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# The Role of Employee Adjustment in Mediating the Effect of Adaptive Leadership, Commitment, and Job Satisfaction on Employee Loyalty at PT Candra Superstore

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**Abstract**

*This study seeks to analyze the influence of Adaptive Leadership, Commitment, and Job Satisfaction on employee loyalty, with Employee Adjustment serving as a mediating variable at PT Candra Superstore. The research is grounded in the increasingly dynamic and competitive retail environment, which demands that employees continuously adjust to organizational changes, both structurally and culturally. A quantitative approach was applied using a survey method, where data were collected through Likert-scale questionnaires distributed to employees of PT Candra Superstore. The data were then processed and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) to examine both direct and indirect relationships among variables. The findings reveal that Adaptive Leadership, Commitment, and Job Satisfaction each have a positive and significant impact on Employee Adjustment. In turn, Employee Adjustment also demonstrates a positive and significant effect on employee loyalty, confirming its role as an important mediating variable. These results imply that organizations can enhance employee loyalty by fostering better adaptability among employees, particularly through the implementation of adaptive leadership practices, strengthening organizational commitment, and creating a supportive and satisfying work environment. Furthermore, the study highlights that employee loyalty is not formed instantly but develops through a continuous adaptation process influenced by both leadership style and psychological factors within the workplace. Therefore, improving employee adjustment capabilities becomes a strategic priority for organizations aiming to*



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*sustain long-term employee retention and organizational effectiveness in a highly competitive retail industry.*

*Keywords*: **Adaptive Leadership, Commitment, Job Satisfaction, Employee Adjustment, employee loyalty**

## INTRODUCTION

The retail industry is characterized by a high level of dynamism, driven by shifting consumer behavior, intense market competition, and rapid technological disruption. These conditions require companies to move beyond merely focusing on operational efficiency and instead manage their human resources in a more strategic and adaptive manner. In this context, employee loyalty becomes a crucial factor, as it is closely associated with workforce stability, productivity levels, and the overall quality of services delivered by the organization. (Martin et al., 2006), (Rahyono, 2021), (Reza Hardian Pratama, 2025).

The presence of Chandra Superstore in Lampung Province is not merely as a retail destination for the community, but also reflects the company's capability to adapt to the continuously evolving dynamics of the local retail market. The expansion strategy implemented by the company by integrating large-scale supermarkets with its Chamart minimarket network demonstrates a comprehensive approach to market penetration, allowing the company to reach a broader range of consumers across different segments. (S. E. Pratama & Sanjaya, 2021), (R. H. Pratama & Khotimah, 2024).

PT Candra Superstore, as one of the retail companies operating in Lampung Province, faces challenges in maintaining employee loyalty amid the continuously evolving business environment. Under such conditions, Adaptive Leadership emerges as a relevant approach, as it encourages employees to effectively respond and adjust to organizational changes. This capability, referred to as Employee Adjustment, plays a crucial role in mediating the influence of leadership on organizational commitment and job satisfaction, which ultimately contributes to enhancing employee loyalty. (Sjahruddin et al., 2024), (Rahyono, 2023).

Employee Adjustment not only reflects work-related behavior but also encompasses psychological aspects, such as the ability to manage stress, adapt to change, and build resilience. When this adjustment capability is not well developed, the impact of leadership on commitment and job satisfaction becomes less effective, which can ultimately lead to a decline in employee loyalty (Fahmi et al., 2025). Therefore,


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employees' adaptability emerges as a crucial factor in sustaining organizational performance and long-term continuity. (Reza Hardian pratama, 2022), (Rahyono dkk, 2025).

In addition, Commitment and Job Satisfaction are key determinants in shaping employee loyalty. Commitment reflects the level of emotional attachment and the willingness of employees to remain part of the organization, while job satisfaction indicates the extent to which employees' needs and expectations are fulfilled through their work. Both variables are positively associated with employee loyalty, particularly when supported by strong adjustment capabilities. (Reza Hardian Pratama, dkk 2015).

