

Challenges and Impact of Adaptive Leadership Styles on Employee Engagement and Organizational Culture

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Abstract

Adaptive leadership has become increasingly important in organizations that must respond to dynamic work environments and diverse employee needs. In the hospitality sector, leadership practices play a crucial role in shaping employee engagement and organizational culture, which are essential for sustaining service quality and organizational performance. This study aimed to examine the challenges and impact of adaptive leadership styles on employee engagement and organizational culture in selected hotels and resorts in Quezon Province. Specifically, it assessed adaptive leadership in terms of emotional intelligence, character, organizational justice, and development; determined its impact on employee work engagement and organizational culture; examined the relationships among adaptive leadership, employee engagement, and organizational culture; identified leadership challenges; and proposed an employee empowerment program. The study employed a mixed-methods convergent parallel research design combining descriptive-correlational quantitative analysis and qualitative thematic analysis. The respondents included 252 participants composed of 231 employees and 21 managers from selected hospitality establishments, while 15 managers participated in in-depth interviews. Data were collected through a validated survey questionnaire and interview guide and analyzed using weighted mean, standard deviation, Likert scale interpretation, Pearson r correlation, and thematic coding. Results showed that adaptive leadership positively influenced employee engagement (overall mean = 4.21) and organizational culture (overall mean = 4.21). Correlation analysis revealed significant positive relationships between adaptive leadership and employee engagement ($r = .744, p = .000$), adaptive leadership and organizational culture ($r = .786, p = .000$), and employee engagement and organizational culture ($r = .817, p = .000$). Qualitative findings further indicated that managers demonstrate adaptive leadership through emotional intelligence, empathy, ethical decision-making, and employee development practices, although challenges such as communication barriers, diverse employee personalities, and balancing organizational and employee needs were also reported. In conclusion, findings suggest that adaptive leadership significantly contributes to strengthening employee engagement and cultivating a positive organizational culture in hospitality organizations.

Keywords: Adaptive Leadership, Employee Engagement, Organizational Culture, Hospitality Management, Employee Empowerment, Pearson R Correlation



I. INTRODUCTION

Adaptive leadership refers to a leadership approach that emphasizes flexibility, responsiveness, and the capacity to adjust strategies according to changing circumstances. In the hotel and resort industry, this leadership style is particularly significant because it enables leaders to foster employee engagement and strengthen organizational culture, both of which are essential for sustaining competitive advantage. Employee engagement involves the physical, emotional, and cognitive commitment of staff to their work, shaping motivation, satisfaction, and performance. Organizational culture, on the other hand, encompasses the shared norms, values, and behaviors that guide how employees interact and perform within the workplace. Adaptive leadership acts as the connecting thread between these two variables, as leaders who practice adaptability can create a culture that motivates employees while ensuring their engagement aligns with organizational goals. This relationship ultimately contributes to better guest experiences and operational success in hospitality settings. In the hotel and resort industry, where guest satisfaction and service excellence are paramount, leadership plays a crucial role in shaping employee engagement and organizational culture. Characterized by flexibility, empathy, and continuous improvement, adaptive leadership is particularly important in meeting changing customer demands and evolving service standards. Through adaptive leadership, employees are more motivated to engage with their tasks and commit to organizational goals, ultimately driving superior guest experiences and operational success. Moreover, adaptive leadership fosters employee engagement by creating an inclusive and empowering work environment that encourages participation and innovation while strengthening organizational culture through trust, collaboration, and resilience.

In the Philippines, recent studies highlight the increasing emphasis on employee happiness and organizational productivity, particularly in the services and hospitality sectors. Organizations are realizing that employee well-being is closely tied to overall performance and customer satisfaction. Charles-Leija (2023) indicate that meaningful work, recognition, and supportive leadership significantly contribute to employee happiness, engagement, and productivity. Similarly, Kurdi et al. (2020) emphasized that in the hospitality industry, employee satisfaction strongly influences service quality, which directly affects customer loyalty and business outcomes. Current trends also show that Filipino workers are demanding more work-life balance, professional development, and inclusive leadership practices, making adaptive leadership a timely and necessary approach for addressing these evolving expectations.

Despite its importance, there is still limited research in the Philippine hospitality context that directly examines how adaptive leadership influences both employee engagement and organizational culture. While adaptive leadership has been studied in other sectors, the specific dynamics within hotels and resorts remain underexplored. This creates a gap in understanding how managers can effectively apply adaptive leadership principles to address employee needs while maintaining a strong and consistent organizational culture. Addressing this gap is particularly important because leadership practices in hospitality organizations directly influence employee motivation, teamwork, and service delivery.

This study therefore aims to examine the impact of adaptive leadership styles on employee engagement and organizational culture in selected hotels and resorts in Quezon Province. By analyzing how leadership practices influence employee engagement and organizational culture,



the study seeks to provide insights into how hospitality organizations can improve leadership effectiveness, strengthen workplace relationships, and enhance overall organizational performance.

The study is expected to contribute valuable insights at multiple levels. For companies, it will provide actionable recommendations for improving leadership practices, employee development, and retention strategies. For the hospitality industry, the study will offer a framework linking adaptive leadership with service quality and organizational resilience. From an academic perspective, it will expand the body of knowledge on leadership approaches in the Philippine context by providing empirical evidence and practical applications. The anticipated output includes the development of an employee development and empowerment program tailored for hotels and resorts, which will help managers better align their leadership styles with organizational values while enhancing employee engagement and organizational culture.

Statement of the Problem

The present study assessed the impact of adaptive leadership styles on employee engagement and organizational culture.

Specifically, it seeks to answer the following:

1. How do respondents assess the adaptive leadership styles of the managers in terms of the following principles:
 - 1.1 Emotional Intelligence?
 - 1.2 Character?
 - 1.3 Organizational Justice?
 - 1.4 Development?
2. What is the assessment of the respondents on the impact of adaptive leadership styles exhibited by their managers on their level of work engagement in term of:
 - 2.1 Physical Engagement?
 - 2.2 Emotional Engagement?
 - 2.3 Cognitive Engagement?
3. What is the assessment of the respondents on the impact of adaptive leadership styles exhibited by their managers on Organizational Culture with regards to the following components:
 - 3.1 Norms and Values?
 - 3.2 Beliefs and Stances?
 - 3.3 Behavioral Disposition?
4. Is adaptive leadership style of the manager significantly related on employee's engagement and organizational culture?
5. What challenges and problems do the respondents encountered in relation to the adaptive leadership style of their managers, their work engagement, and the organization's culture?
6. Based on the findings and results of the study, what employee empowerment program shall be proposed to the selected organizations?



Hypothesis

The hypothesis of the study is tested at .05 Level of Significance:

Ho: Adaptive leadership styles of the manager have no significant relationship on employee's engagement and organizational culture.

II. MATERIALS and METHODS

Materials and methods are inclusive of research design, participants of the study, instrument, procedure, and data analysis.

Research Design

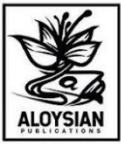
The researcher employed a mixed-methods research design, specifically a convergent parallel design, to achieve the study's objectives. This approach involved the simultaneous collection and analysis of quantitative and qualitative data, followed by integration and comparison of the findings. The mixed-methods design was chosen because it allows for a more comprehensive understanding of the research problem, capturing not only measurable relationships among variables but also the experiences, perceptions, and contextual insights of employees and managers in hospitality settings (Dawadi et al., 2021).

The quantitative component utilized a descriptive correlational design, which examines the strength and direction of relationships between variables without manipulating them (Bhandari, 2023). This aspect of the study enabled the researcher to collect, assess, and analyze numerical data regarding how adaptive leadership styles influence employees' work engagement and the organizational culture of hotels and resorts. Correlational analysis allowed for identifying the degree to which leadership practices, engagement, and culture are associated, providing a clear statistical foundation for understanding these relationships.

