employee Productivity: The purpose of this study is to evaluate the effect of organizational change on employee productivity at PT KSP. The proposed hypothesis states that organizational change has a significant positive effect on employee productivity. The test results show a regression coefficient value of 0.271 with a t-value of 3.826 and a p-value of 0.000. Because the test uses a one-way approach, the p-value must be divided by two, resulting in a value of 0.000, which is smaller than the 0.05 significance level. These findings confirm that organizational change has a significant positive effect on employee productivity. In other words, the better the implementation of organizational change, the higher the employee productivity.

Second, the Influence of Leadership Style on Employee Productivity: This study also aims to test whether leadership style affects employee productivity. The hypothesis is that leadership style has a significant positive influence on employee productivity. The results of the analysis show a positive regression coefficient of 0.031 with a t-value of 0.437 and a p-value of 0.664. After the p-value is divided by two due to one-way testing, the value becomes 0.332, which is greater than the 0.05 significance level, meaning there is no significant influence. This finding indicates that in the context of this study, leadership style has a positive but insignificant influence on employee productivity.

Table 2. 2Coefficient Test

Model	Unstandardized Coefficients	Std. Error	Standardized Coefficients	Beta	t	Sig.
B						
(Constant)	15.658	3.072			5.096	.000
x1	.271	.071	.373		3.826	.000
x2	.031	.071	.052		.437	.664
x3	.319	.079	.427		4.020	.000

a. Dependent Variable: y

Third, the Influence of the Work Environment on Employee Productivity: This study also tested the hypothesis that the work environment has a significant positive influence on employee productivity. The results of the regression test showed a regression coefficient of 0.319 with a t-value of 4.020 and a p-value of 0.000. Because the test was one-tailed, the p-value remained significant at the 0.05 level. This finding indicates that the work environment has a very strong positive influence on employee productivity. In other words, the better the work environment, the greater its contribution to productivity.

Based on the regression analysis, this study found that organizational changes and the work environment had a significant positive effect on employee productivity, while leadership style had a positive but insignificant effect. These results provide insight that creating a conducive work environment for employees is a key step in improving employee productivity at PT KSP.

Coefficient of Determination Test

The coefficient of determination is used to see how much the independent variable contributes to the dependent variable. In other words, the value of the coefficient of determination is used to measure the magnitude of the contribution of the variables studied X (X1, X2, and X3) and Y as the dependent variable. The greater the value of the coefficient of determination, the better the ability of the X variables (X1, X2, and X3) to explain the Y variable. If the determination is greater and approaches 1, then the influence of the X variables (X1, X2, and X3) is large on the Y variable. Conversely, if the determination is smaller and approaches 0, then it can be said that the influence of the X variables (X1, X2, and X3) on the Y variable is smaller.

The coefficient of determination test results show that the RRR value is 0.712 and the R2 is 0.507. This means that 50.7% of the variation in employee productivity can be explained by the independent variables, namely organizational change, leadership style, and work environment. Meanwhile, the remaining 49.3% is influenced by other variables outside this study. The adjusted R2, which takes into account the number of independent variables and sample size, has a value of 0.488, indicating that this model remains robust and relevant even considering these factors. The standard error of the estimate value of 2.15588 indicates a relatively small level of inaccuracy in the model's predictions. The results of the determination test can be seen in Table 3 below.

Table 3. 3of Determination Coefficient

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.712	.507	.488	2.15588

a. Predictors: (Constant), x3, x1, x2

b. Dependent Variable: y

These results conclude that the regression model has high power in explaining the influence of organizational change, leadership style, and work environment on employee productivity. These variables contribute significantly to variations in employee productivity, suggesting that a focused approach to managing these factors can substantially improve productivity at PT KSP.

Discussion

The Impact of Organizational Change on Employee Productivity

The results of the regression analysis show that the organizational change variable has a coefficient value of $B = 0.271$, a Beta value of 0.373, and a significance level of $p = 0.000$ (<0.05). These findings indicate that organizational change has a positive and significant effect on employee productivity in the pharmaceutical industry at PT KSP. In other words, the better the implementation of organizational change, the higher employee productivity.

Based on the perspective of Armenakis & Bedeian, organizational change can be viewed from three main dimensions: changes in organizational structure, work procedures, technology, and policies. In the context of this research, variables such as changes in organizational structure and changes in work systems have been shown to directly impact productivity through task adjustments and more efficient workflows. This is relevant to the characteristics of the pharmaceutical industry, which has strict regulations and a high level of competition, requiring companies to adapt quickly. One form of implementation is seen in the provision of training and guidance during the change process, which according to Armenakis & Bedeian is a crucial factor in increasing employee readiness and acceptance of these changes.

Similarly, Hayes in *The Theory and Practice of Change Management* emphasized that organizational change should be viewed as a continuous process. The success of this process depends heavily on individual readiness for change, effective communication in minimizing resistance, and consistent management support from start to finish. In this study, indicators such as encouragement to improve self-competence and changes in work culture indicate that individual readiness increases post-change. This condition supports Hayes's view that the success of change is influenced by the organization's ability to build a sense of urgency and strengthen employees' adaptive capacity.

Thus, the findings of this study confirm that organizational change is not merely administrative restructuring, but a strategy that has a significant impact on productivity improvement. Implementing changes that align with the conceptual framework of Armenakis & Bedeian and the principles of continuous change management proposed by Hayes has the potential to create efficiencies, improve skills, and foster an adaptive work culture amidst the dynamics of the pharmaceutical industry.