Furthermore, Adaptive Leadership plays a significant role in enhancing both commitment and job satisfaction by facilitating employees' ability to adapt to organizational changes. This relationship is further strengthened by findings that Employee Adjustment serves as a mediating variable linking leadership, commitment, and job satisfaction to employee loyalty, thereby fostering a more stable and sustainable organizational relationship. (Cahyanto., 2025), (Rahyono et al., 2021).

Based on the above discussion, this study aims to analyze the influence of Adaptive Leadership, Commitment, and Job Satisfaction on employee loyalty, with Employee Adjustment serving as a mediating variable at PT Candra Superstore. This research is expected to provide both theoretical and practical contributions to human resource management, particularly in efforts to enhance employee loyalty within the retail sector.

## RESEARCH METHOD

This study adopts a quantitative approach using a survey method to objectively and systematically analyze the relationships and effects among the research variables. The quantitative approach is chosen because it enables the generation of numerical data that can be statistically analyzed to test the proposed hypotheses. The type of research employed is explanatory research, which aims to explain causal relationships among variables, particularly Adaptive Leadership, Commitment, Job Satisfaction, Employee Adjustment, and employee loyalty.

The study was conducted among employees of PT Candra Superstore in Bandar Lampung as the research setting. The selection of this location is based on the characteristics of the retail industry, which features a dynamic work environment and a high level of interaction, making it relevant to the variables under investigation. The


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population consists of all permanent employees of PT Candra Superstore, including both operational and non-operational staff.

The sampling technique used in this study is purposive sampling, which involves selecting respondents based on specific criteria aligned with the research objectives. The criteria include permanent employees who have worked for a minimum period and are directly involved in the company's operational activities. The sample size is determined based on the number of respondents who meet these criteria, as well as the researcher's capacity to collect data.

Data collection was carried out through the distribution of structured, closed-ended questionnaires developed based on the indicators of each research variable: Adaptive Leadership, Commitment, Job Satisfaction, Employee Adjustment, and employee loyalty. The questionnaire employs a Likert scale ranging from 1 to 5, representing respondents' levels of agreement, from strongly disagree to strongly agree. The instrument was systematically designed to ensure that each indicator accurately represents the constructs being measured.

Prior to data analysis, the research instrument was tested for validity and reliability. Validity testing was conducted to assess the extent to which the instrument accurately measures the intended variables, while reliability testing was used to evaluate the consistency of the measurement results when the instrument is applied repeatedly. These tests are essential to ensure that the data obtained are both accurate and consistent.

Furthermore, data analysis in this study utilizes Structural Equation Modeling (SEM) based on Partial Least Squares (PLS) with the assistance of SmartPLS software. The SEM-PLS method is selected because it allows for the simultaneous analysis of relationships among latent variables, including both direct and indirect effects, and does not require strict assumptions regarding data distribution. Additionally, this method is considered suitable for studies with relatively limited sample sizes.

The data analysis process consists of two main stages: evaluation of the measurement model (outer model) and evaluation of the structural model (inner model). The outer model evaluation aims to assess the validity and reliability of the constructs, including convergent validity, discriminant validity, and reliability tests using Cronbach's Alpha and Composite Reliability. Meanwhile, the inner model evaluation is conducted to examine the relationships among variables through the coefficient of determination (R-square), effect size (f-square), and hypothesis testing using path coefficients, t-statistics, and P-values.


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Hypothesis testing in this study is performed using the bootstrapping method within the SEM-PLS framework. A hypothesis is accepted if the t-statistic value exceeds 1.96 and the P-value is less than 0.05, indicating a statistically significant relationship between variables. In addition, the analysis also examines the indirect (mediating) effects of Employee Adjustment in the relationships between Adaptive Leadership, Commitment, and Job Satisfaction on employee loyalty.

## RESEARCH RESULT

The characteristics of respondents are presented to provide an overview of the profile of employees at PT Candra Superstore, including aspects such as gender and length of employment. This information is intended to help understand the diversity of respondents' answers in the questionnaire and to serve as a basis for interpreting the data analysis results more comprehensively. In addition, the description of respondent characteristics also supports the identification of potential patterns or tendencies related to the research variables, thereby strengthening the validity of the findings and offering a clearer context for discussing the results of the study.