The qualitative component was necessary to complement the quantitative findings by capturing employees' and managers' personal experiences, perceptions, and challenges related to adaptive leadership, engagement, and culture. Open-ended survey questions and follow-up discussions provided context to the numerical data, uncovering nuances in leadership practices, workplace dynamics, and organizational culture that cannot be fully measured through standardized scales alone. By integrating both quantitative and qualitative data, the study provides a richer, more nuanced understanding of adaptive leadership's impact in hospitality settings, ensuring that the results are both statistically sound and grounded in real-world employee experiences.

Respondents of the Study

The respondents of the study were drawn from three selected hotels and resorts in Quezon Province: The Seves Hotel & Resort, Queen Margarett Hotel, and Fisherslake Hotel & Restaurant. The total population comprised 289 employees and 21 managers/supervisors; from this, a sample of 231 employees and the entire 21 managers/supervisors participated in the quantitative phase of the study. Specifically, 70 out of 84 employees and all 5 managers from The Seves Hotel & Resort, 98 out of 130 employees and all 8 managers from Queen Margarett



Hotel, and 63 out of 75 employees and all 8 managers from Fisherslake Hotel & Restaurant were included, resulting in a total of 252 survey respondents. Furthermore, for the qualitative component, fifteen (15) respondents were purposively selected from the total sample to participate in in-depth interviews to provide richer insights and support the quantitative findings.

Respondents were selected based on the following criteria:

1. Employment in the selected hotels and resorts;
2. At least one year of tenure in the organization;
3. Positions that allow interaction with leadership practices;
4. Basic understanding of adaptive leadership and organizational culture;
5. Availability and willingness to participate in the study?

Research Instrument

A survey questionnaire made by the researcher served as the study's primary research instrument to gather the necessary information. Based on the research's title and supported by the studies and publications obtained, this survey questionnaire was developed in response to the study's stated problem. The survey questions were formulated based on the order in which the problem statement is presented in Chapter 1.

The survey questionnaire consists of four (4) essential parts.

1st Part. This pertains to the respondents' assessment on the adaptive leadership styles of their managers in the workplace;

2nd Part. This part determines the respondents' assessment of how these adaptive leadership styles impact their work engagement;

3rd Part. This part is intended to assess how these adaptive leadership styles impact the organizational culture;

4th Part. This last part distinguishes the challenges and problems do the respondents encounter in relation to the adaptive leadership style of their managers, their work engagement, and the organization's culture.

The survey questionnaire was carefully designed to capture both employees' and managers' perspectives. Employees responded based on their experiences with the leadership behaviors of their managers, while managers provided self-assessments of their own leadership practices. The items were adapted from established and validated instruments on adaptive leadership, work engagement, and organizational culture, with modifications to suit the hospitality industry context. To ensure content validity, the questionnaire was reviewed by three experts in leadership and organizational management for clarity, relevance, and alignment with the study objectives. A pilot test was conducted with a small sample of employees and managers, and the results demonstrated high reliability, with Cronbach's alpha values ranging from 0.82 to 0.89 across the four sections, confirming the instrument's consistency and suitability for the study.

Procedures

In gathering data, the researcher consolidated the following data-gathering procedures:

1. Upon the validation and test/finalization of the survey, the researcher prepared a letter of permission to the different companies, asking for permission to conduct and gather data from chosen and qualified study respondents. The researcher submitted the letter immediately;

2. The study's respondents also provided a letter containing assurance that their data and information would be treated with privacy and would only be used for this study. It was written on the first page of the survey questionnaire;
3. Respondents were briefed on how to answer the survey questionnaire when surveyed face-to-face, and clear instructions were also be provided for those who completed the online form;
4. Given a specific period, data was gathered, tabulated, presented, analyzed, and interpreted, providing valuable information about the study;
5. In conducting the study, the researcher adheres to ethical values and observed the proper research etiquette;
6. All the ideas and concepts that are used by the researcher in this study was acknowledged and recognized through proper citations and included in the references presented in the appendices of this study.

Data Analysis

Data were summarized, classified, and tabulated using both descriptive and inferential statistical techniques. Standard deviation was used to assess the variation in respondents' assessments, measuring the degree of dispersion of a dataset relative to its mean value, and was applied in analyzing the first three statements of the problem. The weighted mean was utilized to determine the central tendency of responses since each questionnaire item was assigned a numerical value, and this was also used in analyzing the first three research questions. Likert scales were used to measure respondents' attitudes and levels of agreement regarding leadership practices, employee engagement, and organizational culture. Pearson r correlation was employed to determine the relationship between adaptive leadership styles and employee engagement and organizational culture, where the correlation coefficient ranges from -1 to 1 , indicating the strength and direction of the relationship between variables. The data were analyzed using the Statistical Package for Social Sciences (SPSS) Version 27, with computations supported by Microsoft Excel. The hypothesis was tested at a 0.05 level of significance, wherein the null hypothesis was accepted if the p-value was greater than 0.05 and rejected if the p-value was less than or equal to 0.05.

III. RESULTS

Table 1

Assessment in the Impact on Work Engagement

INDICATORS	CLASSIFICATION	MEAN	SD	INTERPRETATION	RANK
1. Physical Engagement	Employees	4.20	0.72	Agree	1
	Managers	4.48	0.55	Agree	
	Combined	4.23	0.71	Agree	
2. Emotional Engagement	Employees	4.19	0.73	Agree	2
	Managers	4.46	0.52	Agree	
	Combined	4.21	0.72	Agree	
3. Cognitive	Employees	4.18	0.76	Agree	3
	Managers	4.34	0.55	Agree	

Engagement	Combined	4.19	0.75	Agree	
Overall Mean	Employees	4.19	0.74	Agree	
	Managers	4.43	0.54	Agree	
	Combined	4.21	0.73	Agree	

**LEGEND: STRONGLY AGREE (=4.51-5.0); AGREE (=3.51-4.50);
MODERATELY AGREE (=2.51-3.50); DISAGREE (=1.51-2.50);
STRONGLY DISAGREE (=1.0-1.50)**

Table 1 presents the assessment of the impact of adaptive leadership on work engagement. All indicators were rated Agree, with a composite mean of 4.21 (SD = 0.73), reflecting a generally positive perception of leadership's influence across physical, emotional, and cognitive engagement. The highest-rated dimension, Physical Engagement, received a combined mean of 4.23 (SD = 0.71), with employees rating it 4.20 (SD = 0.72) and managers 4.48 (SD = 0.55). The lowest-rated dimension, Cognitive Engagement, has a combined mean of 4.19 (SD = 0.75), with employees rating it 4.18 (SD = 0.76) and managers 4.34 (SD = 0.55). While still positive, this slightly lower rating indicates that adaptive leadership has a more moderate impact on mental involvement, problem-solving, and sustained focus.