The Influence of Leadership Style on Employee Productivity

The second research objective aims to investigate whether leadership style affects employee productivity at PT KSP, with the hypothesis indicating a significant and positive relationship. Based on the analysis results, the leadership style variable shows a positive regression coefficient of 0.031 with a t -value of 0.437 and a p -value of 0.332 (one-tailed test), which is above the 0.05 significance level. This finding indicates that although the direction of the relationship formed is positive, meaning that leadership style tends to encourage increased employee productivity, this influence is not statistically significant in the context of this study.

According to Banks, an effective leadership style can influence employee performance by providing clear direction, motivation, and emotional support. However, these effects can vary depending on contextual factors, such as task characteristics, organizational culture, and

employee autonomy. In the pharmaceutical industry, which has strict work standards and highly structured operational processes, the role of leadership may be less dominant than work system factors or procedural changes that more directly impact productivity.

Hoch added that transformational leadership styles tend to have a positive influence on performance, especially if leaders are able to inspire a shared vision, encourage innovation, and provide individualized attention. However, when this relationship is not significant, it may be due to low variation in leadership styles or because employees rely more on standard procedures than on the leader's direction in carrying out their tasks.

Furthermore, Wang explained that leadership effectiveness in increasing productivity is influenced by employee engagement and perceptions of fairness. If employee engagement is already high due to other factors, such as organizational changes and a conducive work environment, the additional effect of leadership style on productivity may be statistically less visible.

Thus, the results of this study indicate that although leadership style has a positive relationship with employee productivity, this influence is not significant in the context of the pharmaceutical industry studied. This may be due to the dominance of other factors, such as organizational change and the work environment, which were shown to have a significant influence in this study. This finding aligns with the literature, which states that the effectiveness of leadership style is contextual and can be reduced when structural and procedural factors play a more dominant role in productivity.

The Influence of Work Environment on Employee Productivity

The results of this study demonstrate that the work environment has a positive influence on employee productivity, although the level of influence is relatively low. A conducive work environment, which includes physical comfort, psychological safety, and supportive social relationships, has been shown to improve employee performance and efficiency. These findings confirm that creating and maintaining an optimal work environment is a crucial factor in driving employee productivity and organizational success, particularly in the pharmaceutical industry, which demands high levels of quality and accuracy.

From a theoretical perspective, these results are consistent with Blau's *Social Exchange Theory*, which posits that a positive work environment fosters trust and reciprocity between the organization and employees. This reciprocity encourages employees to contribute more to their work. However, consistent with this theory, this positive influence can be limited by external factors such as task complexity, high workload, or differences in individual abilities that moderate the relationship.

Furthermore, these findings align with *Work Value Theory* (Schneider), which emphasizes that value alignment between individuals and organizations can increase productivity. In the context of this study, this value alignment can be seen in adherence to quality standards, commitment to work ethics, and an integrated work culture. However, its impact on productivity can be weakened if there is a mismatch in certain aspects, such as a work culture that is not fully adaptive or leadership practices that do not fully support employee engagement.

Thus, although the work environment has a positive influence on employee productivity, its relatively low effect suggests that this factor is not independent. Other variables such as

organizational change, leadership style, and managerial support also play a significant role in shaping productivity, particularly in highly regulated sectors like the pharmaceutical industry.

The Influence of Organizational Change, Leadership Style and Work Environment on Employee Productivity

The calculation results show that the value of a (constant) is 15.658. This indicates that if the variables of organizational change (X1), leadership style (X2), and work environment (X3) are zero, then employee productivity (Y) is already at the level of 15.658. This indicates that there are other factors outside the three independent variables that also contribute to the level of employee productivity.

In this model, the regression obtained is $Y = 15.658 + 0.271 X1 + 0.031 X2 + 0.319 X3$: Organizational Change (X1) with a coefficient of 0.271 indicating that every one unit increase in organizational change will increase employee productivity by 0.271, assuming other variables are constant.

Leadership Style (X2) with a coefficient of 0.031 shows that every one unit increase in leadership style will increase employee productivity by 0.031, assuming other variables are constant.

Work Environment (X3) with a coefficient of 0.319 shows that every one unit increase in the work environment will increase employee productivity by 0.319, assuming other variables are constant.

The R² coefficient of determination of 0.488, or 48.8%, indicates that organizational change, leadership style, and work environment simultaneously explain 48.8% of the variation in employee productivity. Meanwhile, the remaining 51.2% is influenced by other variables outside the research model. This indicates that although these three variables have a significant influence, there are still other factors that need further exploration to fully understand employee productivity.

Overall, the results of this analysis can be concluded that organizational change, leadership style, and the work environment collectively have a significant positive impact on employee productivity. This finding underscores the importance of management's role in managing change, implementing effective leadership styles, and creating a conducive work environment to sustainably improve employee performance and productivity.

CONCLUSION

This study confirms that organizational change has a significant and positive impact on employee productivity, with structured, participatory, and employee-oriented change processes enhancing productivity levels by minimizing resistance, improving adaptation, and fostering effective work behaviors. While leadership style positively influences the work environment, it does not significantly affect productivity, possibly due to other influential factors like work systems, facilities, or intrinsic motivation. Furthermore, both physical and non-physical aspects of the work environment, such as comfortable facilities, supportive resources, and healthy interpersonal relationships, contribute positively to employee productivity by boosting motivation and work effectiveness. Future research could explore the influence of intrinsic motivation and other workplace factors, such as organizational culture and employee engagement, on productivity within different industries.

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