**Table 1.** Respondent Characteristics Based on Gender

| Gender | Percentage |
|---|---|
| Male | 63,70% |
| Female | 36,30% |

**Source:** Processed data using SmartPLS 4 (2026)

**Table 2.** Respondent Characteristics Based on Length of Employment

| Length of Employment | Frequency | Percentage |
|---|---|---|
| 1-2 Year | 48 | 35,60% |
| 2-3 Year | 39 | 28,90% |
| 3-4 Year | 48 | 35,60% |

**Source:** Processed data using SmartPLS 4 (2026)

### Measurement Model Evaluation (Outer Model)

The analysis begins with the evaluation of the outer model using SmartPLS to assess the validity and reliability of the constructs. Convergent validity is examined based on outer loading values (≥ 0.70, while values between 0.50–0.70 are still considered


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acceptable) and the Average Variance Extracted (AVE) threshold (≥ 0.50). Reliability is measured using Composite Reliability and Cronbach's Alpha, both of which are expected to exceed 0.70. The results indicate that all constructs meet the required criteria, confirming that the measurement model is valid and reliable, and therefore suitable for further analysis.

**Table 3.** Results of Convergent Validity Test: Average Variance Extracted (AVE)

| Variable | AVE | Note |
|---|---|---|
| Adaptive Leadership (X1) | 0.613 | Valid |
| Commitment (X2) | 0.606 | Valid |
| Job Satisfaction (X3) | 0.567 | Valid |
| Employee Adjutment (M) | 0.584 | Valid |
| Loyalty (Y) | 0.527 | Valid |

**Source:** Processed data using SmartPLS 4 (2026)

Based on Table 3, all variables in this study have AVE values exceeding 0.50, indicating that each construct satisfies the criteria for convergent validity. This suggests that the indicators used are capable of adequately representing and explaining their respective latent variables.

**Construct Reliability Test**

In addition to convergent validity, the evaluation of the measurement model is also carried out through construct reliability testing. This test aims to ensure the internal consistency of each variable used in the study. Construct reliability is assessed using Composite Reliability and Cronbach's Alpha, where a construct is considered reliable if it achieves values greater than 0.70.

**Table 4.** Composite Reliability dan Cronbach's Alpha

| Variable | Cronbach's Alpha | Composite Reliability | Note |
|---|---|---|---|
| Adaptive Leadership (X1) | 0.842 | 0.888 | Reliable |
| Commitment (X2) | 0.838 | 0.885 | Reliable |
| Job Satisfaction (X3) | 0.809 | 0.867 | Reliable |



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| | | | |
|---|---|---|---|
| Employee Adjustment (M) | 0.762 | 0.849 | Reliable |
| Loyalty (Y) | 0.776 | 0.848 | Reliable |

**Source:** Processed data using SmartPLS 4 (2026)

Based on Table 4, the Composite Reliability and Cronbach's Alpha values for all variables exceed 0.70. This indicates that all constructs in this study meet the reliability criteria and demonstrate strong internal consistency, making them suitable for further analysis.

**Structural Model Evaluation (Inner Model)**

After the measurement model has been confirmed to be valid and reliable, the next step is to evaluate the structural model (inner model). This evaluation aims to assess the model's ability to explain the relationships among the latent variables in the study and to determine how well the proposed model fits the empirical data.

**R-Square Test**

The coefficient of determination (R-Square) is used to measure the extent to which independent variables explain the variance of the dependent variable. R-Square values are generally classified into three categories: weak, moderate, and strong, depending on the level of explanatory power demonstrated by the model.

**Tabel 5.** R-Square Value

| Variable | R-Square | Note |
|---|---|---|
| Employee Adjutment (M) | 0.486 | Moderate |
| Loyalty (Y) | 0.639 | Strong |

**Source:** Processed data using SmartPLS 4 (2026)

Based on Table 5, the R-Square value for Employee Adjustment is 0.486, which falls into the moderate category, while employee loyalty has an R-Square value of 0.639, categorized as strong. This indicates that the model has a reasonably good ability to explain the endogenous variables.These results suggest that a substantial proportion of the variance in employee loyalty can be explained by the variables included in the model, although there are still other factors outside the model that may contribute to its variation.