Table 2
Assessment in the Impact on Organizational Culture

INDICATORS	CLASSIFICATION	MEAN	SD	INTERPRETATION	RANK
1. Norms and Values	Employees	4.21	0.70	Agree	1
	Managers	4.45	0.54	Agree	
	Combined	4.23	0.69	Agree	
2. Belief and Stances	Employees	4.17	0.69	Agree	3
	Managers	4.38	0.62	Agree	
	Combined	4.18	0.69	Agree	
3. Behavioral Disposition	Employees	4.19	0.72	Agree	2
	Managers	4.44	0.55	Agree	
	Combined	4.21	0.71	Agree	
Overall Mean	Employees	4.19	0.70	Agree	
	Managers	4.42	0.57	Agree	
	Combined	4.21	0.70	Agree	

**LEGEND: STRONGLY AGREE (=4.51-5.0); AGREE (=3.51-4.50);
MODERATELY AGREE (=2.51-3.50); DISAGREE (=1.51-2.50);
STRONGLY DISAGREE (=1.0-1.50)**

Table 2 presents the assessment of the impact of adaptive leadership on organizational culture. All indicators were rated Agree, with a composite mean of 4.21 (SD = 0.55), reflecting generally positive perceptions of cultural influence. The highest-rated dimension, Norms and Values, received a combined mean of 4.23 (SD = 0.69), with employees rating it 4.21 (SD = 0.70) and managers 4.45 (SD = 0.54). The lowest-rated dimension, Beliefs and Stances, has a combined mean of 4.18 (SD = 0.69), with employees rating it 4.17 (SD = 0.69) and managers 4.38 (SD =

0.62). While still positive, this slightly lower score suggests that deeper, internalized cultural beliefs are less consistently experienced or applied by employees.

Table 3
Significant Relationship between Adaptive Leadership Style, Employee Engagement and Organizational Culture

Variable Tested		R-Value	Degree of Correlation	Sig Value (2 tailed)	Decision on HO	Interpretation
Adaptive Leadership Style	Employee Engagement	.744	Strong Positive	.000	Reject/Ho not Supported	Significant
	Organizational Culture	.786	Strong Positive	.000	Reject/Ho not Supported	Significant
Employee Engagement	Organizational Culture	.817	Very Strong Positive	.000	Reject/Ho not Supported	Significant

Table 3 presents the correlation analysis among Adaptive Leadership Style, Employee Engagement, and Organizational Culture. The results reveal strong positive relationships: Adaptive Leadership Style correlates with Employee Engagement ($r = .744$) and Organizational Culture ($r = .786$), while Employee Engagement and Organizational Culture demonstrate an even stronger correlation ($r = .817$), with all p-values reported as .000. These findings indicate that when adaptive leadership practices are strengthened, both engagement and culture improve considerably, and that employee engagement and organizational culture are closely intertwined in the hospitality context.

Table 4
Managers' Emotional Intelligence in Handling Workplace Stress

Theme	Defining Elements	Recurrences	Key Informants
Calmness and Composure	<i>"Stay calm."</i>	4	KI2, KI10, KI11, KI12,
	<i>"Just be calm."</i>		
	<i>"I calm myself."</i>		
	<i>"Maintain professional composure."</i>		
Mental	<i>"Focus on the facts, not feelings."</i>	4	KI8, KI9,

Reframing and Analysis	<i>“Analyze the current situation before coming up with a proper solution.”</i> <i>“Prioritize proper tasking.”</i> <i>“Focus on the present.”</i>		KI13, KI15
Pausing and Breathing	<i>“I step aside and listen.”</i> <i>“Go out to breathe.”</i> <i>“I give enough time to breathe before thinking of a solution.”</i>	3	KI3, KI6, KI7
Personal and Spiritual Coping	<i>“Pray.”</i> <i>“I go home and focus on my part-time business.”</i> <i>“I rely on communication.”</i>	3	KI1, KI4, KI14

Table 4 presents the managers' emotional intelligence in handling workplace stress, analyzed through a systematic qualitative coding and thematic analysis process. Interview transcripts from the fifteen (15) selected key informants were first transcribed verbatim and subjected to open coding to identify significant statements related to stress management. Similar codes (e.g., “stay calm,” “control emotions,” “focus before reacting”) were grouped into categories, which were then consolidated into overarching themes through axial and selective coding. Frequency counts were generated to determine recurrence of themes across participants, thereby identifying dominant coping patterns. The analysis revealed that “Calmness and Composure” and “Mental Reframing and Analysis” emerged as the most prominent themes, each with four recurrences among key informants.

Table 5
Managers' Demonstration of Empathy and Concern Toward Employees

Theme	Defining Elements	Recurrences	Key Informants
Active Listening	<i>“I listen to them actively and express my concerns.”</i> <i>“Listening.”</i> <i>“By listening with interest.”</i> <i>“By listening to their needs or concerns first.”</i>	6	KI2, KI4, KI7, KI11, KI12, KI14

	<i>“Balance and listen to all sides of the story.”</i> <i>“Listening to them”</i>		
Approachability and Open Communication	<i>“Open communication and they can come to my office anytime they need.”</i> <i>“By being approachable and taking time to listen when my members express concerns.”</i> <i>“I always make sure that they feel that they are heard and valued.”</i>	3	KI3, KI6, KI8
Empathy and understanding	<i>“I put myself in the situation of my employees.”</i> <i>“Try to pay attention and understand people even when you do not agree with them.”</i> <i>“Show you care and understand their situation.”</i>	3	KI9, KI10, KI15
Physical/ Non-verbal Expressions of Concern	<i>“By simple tapping of their shoulders / showing of my concern and acknowledgment of their work.”</i> <i>“I talked and asked about the problem to him and how can I help and listen to him.”</i>	2	KI5, KI14

Table 5 presents the managers' demonstration of empathy and concern toward employees, analyzed using a rigorous qualitative coding and thematic analysis procedure. The interview responses of the fifteen (15) key informants were transcribed verbatim and examined through open coding to extract significant statements related to empathetic leadership behaviors. Initial codes such as “listen first,” “hear both sides,” “be approachable,” “understand their feelings,” and “show concern through gestures” were identified and clustered into related categories. Through axial coding, these categories were refined and organized into broader themes, and recurrence counts were generated to determine the prominence of each theme across participants. The analysis revealed that “Active Listening” emerged as the most dominant theme, with six recurrences. This theme encompassed coded responses emphasizing attentiveness, impartiality, and validation of employees' concerns. Statements such as “listening to their needs or concerns

first” and “balance and listen to all sides of the story” illustrate managers’ intentional effort to suspend judgment and prioritize understanding before responding.

Table 6
Managers’ Honesty, Integrity, and Consistency in Dealing with Employees

Theme	Defining Elements	Recurrences	Key Informants
Leading by Example	<p><i>“I am the best example.”</i></p> <p><i>“I am always trying to lead by example and be honest with my teams about their expectations and feedbacks.”</i></p> <p><i>“Be a role model.”</i></p>	3	KI1, KI7, KI12
Transparency in Actions and Decisions	<p><i>“Being transparent.”</i></p> <p><i>“Being transparent and fair in my decisions.”</i></p> <p><i>“Asking the coworkers to elaborate what is talking about the situation and discuss about transparency, decision neutral.”</i></p> <p><i>“Being truthful and transparent.”</i></p> <p><i>“Honesty, I believed in being transparent with my team.”</i></p>	5	KI2, KI5, KI9, KI14, KI13
Fairness and Consistency	<p><i>“Consistent.”</i></p> <p><i>“Work without seeing anybody.”</i></p> <p><i>“Treat them fairly and teach them the proper way to approach work.”</i></p> <p><i>“Honesty and integrity.”</i></p> <p><i>“Integrity, doing the right thing even no one is watching. Consistency is key to building a stable trusting work environment.”</i></p>	5	KI8, KI10, KI11, KI15, KI13
Acceptance of Mistakes	<p><i>“I am not afraid to make mistakes I learned from it.”</i></p>	2	KI3, KI4

and Self-awareness	<i>"I accept weaknesses."</i>		
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Table 6 presents the managers' demonstration of honesty, integrity, and consistency in dealing with employees, analyzed through a systematic qualitative coding and thematic analysis approach. The interview transcripts from the fifteen (15) key informants were first transcribed verbatim and subjected to open coding to identify meaningful statements related to ethical leadership behaviors. Initial codes such as "be transparent," "treat everyone fairly," "do the right thing," "set a good example," and "admit mistakes" were generated. These codes were then grouped into related categories and refined through axial coding to develop broader themes. Recurrence counts were used to determine the prominence of each theme across participants, thereby identifying dominant ethical leadership patterns.

