Adaptive Leadership Framework on Employee Resilience, Employee Engagement, and Employee Turnover: A Case Study at a Multifinance Company

THESIS

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We hereby declare that this Thesis is from student's own work, has been read and presented to Sekolah Tinggi Manajemen IPMI Board of Examiners, and has been accepted as part of the requirements needed to obtain a Master of Business Administration Degree and has been found to be satisfactory.

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NON-PLAGIARISM DECLARATION FORM

This Thesis is a presentation of our research work. Wherever contributions of others are involved, every effort is made to indicate this clearly, with due reference to the literature and acknowledgement of collaborative research and discussions.

Also, this work is being submitted in partial fulfilment of the requirements for the Master of Business Administration degree, has not previously been accepted in substance for any degree, and is not being concurrently submitted in candidature for any degree.

Jakarta, 27 February 2025

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ABSTRACT

This study examines the implementation of adaptive leadership on employee resilience, engagement, and turnover within the multifinance industry, focusing on PT Wahana Ottomitra Multiartha Tbk. (WOM Finance). The research addresses the challenge of high employee turnover exceeding 25% annually, posing significant risks to organizational stability, operational costs, and productivity. Using a single case study approach, the study investigates how adaptive leadership from the managers such as distinguishes formal authority, and informal leadership can mobilize resources to face tough challenges and encourage their team to solve problems instead of leaving them and listening to their teams even from the lowest level of position. Adaptive Leadership behaviour is also demonstrated when Branch Managers can differentiate technical challenges from adaptive challenges so that leaders can engage all teams by encouraging problem solving through collaboration and coaching their teams to find different perspectives in creative and innovative ways and also can increase employee resilience and engagement, which ultimately reduces employee turnover rates. In-depth interviews with Branch Managers and Function Head level at WOM Finance reveal key insights into how adaptive leadership fosters collaboration, problem-solving, and employee retention. The findings highlight Adaptive leadership in Branch Managers at WOM Finance reduces employee turnover by fostering collaboration, empowerment, and innovation, leading to a more stable workforce. Additionally, employee engagement plays a crucial role in retention, while resilience alone is insufficient, and factors like organizational fit and work environment also influence turnover. The study provides strategic recommendations for multifinance companies to enhance workforce retention and performance through effective leadership practices.

Keywords: Adaptive Leadership, Employee Resilience, Employee Engagement, Employee Turnover, Descriptive Qualitative Single Case Study.