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**Hypothesis Test**

Hypothesis testing is conducted to examine the relationships among variables in this study. The evaluation is based on the path coefficient values, t-statistics, and P-values. A hypothesis is considered accepted if the t-statistic is greater than 1.96 and the P-value is less than 0.05, indicating a statistically significant effect. In addition, the sign and magnitude of the path coefficients are analyzed to determine the direction and strength of the relationships between variables. A positive coefficient indicates a direct relationship, while a negative coefficient reflects an inverse relationship. Furthermore, hypothesis testing is performed using the bootstrapping method in SEM-PLS to ensure the robustness and accuracy of the results, including the assessment of both direct and indirect (mediating) effects within the model.

**Tabel 6.** Results of Direct Effect Testing

| Variable Relationship | Sample Mean | T-statistic | P-value | Decision |
|---|---|---|---|---|
| X1-M | 0.258 | 2.549 | 0.011 | Accepted |
| X1-Y | 0.139 | 1.633 | 0.103 | Rejected |
| X2-M | 0.252 | 2.375 | 0.018 | Accepted |
| X2-Y | 0.277 | 3.195 | 0.001 | Accepted |
| M-Y | 0.290 | 3.886 | 0.000 | Accepted |
| X3-M | 0.292 | 2.922 | 0.003 | Accepted |
| X3-Y | 0.233 | 2.270 | 0.023 | Accepted |

**Source:** Processed data using SmartPLS 4 (2026)

Based on the test results, Adaptive Leadership (X1) is found to have a positive and significant effect on Employee Adjustment (M), with a coefficient of 0.258, a t-statistic of 2.549, and a P-value of 0.011, indicating that the hypothesis is accepted. However, Adaptive Leadership (X1) does not show a significant effect on Employee Loyalty (Y), as reflected by a coefficient of 0.139, a t-statistic of 1.633, and a P-value of 0.103; therefore, this hypothesis is rejected.


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Furthermore, Commitment (X2) demonstrates a positive and significant influence on Employee Adjustment (M), with a coefficient of 0.252, a t-statistic of 2.375, and a P-value of 0.018, as well as on Employee Loyalty (Y), with a coefficient of 0.277, a t-statistic of 3.195, and a P-value of 0.001. These findings indicate that employee commitment plays a crucial role in enh

Employee Adjustment (M) is also shown to have a positive and significant effect on Employee Loyalty (Y), with a coefficient of 0.290, a t-statistic of 3.886, and a P-value of 0.000. In addition, Job Satisfaction (X3) significantly affects Employee Adjustment (M), with a coefficient of 0.292, a t-statistic of 2.922, and a P-value of 0.003, and also has a significant impact on Employee Loyalty (Y), with a coefficient of 0.233, a t-statistic of 2.270, and a P-value of 0.023.

Overall, these results suggest that almost all variables have significant effects, except for the direct relationship between Adaptive Leadership and Employee Loyalty. This implies that employee loyalty is more strongly influenced indirectly through the improvement of Employee Adjustment, highlighting its important role as a mediating variable within the research model.

**Table 7.** Results of Indirect Effect Testing (Mediation Analysis)

| Mediation Path | T-statistic | P-value | Decision |
|---|---|---|---|
| X1 - M - Y | 2.063 | 0.039 | Accepted |
| X2 – M - Y | 1.942 | 0.052 | Rejected |
| X3 – M - Y | 2.349 | 0.019 | Accepted |

**Source:** Processed data using SmartPLS 4 (2026)

Based on the mediation test results, Adaptive Leadership (X1) has a significant indirect effect on Employee Loyalty (Y) through Employee Adjustment (M), with a t-statistic of 2.063 and a P-value of 0.039, indicating that the hypothesis is accepted. In contrast, Commitment (X2) does not exhibit a significant mediating effect, as shown by a t-statistic of 1.942 and a P-value of 0.052; therefore, the hypothesis is rejected. Meanwhile, Job Satisfaction (X3) demonstrates a significant indirect effect on Employee Loyalty (Y) through Employee Adjustment (M), with a t-statistic of 2.349 and a P-value of 0.019, meaning that the hypothesis is accepted.