Table 7
Managers' Perception of Fairness and Justice in Decision-Making

Theme	Defining Elements	Recurrences	Key Informants
Commitment to Fairness and Equality	<i>"No favoritism."</i> <i>"I believe in fair and equal treatment."</i> <i>"Yes, I do."</i> <i>"Yes because I listen to both sides."</i> <i>"Yes, I am listening to both sides."</i> <i>"Equal treatment"</i>	6	KI1, KI3, KI4, KI9, KI10, KI14
Transparency and Inclusive Decision-Making	<i>"I evaluate and assess everything."</i> <i>"YES, because I consider them before making one."</i> <i>"Is all about transparency, decision must be neutral."</i> <i>"Yes, I strive to ensure that all of my decisions are fair, just and grounded in consistency and transparency."</i> <i>"I talk to all employees before making a decision."</i>	6	KI2, KI5, KI6, KI7, KI11, KI12

Conditional or Situational Fairness	<i>"Sometimes but depending on the situation."</i>	3	KI8, KI13, KI15
	<i>"Depends on the situation"</i>		
	<i>"If there is a need sometimes"</i>		

Table 7 depicts the managers' perceptions of fairness and justice in decision-making, analyzed through a structured qualitative coding and thematic analysis process. The responses from the fifteen (15) key informants were transcribed and subjected to open coding to extract significant statements related to fairness, equality, and decision procedures. Initial codes such as "treat everyone equally," "be transparent in decisions," "include employees in discussions," and "it depends on the situation" were identified. These codes were clustered into categories and refined through axial coding to generate overarching themes. Recurrence counts were then used to determine the prominence of each theme, enabling a clearer interpretation of dominant and less dominant perceptions of justice.

Table 8
Opportunities Provided by Managers for Employee Development

Theme	Defining Elements	Recurrences	Key Informants
Training and Skills Development	<i>"Provide trainings."</i>	7	KI1, KI2, KI5, KI6, KI7, KI8, KI9
	<i>"Sending them for seminars."</i>		
	<i>"We attend seminars, EXPO/Trainings outside our workplace."</i>		
	<i>"Providing them trainings and involving them in decisions."</i>		
	<i>"By providing them unlimited trainings and guidance for their growth."</i>		
	<i>"I always look for training online that will enhance their skills and self-confidence."</i>		
	<i>"Conduct management trainings to engage employees how important and the benefits of it."</i>		

Mentoring and Coaching	<i>"I mentor them."</i> <i>"One on one coaching."</i> <i>"Teach them by example and practice them."</i> <i>"Be an example not a boss."</i>	4	KI3, KI4, KI11, KI12
Creating Growth-oriented Environment	<i>"I make it a priority to create an environment where employees are continuously growing both professionally and personally. I do this by offering opportunities that align with their goals strengths and potential."</i>	1	KI13
Incentives and Rewards	<i>"Promotions and rewards."</i> <i>"Boost their morale."</i>	2	KI10, KI14

Table 8 determines the opportunities provided by managers for employee development, analyzed through a comprehensive qualitative coding and thematic analysis procedure. The interview responses of the fifteen (15) key informants were transcribed verbatim and examined using open coding to identify significant statements related to staff development practices. Initial codes such as "provide training," "look for online seminars," "mentor employees," "give incentives," and "encourage growth" were generated. These codes were grouped into related categories and refined through axial coding to form broader themes. Recurrence counts were then computed to determine which developmental strategies were most emphasized across participants, thereby establishing the prominence of each theme.

Table 9
Managerial Practices That Motivate Employees' Physical Energy and Effort

Theme	Defining Elements	Recurrences	Key Informants
Rewards and Recognition	<i>"I have rewards program like best staff of the month."</i> <i>"We have this best employee of the month."</i> <i>"Giving incentives."</i> <i>"Giving both intrinsic and extrinsic"</i>	8	KI2, KI3, KI4, KI6, KI9, KI13, KI14, KI15

	<i>rewards for employees.”</i> <i>“Offer competitive compensation and promotion.”</i> <i>“Recognize and reward effort, trust them to make decisions.”</i> <i>“Giving recognition.”</i> <i>“Motivate them with rewards.”</i>		
Clear Instructions and Goal-setting	<i>“Setting goals clear for them from the moment they are hired.”</i> <i>“By giving them clear instructions for their certain job for the day and giving proper manpower support.”</i>	2	KI1, KI5
Leading by Example	<i>“By giving them daily routine and be their example.”</i>	1	KI7
Encouragement and Positive Reinforcement	<i>“By appreciating their efforts.”</i> <i>“Tell them the positive output and benefits in the end if they will give their best.”</i> <i>“I will never say that they are enough for the work or that they achieve what I want because it will motivate them to do more.”</i>	3	KI8, KI11, KI12

Table 9 presents the managerial practices that motivate employees' physical energy and effort, examined through a systematic qualitative coding and thematic analysis process. The responses from the fifteen (15) key informants were transcribed verbatim and analyzed using open coding to identify meaningful statements related to motivational strategies. Initial codes such as “give rewards,” “recognize effort,” “encourage them,” “set clear goals,” and “lead by example” were generated. These codes were grouped into related categories and refined through axial coding to form broader themes. Recurrence counts were then calculated to determine the prominence of each theme, allowing for the identification of dominant and complementary motivational practices.

Table 10
Leadership Influence on Employee Enthusiasm and Emotional Engagement

Theme	Defining Elements	Recurrences	Key Informants
Employee Involvement and Participation	<p>“Their voices are heard.”</p> <p>“They are present and involved in decision-making during meetings.”</p> <p>“By listening to their ideas and meanings.”</p> <p>“Team building every end of the year.”</p> <p>“Sometime we are having a role playing of our tasks/jobs and by that we are enjoying we are having positive collaboration as a team.”</p> <p>“When executing a plan for event and make it remarkable.”</p>	6	KI1, KI2, KI3, KI6, KI7, KI11
Recognition, Motivation, and Positive Environment	<p>“By showing appreciation and keeping the workplace atmosphere light but productive I help maintain the excitement and motivation.”</p> <p>“Celebrate wins big and small bring energy into communication.”</p> <p>“Always talk to them.”</p> <p>“Lead by example.”</p> <p>“Encourage them to work hard.”</p> <p>“Job promotion for them.”</p>	6	KI4, KI8, KI9, KI13, KI14, KI15
Guidance and Support	<p>“By giving them clear instructions for their certain jobs for the day and giving proper manpower support.”</p> <p>“Yes.”</p> <p>“Yes.”</p>	3	KI5, KI10, KI12

Table 10 presents the leadership influence on employee enthusiasm and emotional engagement, analyzed through a systematic qualitative coding and thematic analysis procedure. The interview data from the fifteen (15) key informants were transcribed verbatim and examined using open coding to identify meaningful statements related to engagement practices. Initial codes such as “listen to their ideas,” “involve them in decisions,” “team building activities,” “recognize their efforts,” and “provide guidance” were generated. These codes were grouped into related categories and refined through axial coding to form broader themes. Recurrence counts were computed to determine the prominence of each theme, thereby identifying the dominant leadership practices that influence employees’ emotional engagement.

Table 11
Leadership Role in Supporting Employee Focus and Cognitive Engagement

Theme	Defining Elements	Recurrences	Key Informants
Clear Instructions and Guidance	<p><i>“Clear in giving commands, rules and instructions.”</i></p> <p><i>“By having clear instructions of their jobs.”</i></p> <p><i>“By guiding them.”</i></p> <p><i>“Setting a goal.”</i></p>	4	KI1, KI7, KI12, KI15
Time and Task Management	<p><i>“Help them how to manage their time and make it more productive.”</i></p> <p><i>“Schedules are balanced.”</i></p> <p><i>“By giving them the right amount of time and work to finish their shift.”</i></p> <p><i>“Encourage employees to manage their time wisely and avoid distractions by creating a supportive organized work environment.”</i></p> <p><i>“Encouraging them to have the list of their tasks so they can track their tasks somehow feel positive and proud when they achieve something.”</i></p> <p><i>“Use productive analysis to identify work flow.”</i></p> <p><i>“Just giving trust to their</i></p>	8	KI2, KI3, KI4, KI5, KI6, KI8, KI9, KI10

	<i>responsibilities.”</i>		
	<i>“By balancing time and schedule”</i>		
Motivation and Active Monitoring	<i>“By motivating them and appreciation.”</i> <i>“Always remind and be active leader.”</i> <i>“Using motivation.”</i>	3	KI11, KI13, KI14

Table 11 examines the leadership role in supporting employee focus and cognitive engagement. The qualitative data were analyzed using thematic coding, where recurring ideas and patterns from key informant statements were systematically identified and grouped into meaningful themes. Initially, the responses were transcribed and subjected to open coding, allowing the researcher to identify individual units of meaning. These codes were then clustered into categories based on conceptual similarity, which formed the basis of the thematic analysis. This rigorous process ensured that the qualitative findings accurately reflected the participants’ perspectives and experiences regarding leadership strategies in employee management.

Table 12
Managerial Strategies to Support Employees’ Physical Needs and Workload

Theme	Defining Elements	Recurrences	Key Informants
Workload Management and Task Allocation	<i>“Shifting/Flexibility.”</i> <i>“Rotation in their duties.”</i> <i>“I make sure their workloads are managed fairly by balancing tasks and preventing unnecessary workloads.”</i> <i>“By talking their side and opinions make a solution for their duties.”</i> <i>“I believed supporting employees physically starts with managing workloads fairly and ensuring no overburdened.”</i> <i>“Giving their schedule of tasks.”</i>	6	KI1, KI2, KI6, KI7, KI8, KI14
Wellness and	<i>“Provide wellness program.”</i>	5	KI2, KI3,

Health Support	<p><i>“Fit test and Zumba exercise or fun run.”</i></p> <p><i>“Provide training.”</i></p> <p><i>“Teamwork, proper rest periods and quality food.”</i></p> <p><i>“Have them a rest day as well.”</i></p>		KI4, KI5, KI15
Resources and Monitoring	<p><i>“As their needs and priority.”</i></p> <p><i>“Coordination with the management and heads.”</i></p> <p><i>“Be a calm leader.”</i></p> <p><i>“I actively monitor and manage workloads. Provide the tools and equipment they need. Encourage breaks and reasonable hours. Offer flexibility.”</i></p>	4	KI10, KI11, KI12, KI13

Table 12 presents managerial strategies aimed at supporting employees’ physical needs and managing workload. The qualitative data were analyzed using thematic coding, where the researcher first conducted open coding of key informant statements to identify meaningful units of information related to workload and well-being strategies. These codes were then grouped into categories with conceptual similarity, which were further synthesized into overarching themes. This systematic process ensured that the analysis captured the depth and nuance of employees’ experiences and leaders’ approaches in addressing physical demands and workload challenges.

Table 13
Leadership Actions That Inspire Employee Commitment to Work

Theme	Defining Elements	Recurrences	Key Informants
Leading by Example and Role Modeling	<p><i>“I share my own success story.”</i></p> <p><i>“By being their model.”</i></p> <p><i>“Me as best example.”</i></p> <p><i>“Lead with purpose and vision. Involve them in decision-making. Foster a safe and trusting</i></p>	4	KI1, KI11, KI13, KI15

	<i>environment. Recognize. Support learning and growth."</i>		
Guidance, Coaching, and Motivation	<i>"By guiding them."</i> <i>"I motivate them so they can grow."</i> <i>"By coaching them and elevate their position."</i> <i>"By asking them personally what they think is the way of working to make it easier but effective."</i>	4	KI2, KI4, KI5, KI7
Creating a Supportive and Collaborative Environment	<i>"Create family atmosphere."</i> <i>"By creating an environment of trust, respect and appreciation, employees become more motivated to put their full effort, emotions and creativity into their work."</i> <i>"Collaboration with employees and show that they are important and valued."</i> <i>"By sharing ideas and give some instances."</i> <i>"Give time for them to speak and free to give their opinions and let them contribute."</i> <i>"Speak to the management and make a decision."</i>	6	KI3, KI6, KI8, KI9, KI10, KI12, KI14

Table 13 presents leadership actions that inspire employee commitment to work. The qualitative data were analyzed through a systematic thematic coding process. Initially, key informant responses were transcribed and subjected to open coding to identify meaningful units of information related to leadership behaviors and team management practices. These initial codes were then grouped into categories based on conceptual similarity, which were further refined into overarching themes. This approach ensured that the analysis not only captured the frequency of specific leadership strategies but also reflected the depth and nuances of how leaders influence employee commitment.

Table 14
Promotion of Shared Values and Common Goals Within the Team

Theme	Defining Elements	Recurrences	Key Informants
Clear Communication of Vision and Goals	<p><i>“Always instill them the vision-mission of the company.”</i></p> <p><i>“Clearly communicating our goal. Making sure individual efforts align with each other.”</i></p> <p><i>“By communicating our vision clearly and consistently, during the meetings I always remind the team how each individual contributes for the success of our organization.”</i></p> <p><i>“Clearly define and communicate the team’s purpose.”</i></p>	4	KI3, KI6, KI8, KI13
Leading by Example and Actions	<p><i>“Seen through action.”</i></p> <p><i>“By setting an example through my own actions.”</i></p> <p><i>“Guiding decisions and behaviors.”</i></p>	3	KI4, KI9, KI14
Team Collaboration and Participation	<p><i>“Daily briefing.”</i></p> <p><i>“We are gathered and shared our thoughts.”</i></p> <p><i>“Create culture within our team.”</i></p> <p><i>“By being collaborative with other departments.”</i></p> <p><i>“Let them give their contribution even with different values.”</i></p> <p><i>“Understand each behavior.”</i></p>	6	KI5, KI7, KI10, KI11, KI12, KI15
Reminders and Reinforcement	<p><i>“Reminding them.”</i></p> <p><i>“Performance based.”</i></p>	2	KI1, KI2

Table 14 denotes the promotion of shared values and common goals within the team. The qualitative data were analyzed through a systematic thematic coding process. Key informant responses were first transcribed and subjected to open coding, which involved identifying meaningful units of information related to strategic leadership practices and team dynamics. These codes were then grouped into categories based on conceptual similarity and further synthesized into overarching themes. This approach ensured that the analysis not only reflected the frequency of leadership practices but also captured the depth and nuances of how leaders promote shared values and collective engagement.

Table 15
Managerial Principles and Beliefs That Shape Employee Work Approaches

Theme	Defining Elements	Recurrences	Key Informants
Integrity and Honesty	<p><i>"Integrity."</i></p> <p><i>"You have to be honest and dedicated to your work even in difficult times."</i></p> <p><i>"Right is right even if no one is looking at you, wrong is wrong even if everyone is doing it."</i></p>	3	KI1, KI7, KI15
Respect and Accountability	<p><i>"Respect and accountability."</i></p> <p><i>"Accountability and teamwork leads to a positive workplace."</i></p> <p><i>"Respect all employees."</i></p> <p><i>"Work with pride, responsibility and collaboration."</i></p>	4	KI2, KI6, KI8, KI14
Excellence and Continuous Improvement	<p><i>"Valuing service quality."</i></p> <p><i>"Continuous improvement."</i></p> <p><i>"Patience, hard work, willingness to learn."</i></p>	3	KI3, KI4, KI5
Modeling and Communication	<p><i>"Provide comprehensive information and security."</i></p> <p><i>"Set as model."</i></p> <p><i>"Cooperation and open communication."</i></p> <p><i>"As a manager, the beliefs and principles you</i></p>	5	KI9, KI10, KI11, KI12, KI13

	<i>emphasize fundamentally shape your team's mindset, behavior and ultimately their success."</i>		
	<i>"Calm to approach them."</i>		

Table 15 highlights managerial principles and beliefs that shape employees' work approaches. The qualitative data were analyzed through a systematic thematic coding process. Key informant responses were transcribed and subjected to open coding to identify meaningful statements related to ethical and performance-oriented leadership practices. These initial codes were then clustered into categories based on conceptual similarity, which were further refined into overarching themes. This rigorous process ensured that the findings reflected both the frequency of leadership practices and the nuanced ways in which managerial principles influence employee behavior.