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## DISCUSSION

### Adaptive Leadership Positively Influences Employee Adjustment

The results indicate that Adaptive Leadership has a positive and significant effect on Employee Adjustment, as reflected by a coefficient of 0.258, a t-statistic of 2.549, and a p-value of 0.011 (< 0.05), confirming that H1 is accepted; this implies that the more effectively adaptive leadership is applied within the organization, the greater the employees' ability to adjust to changes and job demands, since adaptive leaders provide clear direction, emotional support, and flexible solutions that facilitate employees in coping with organizational dynamics, and this finding is consistent with the Adaptive Leadership theory proposed by Paperty (2025), which highlights the importance of leadership flexibility in responding to organizational change.

### Adaptive Leadership Does Not Influence Employee Loyalty

The analysis results indicate that Adaptive Leadership does not have a significant effect on Employee Loyalty, as shown by a coefficient of 0.139, a t-statistic of 1.633, and a p-value of 0.103 (> 0.05), meaning that H2 is rejected; this suggests that adaptive leadership has not been able to directly enhance employee loyalty, as loyalty is not solely determined by leadership style but is also influenced by other factors such as organizational commitment, job satisfaction, and employees' ability to adjust, and this finding is consistent with the view of (Maulana et al., 2024), which states that loyalty is more strongly shaped by employees' emotional attachment and their work experiences within the organization.

### Commitment Positively Influences Employee Adjustment

Commitment is found to have a positive and significant effect on Employee Adjustment, with a coefficient of 0.252, a t-statistic of 2.375, and a p-value of 0.018 (< 0.05), indicating that H3 is accepted; this suggests that the higher the level of employee commitment to the organization, the easier it is for employees to adjust to the work environment, as those with strong commitment tend to respond more positively to organizational changes and demonstrate stronger adaptive behavior, and this finding is supported by organizational commitment theory (H. Pratama, 2025)., which emphasizes that emotional attachment encourages adaptive behavior within organizations.


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**Commitment Positively Influences Employee Loyalty**

Commitment is also found to have a positive and significant effect on Employee Loyalty, with a coefficient of 0.277, a t-statistic of 3.195, and a p-value of 0.001 (< 0.05), indicating that H4 is accepted; this suggests that commitment is a key factor in enhancing employee loyalty, as employees with higher levels of commitment tend to have a stronger intention to remain with the organization, contribute actively, and maintain long-term relationships with the company, demonstrating greater responsibility in their work and a stronger sense of belonging, and this finding is consistent with previous studies which state that commitment is closely related to employee loyalty and retention, where higher levels of commitment lead to a greater likelihood of employees staying loyal and supporting organizational goals (Wardhana, 2022).

**Employee Adjustment Positively Influences Employee Loyalty**

Employee Adjustment is found to have a positive and significant effect on Employee Loyalty, with a coefficient of 0.290, a t-statistic of 3.886, and a p-value of 0.000 (< 0.05), indicating that H7 is accepted; this suggests that employees' ability to adapt plays a crucial role in shaping loyalty, as those who can effectively adjust to organizational changes tend to feel more comfortable, emotionally stable, and more strongly attached to the company, and this finding is consistent with the view of Klehe et al (2023) which states that individual adaptability contributes to increased organizational loyalty.

**Job Satisfaction Positively Influences Employee Adjustment**

The results show that Job Satisfaction has a positive and significant effect on Employee Adjustment, with a coefficient of 0.292, a t-statistic of 2.922, and a p-value of 0.003 (< 0.05), indicating that H5 is accepted; this suggests that higher levels of job satisfaction lead to better employee adaptability to the work environment, as satisfaction with the job, workplace relationships, and organizational conditions enables employees to cope with work pressures more effectively, and this finding is consistent with job satisfaction theory proposed by Simatupang (2013) which emphasizes the importance of working conditions in shaping individuals' positive attitudes toward the organization.