Table 16
Encouraged Workplace Behaviors Forming Part of Organizational Culture

Theme	Defining Elements	Recurrences	Key Informants
Teamwork and Collaboration	<i>"Teamwork."</i>	4	KI5, KI8, KI10, KI11
	<i>"I always encourage teamwork, accountability, and open communication."</i>		
Courtesy, Kindness, and Positive Attitude	<i>"Teamwork."</i>	5	KI1, KI2, KI3, KI6, KI15
	<i>"Assisting customers or the clients and being courteous."</i>		
	<i>"Smiling always and being kind."</i>		
	<i>"Greetings."</i>		
Honesty, Fairness, and Accountability	<i>"Being optimistic all the time."</i>	3	KI7, KI13, KI14
	<i>"Always be kind and put yourself to them."</i>		
	<i>"Honesty and passionate."</i>		
Employee Engagement	<i>"Open and honest communication. Proactive problem solving."</i>	2	KI4, KI12
	<i>"Fairness."</i>		
	<i>"Ask how was their day? Follow up them in their tasks."</i>		

and Support	<i>"Ego and beliefs."</i>		
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Table 16 presents the encouraged workplace behaviors that contribute to shaping organizational culture. The qualitative data were analyzed using a systematic thematic coding process. Key informant responses were first transcribed and subjected to open coding, which involved identifying meaningful statements regarding interpersonal and employee-centered leadership practices. These initial codes were then grouped into categories based on conceptual similarity and further synthesized into overarching themes. This approach ensured that the analysis captured both the frequency of reported practices and the deeper insights into how leaders influence workplace behavior and culture.

Table 17
Leadership Influence on Employee Interactions and Treatment of One Another

Theme	Defining Elements	Recurrences	Key Informants
Respect and Professionalism	<i>"Treat with respect all employees."</i> <i>"By showing them respect while talking to each other."</i> <i>"Being respectful, showing empathy and cooperation."</i> <i>"I set the tone by modelling respect, active listening and fairness in all my interactions."</i> <i>"As a manager, I am the key influencer of all employees interact and treat each other."</i>	5	KI5, KI7, KI8, KI9, KI13
Teamwork and Collaboration	<i>"Teamwork in all my interactions."</i> <i>"Teamwork."</i> <i>"By giving good example."</i>	3	KI1, KI11, KI14
Communication and Engagement	<i>"Everyone can voice their opinions."</i> <i>"Holding monthly meeting/ feedbacks are welcome."</i> <i>"By understanding them avoid miscommunication."</i>	4	KI3, KI4, KI12, KI15

	<i>"Being approachable for them."</i>		
Recognition and Motivation	<i>"I recognize good deeds and even small gestures saying good job, how well they perform their duties can help them to feel good at work."</i>	2	KI2, KI10
	<i>"By giving a task."</i>		

Table 17 illustrates the leadership influence on employee interactions and treatment of one another. The qualitative data were analyzed through a systematic thematic coding process. Key informant responses were transcribed and initially subjected to open coding, where meaningful statements related to professional and relational leadership practices were identified. These codes were then clustered into categories based on conceptual similarity and further synthesized into overarching themes. This method ensured that the analysis captured both the frequency of leadership practices and the nuanced ways in which leaders shape workplace behavior and interactions.

Table 18
Norms and Routines Established by Managers Reflecting Workplace Culture

Theme	Defining Elements	Recurrences	Key Informants
Celebration and Recognition	<i>"Celebrating small wins."</i> <i>"Recognizing achievements reflects these values."</i>	2	KI1, KI8
Open Communication and Trust	<i>"We have open door policy."</i> <i>"Setting open communication, workplace culture built with trust, respect and integrity."</i> <i>"Daily we pray and encourage them to breathe."</i>	3	KI2, KI3, KI6
Collaboration and Teamwork	<i>"Staff collaboration."</i> <i>"Our workplace culture values teamwork, accountability and continuous improvement."</i>	2	KI4, KI8
Work Standards and Accountability	<i>"It is what we are known by our guests."</i> <i>"Individual have their own task."</i>	8	KI5, KI7, KI9, KI10, KI11, KI12, KI13, KI14,

	<p><i>“Influencing them to give their best service to guests.”</i></p> <p><i>“As a manager you establish the living expressions of your workplace culture.”</i></p> <p><i>“Continuous improvement.”</i></p> <p><i>“Set rules.”</i></p> <p><i>“Implement rules”</i></p> <p><i>“Improvement”</i></p>		KI15
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Table 18 presents the norms and routines established by managers that reflect workplace culture. The qualitative data were analyzed using a systematic thematic coding process. Key informant responses were first transcribed and subjected to open coding to identify meaningful statements related to organizational culture and performance-oriented leadership practices. These initial codes were then grouped into categories based on conceptual similarity and further synthesized into overarching themes. This rigorous process ensured that the findings reflected both the frequency of managerial practices and the nuanced ways in which leaders shape workplace culture and performance expectations.

Table 19
Challenges in Adapting Leadership Style to Diverse Employees and Situations

Theme	Defining Elements	Recurrences	Key Informants
Managing Diverse Personalities	<p><i>“Managing diverse characters and personalities.”</i></p> <p><i>“Different employees, different ages have different perspectives.”</i></p> <p><i>“Having different values and upbringing.”</i></p> <p><i>“Flexibility of team members.”</i></p>	4	KI1, KI6, KI11, KI15
Adjusting Leadership and Communication	<p><i>“Adjusting my approval during peak seasons/tiredness.”</i></p> <p><i>“Difficulty to explain sometimes changes in the policies.”</i></p>	4	KI2, KI4, KI7, KI8

	<i>“Adjusting my communication and motivation style to fit different personalities.”</i> <i>“When there is a new employee to train sometimes their personality is not good, so I have to adjust.”</i>		
Conflict and Compliance Challenges	<i>“The order was not followed.”</i> <i>“Understanding individual needs quickly. Balancing consistency with flexibility. Managing conflicting needs on expectations.”</i>	2	KI13, KI14
General Adaptability	<i>“Everyone varies, so I adapt easily.”</i> <i>“Can manage the situation.”</i> <i>“Generations gap/differences.”</i> <i>“Different attitudes.”</i> <i>“Good role model as a leader.”</i>	5	KI3, KI5, KI9, KI10, KI12

Table 19 depicts the challenges leaders face in adapting their leadership style to diverse employees and situations. The qualitative data were analyzed using a systematic thematic coding process. Key informant responses were first transcribed and subjected to open coding to identify meaningful statements related to adaptive leadership strategies. These initial codes were then grouped into categories based on conceptual similarity and synthesized into overarching themes. This approach ensured that the analysis captured both the frequency of adaptive practices and the nuanced ways in which leaders respond to employee and situational diversity.

Table 20
Perceived Effects of Leadership on Employee Work Engagement

Theme	Defining Elements	Recurrences	Key Informants
Recognition and Appreciation	<i>“Recognition and show appreciation for them.”</i> <i>“Balance performance with encouragement.”</i> <i>“Encourage them.”</i>	4	KI1, KI2, KI11, KI15

	<i>"Respect."</i>		
Building Trust and Connection	<i>"Motivated to work if trusted by their boss."</i>	3	KI3, KI4, KI14
	<i>"They are happy working if they know my trust is with them."</i>		
	<i>"I help build trust and a sense of purpose."</i>		
Leading by Example and Clear Direction	<i>"Hardwork, they follow what they see."</i>	2	KI5, KI6
	<i>"Setting positive example, giving clear direction and making every employee feel valued and worthy."</i>		
Involvement in Decisions	<i>"I make an effort to listen to their ideas and involve them in decisions which helps them feel valued and connected to our goals."</i>	2	KI8, KI10
	<i>"By delegations."</i>		
Overall Leadership Influence	<i>"As a manager your leadership directly shapes employee's engagement. How connected, motivated, and invested their feelings in their work."</i>	1	KI13

Table 20 displays the perceived effects of leadership on employee work engagement. The qualitative data were analyzed through a systematic thematic coding process. Key informant responses were transcribed and subjected to open coding to identify meaningful statements related to relational leadership and employee engagement. These codes were then grouped into categories based on conceptual similarity and further synthesized into overarching themes. This process ensured that the analysis captured both the frequency of leadership practices and the nuanced ways in which leaders influence employee motivation, commitment, and engagement.

Table 21 identifies the learning approaches and leadership practices that may have unintentionally created difficulties. The qualitative data were analyzed using a systematic thematic coding process. Key informant responses were transcribed and subjected to open coding to identify meaningful statements related to leadership challenges. These codes were then grouped into categories based on conceptual similarity and synthesized into overarching themes. This process ensured that the analysis captured both the frequency of reported challenges and the nuanced ways in which leadership approaches influenced workflow, decision-making, and employee experiences.

Table 21
Leadership Approaches That May Have Unintentionally Created Difficulties

Theme	Defining Elements	Recurrences	Key Informants
Miscommunication and Clarity Issues	<p>“Quick delegation led to confusion.”</p> <p>“Miscommunication.”</p> <p>“Not listening in the instructions.”</p> <p>“Communicating with employees because they have different beliefs.”</p>	4	<p>KI1, KI4, KI12, KI13</p>
Pressure and High Expectations	<p>“My focus or mindset of efficiency sometimes pressured my staff.”</p> <p>“I tend to set high expectations quickly, which caused stress for my team. I learned to balance my expectations and be more realistic.”</p> <p>“When I ask them to do more, they thought I don’t appreciate them and file a resignation.”</p>	3	<p>KI3, KI6, KI8</p>
Decision-Making and Time Constraints	<p>“Non-programmed decisions.”</p> <p>“Handle untoward incident / customer complaints.”</p> <p>“If there are difficult decisions need to make, I meet them.”</p> <p>“During event execution, less time for designing an event.”</p>	4	<p>KI2, KI5, KI10, KI11</p>
No Significant Challenges Reported	<p>“None” – indicating some leaders did not perceive difficulties in certain situations”</p> <p>“None”</p>	2	<p>KI7, KI9</p>
Adjustment to Individual Differences	<p>“Adjusting leadership style to match different employees’ personalities or work styles.”</p>	2	<p>KI14, KI15</p>

	“Adjustment”		
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Table 22 identifies the obstacles leaders encounter in ensuring effective support for employees and the organization. The qualitative data were analyzed using a systematic thematic coding process. Key informant responses were transcribed and subjected to open coding to identify meaningful statements related to leadership challenges and employee dynamics. These codes were then clustered into categories based on conceptual similarity and synthesized into overarching themes. This approach ensured that the analysis captured both the frequency of reported challenges and the nuanced ways leadership practices impact employees and organizational outcomes.

Table 22
Obstacles in Ensuring Effective Leadership Support for Employees and the Organization

Theme	Defining Elements	Recur rences	Key Informa nts
Balancing Employee Needs and Organizational Goals	<p><i>“Balancing employees needs with demands of the organization through open communication and realistic expectations.”</i></p> <p><i>“One of the challenges I faced is balancing the organization's goals with individual employee needs.”</i></p> <p><i>“Balancing individual needs with organizational goals and limited time and resources.”</i></p> <p><i>“Making decisions while considering both employee and organizational priorities.”</i></p> <p><i>“Difficulty in giving decisions/solutions because need to consider top management.”</i></p>	5	KI2, KI4, KI11, KI13, KI14
Adaptation to Management Changes and Styles	<p><i>“Frequent changes in management and variations in leadership approaches require staff to continually adapt to differing expectations and work methods.”</i></p> <p><i>“Some members are hesitant to adopt new processes or ideas.”</i></p> <p><i>“Some are not open to talk.”</i></p> <p><i>“Understanding and responding to uncommon</i></p>	5	KI5, KI6, KI9, KI10, KI12



	<i>decisions by my team.”</i>		
	<i>“When leadership style changes, staff must adjust quickly to maintain performance and morale.”</i>		
Communi- cation Barriers and Fear	<i>“Employees express concerns about communicating openly due to fear of being judged or misunderstood, creating hesitation in seeking clarification or sharing ideas.”</i>	5	KI1, KI3, KI7, KI8, KI15
	<i>“Fear of addressing issues represents a key barrier to fully benefiting from managerial leadership, limiting access to guidance, feedback, and recognition.”</i>		
	<i>“Staff sometimes struggle to voice concerns without reassurance from management.”</i>		
	<i>“Uncertainty in communication channels can delay responses and affect productivity.”</i>		
	<i>“Challenges arise when employees feel anxious about expressing opinions.”</i>		

IV. DISCUSSION

Findings of the study indicate that adaptive leadership practices significantly influence both employee engagement and organizational culture within the hospitality sector. The results demonstrate that employees and managers generally perceive adaptive leadership as having a positive impact on work engagement, particularly in terms of physical, emotional, and cognitive involvement in work tasks. As shown in Table 1, the overall assessment of work engagement yielded a combined mean of 4.21, interpreted as “Agree,” indicating that employees recognize the role of leadership in motivating them to invest energy, enthusiasm, and focus in their work. Among the dimensions of engagement, physical engagement obtained the highest mean score, suggesting that leadership practices effectively encourage employees to exert effort and remain actively involved in their responsibilities.

Result suggests that when leaders demonstrate adaptability, support, and responsiveness to employee needs, workers are more likely to dedicate their physical energy to performing their tasks. The relatively lower rating of cognitive engagement, although still interpreted as “Agree,” indicates that leadership influence on employees’ mental involvement and problem-solving may require further strengthening. This may imply that while leaders successfully motivate employees to perform their duties, additional strategies such as encouraging innovation, critical thinking, and participative decision-making may further enhance employees’ cognitive engagement. Adaptive leadership in the selected hotels and resorts positively affects overall work engagement, particularly in energizing employees physically and supporting emotional connection, while also fostering cognitive involvement. To maximize engagement, leaders could



further enhance cognitive engagement through structured problem-solving opportunities, autonomy in decision-making, and reflective practices. These strategies can strengthen employee vigor, commitment, and mental involvement, demonstrating that adaptive leadership is both relevant and effective in sustaining high-performance service environments in hospitality (Lu & Wang, 2024; Zada et al., 2025).