**Job Satisfaction Positively Influences Employee Loyalty**

Job Satisfaction is found to have a positive and significant effect on Employee Loyalty, with a coefficient of 0.233, a t-statistic of 2.270, and a p-value of 0.023 (< 0.05), indicating that H6 is accepted; this suggests that higher levels of job satisfaction lead to


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greater employee loyalty toward the organization, as employees who are satisfied with their jobs tend to be more motivated to remain and demonstrate commitment to the company, while satisfaction with the work environment, relationships with colleagues, and organizational rewards strengthens their sense of comfort and emotional attachment, and this finding supports previous research which identifies job satisfaction as a key determinant of employee loyalty, where higher satisfaction increases employees' willingness to continue contributing to the organization (Lestari & Kusuma, 2024).

**Adaptive Leadership Positively Influences Loyalty through Employee Adjustment (Mediating Effect)**

The mediation test results indicate that Employee Adjustment successfully mediates the effect of Adaptive Leadership on Employee Loyalty, with a t-statistic of 2.063 and a p-value of 0.039 (< 0.05), meaning that H8 is accepted; this suggests that the influence of adaptive leadership on loyalty occurs indirectly through employees' ability to adjust, as leaders who are capable of adapting to change and providing appropriate guidance help employees feel more comfortable and confident in dealing with work demands, which in turn fosters better working relationships and ultimately enhances employee loyalty, and this finding is consistent with previous research by Eshete (2026).

**Commitment Does Not Mediate Loyalty through Employee Adjustment**

The mediation test results show that Employee Adjustment is not able to mediate the effect of Commitment on Employee Loyalty, as indicated by a t-statistic of 1.942 and a p-value of 0.052 (> 0.05), meaning that H9 is rejected; this suggests that the influence of commitment on loyalty occurs more directly rather than through a mediating variable, as employees with high commitment tend to demonstrate loyalty immediately without requiring a significant adjustment process, indicating that a sense of responsibility, emotional attachment, and the desire to remain part of the organization are already strong enough to shape employee loyalty fandi rohman (2024).

**Job Satisfaction Positively Mediates Loyalty through Employee Adjustment**

The test results indicate that Employee Adjustment successfully mediates the effect of Job Satisfaction on Employee Loyalty, with a t-statistic of 2.349 and a p-value of 0.019 (< 0.05), meaning that H10 is accepted; this implies that job satisfaction enhances employee loyalty more effectively when accompanied by strong adaptability, as employees who are satisfied with their work tend to be more flexible in responding to


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organizational changes, thereby strengthening their loyalty to PT Candra Super Store, and this finding is consistent with the study by Salsabilah (2025) which states that job satisfaction creates a positive psychological condition that reinforces both the adjustment process and employee loyalty

## CONCLUSION

This study aims to examine the effect of Adaptive Leadership, Commitment, and Job Satisfaction on employee loyalty, with Employee Adjustment as a mediating variable. The results show that all three independent variables have a positive and significant effect on Employee Adjustment. In addition, Commitment, Job Satisfaction, and Employee Adjustment are also proven to have a significant impact on increasing employee loyalty. However, Adaptive Leadership does not show a significant direct effect on employee loyalty, indicating that the role of leadership is more indirect in nature. In the mediation analysis, Employee Adjustment is found to significantly mediate the relationship between Adaptive Leadership and Job Satisfaction on employee loyalty. However, it does not mediate the relationship between Commitment and loyalty, suggesting that commitment has a more dominant direct effect. Overall, these findings confirm that employee loyalty is influenced by a combination of organizational factors and individual psychological factors. Employees' ability to adapt plays a crucial role in strengthening these relationships, especially in dealing with dynamic and changing work environments. Therefore, Employee Adjustment can be considered a strategic factor in enhancing sustainable employee loyalty. Furthermore, this result implies that organizations should not only focus on strengthening structural and leadership aspects but also prioritize the development of employees' adaptive capabilities. Providing continuous training, fostering a supportive work culture, and encouraging flexibility can enhance employees' adjustment levels. By doing so, organizations can better ensure that employees remain engaged, resilient, and committed in the long term, ultimately contributing to improved organizational performance and stability.

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