Similarly, the results regarding organizational culture reveal that adaptive leadership contributes positively to the development of shared norms, values, and behavioral expectations within the workplace. Table 2 shows an overall mean of 4.21, indicating that respondents generally perceive leadership practices as reinforcing positive organizational culture. Among the dimensions measured, norms and values received the highest rating, suggesting that leaders effectively establish behavioral standards and expectations that guide employee conduct. In contrast, beliefs and stances received the lowest mean, which may indicate that deeper cultural beliefs and internalized organizational values are less consistently experienced among employees. This means that adaptive leadership in the selected hotels and resorts contributes to a strong organizational culture, particularly in shared norms, values, and observable behaviors, which are crucial for consistent service quality and organizational identity. However, the relatively lower rating for beliefs and stances highlights an opportunity to reinforce core organizational principles, mission, and internalized stances through consistent leadership modeling, communication, and training. Strengthening these aspects can further align employee attitudes with organizational goals, making culture more resilient, cohesive, and effective in the dynamic hospitality environment (Fernandes et al., 2023; Asnella, 2025).

The correlation analysis further confirms the significant relationship between adaptive leadership, employee engagement, and organizational culture. As presented in Table 3, adaptive leadership shows a strong positive correlation with employee engagement ($r = .744$) and organizational culture ($r = .786$). Moreover, employee engagement and organizational culture demonstrate an even stronger relationship ($r = .817$). These findings suggest that improvements in adaptive leadership practices are likely to enhance employee engagement and strengthen organizational culture simultaneously. Adaptive leadership also helps reinforce workplace norms and culture by modeling behaviors, clarifying expectations, and fostering shared values. Prior studies confirm this pattern: adaptive and transformational leadership positively influence employee engagement and promote a supportive organizational culture in service industries (Kim, 2023; Tadesse Bogale, 2024).

The qualitative findings further support the quantitative results by revealing how specific leadership behaviors influence employee experiences. The thematic analysis highlights several leadership practices that contribute to effective workplace management. Managers reported maintaining calmness and composure during stressful situations and engaging in mental reframing and analysis to address workplace challenges. These practices demonstrate the importance of emotional intelligence in leadership, enabling managers to respond effectively to workplace pressures while maintaining stability within their teams. Such coping strategies are consistent with research emphasizing that cognitive reframing and emotional regulation support effective decision-making and stress management among leaders (Crişan et al., 2024; Siebieszuk et al., 2025).



Another important finding is the emphasis on empathy and active listening as key leadership behaviors. Many managers highlighted the importance of listening to employees' concerns, demonstrating understanding, and maintaining open communication. These practices help strengthen trust and improve relationships between leaders and employees, which in turn contributes to higher levels of engagement and organizational commitment. Previous studies highlight that active listening and empathetic communication enhance psychological safety and strengthen employee engagement by making employees feel heard and valued (Brownell, 2023; Nichols, 2021; Goleman, 2020).

Ethical leadership behaviors were also evident in the findings. Managers emphasized transparency, fairness, and consistency in their decision-making processes. Such practices promote trust and reinforce perceptions of organizational justice, which are essential components of a positive workplace culture. When employees perceive leadership decisions as fair and transparent, they are more likely to remain motivated and committed to organizational goals. This finding aligns with previous research showing that ethical leadership characterized by fairness, transparency, and integrity strengthens psychological safety and trust within organizations (Rice et al., 2025; Qasim & Laghari, 2025; AlHares, 2025).

In terms of employee development, managers frequently reported providing training opportunities, mentoring, and coaching to support professional growth. These initiatives play an important role in enhancing employee competence, confidence, and career development, ultimately contributing to improved work engagement and organizational performance. Prior studies confirm that continuous training, mentoring, and professional development initiatives significantly enhance employee engagement, career satisfaction, and organizational commitment (AlHusseini & Elbeltagi, 2024; Ghosh & Reio, 2023; Lusk & Weinberg, 2025; Kuvaas & Buch, 2023).

Despite these positive findings, several challenges were also identified. Managers reported difficulties in adapting their leadership style to employees with diverse personalities, backgrounds, and expectations. Communication barriers, generational differences, and varying levels of openness among employees were also noted as obstacles in implementing adaptive leadership practices. Additionally, leaders often face the challenge of balancing employee needs with organizational goals, particularly in situations involving limited resources or operational demands. These challenges reflect the complexity of adaptive leadership in modern organizations, where leaders must continuously adjust their strategies to address diverse employee needs and evolving workplace conditions (Yukl & Mahsud, 2025; Northouse, 2024; Judge et al., 2024; Edmondson & Lei, 2025).

Overall, the findings highlight the importance of adaptive leadership in fostering employee engagement and shaping organizational culture within hospitality organizations. Leaders who demonstrate emotional intelligence, fairness, empathy, and developmental support are more likely to cultivate a motivated workforce and a positive organizational environment. At the same time, addressing communication challenges and strengthening cognitive engagement strategies may further enhance the effectiveness of leadership practices in hospitality settings.



V. CONCLUSIONS

Based on summary of findings, the following conclusions are created:

1. Respondents agreed that adaptive leadership influences their physical, emotional, and cognitive engagement at work, showing that leadership practices support employees' involvement to a satisfactory degree. Despite this positive assessment, results imply that engagement is not maximized, and additional strategies may be needed to deepen employees' motivation and participation;

2. They agreed that adaptive leadership helps shape a respectful, inclusive, and improvement-oriented organizational culture, indicating that leadership contributes positively to the workplace environment. Still, the moderate agreement reflects that some cultural dimensions may not be fully realized and could benefit from stronger or more consistent leadership support;

3. Correlation results confirm strong and statistically significant relationships among adaptive leadership, employee engagement, and organizational culture, indicating that improvements in leadership directly elevate engagement levels and strengthen cultural foundations. With all variables moving closely together, the findings emphasize that adaptive leadership serves as a crucial driver of both employee motivation and a healthy, values-aligned organizational environment;

4. Overall findings reveal that while leaders demonstrate strong efforts in fostering engagement, fairness, and a supportive organizational culture, significant challenges persist in adapting leadership styles to diverse employee needs, communication barriers, and balancing organizational expectations. These insights underscore the necessity for more flexible, transparent, and inclusive leadership approaches to strengthen employee well-being, enhance work engagement, and reinforce a positive and cohesive organizational culture.

5. There is a need for employee empowerment program proposed to the selected organizations.

VI. RECOMMENDATIONS

Based on conclusions, the following recommendations are formulated:

1. Strengthen cognitive engagement by introducing strategies that encourage critical thinking and focused attention during tasks. Department chairs and team supervisors should facilitate structured problem-solving sessions, assign challenging yet achievable projects, and provide clear guidance and feedback to employees and students, enabling them to actively analyze, reflect, and innovate within their roles;

2. Promote belief and stances related to innovation and collaboration by integrating these values into daily practices and decision-making. University leaders and team supervisors should create cross-functional projects, innovation challenges, and collaborative workshops that actively involve employees and students, reinforcing a culture that values creativity, teamwork, and continuous improvement;



3. Maintain and deepen alignment between adaptive leadership, engagement, and organizational culture by monitoring and adjusting leadership practices to ensure consistency across all departments. Senior administrators and managers should regularly conduct feedback sessions, surveys, and focus group discussions with employees and faculty to identify gaps, adjust leadership approaches, and foster a cohesive environment where engagement and culture reinforce one another;
4. Address challenges in adapting leadership styles to diverse employees by implementing flexible, context-sensitive leadership frameworks. Leaders at all levels should participate in professional development programs focused on adaptive leadership techniques, mentorship, and communication skills, ensuring they can tailor approaches to individual needs, overcome barriers, and balance organizational priorities effectively while promoting employee well-being;
5. Implement an employee empowerment program to enhance autonomy, decision-making, and professional growth within the organization. Human resource managers and team leaders should design and facilitate training workshops, mentorship initiatives, and participatory decision-making activities that allow employees to take ownership of tasks, develop new skills, and contribute meaningfully to organizational goals, thereby increasing engagement and overall performance.

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