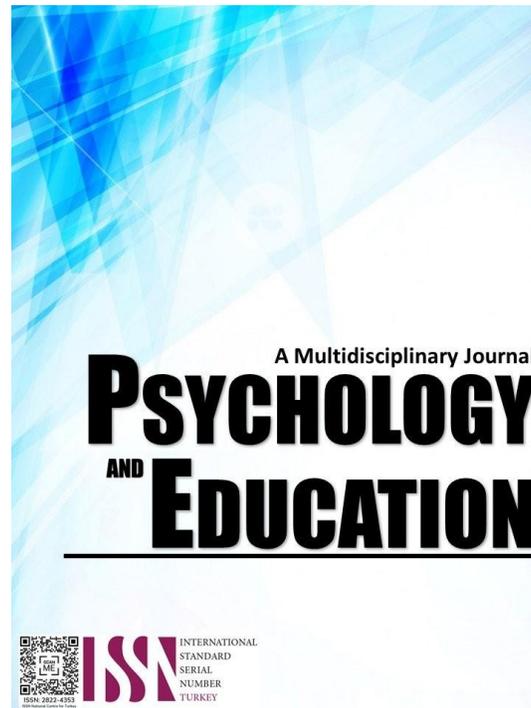# COMMUNICATION, LEADERSHIP STYLE, JOB SECURITY, AND EMPLOYEE ENGAGEMENT: A STRUCTURAL MODEL ON ADAPTABILITY OF ORGANIZATIONAL CHANGE IN HIGHER EDUCATION INSTITUTION

Communication, Leadership Style, Job Security, and Employee Engagement: A Structural Model on Adaptability of Organizational Change in Higher Education Institutions

Soraya P. Manamparan,* Cristine A. Geroy, Nenita I. Prado
For affiliations and correspondence, see the last page.

Abstract

In response to the fast transformations shaping higher education, employee adaptability has emerged as a critical determinant of institutional resilience and performance. This study examined the impact of key organizational factors, including communication, leadership styles, job security, and employee engagement, on employee adaptability to organizational change at Mindanao State University–Marawi Campus. Recognizing adaptability as essential to institutional resilience, the research aligned with Sustainable Development Goals (SDGs 4, 8, 9, 10, and 16) and employed a descriptive-correlational and causal-comparative design, utilizing stratified random sampling to survey 553 academic, semi-academic, and administrative personnel. Data analysis was conducted using Pearson correlation, multiple regression, and Structural Equation Modeling (SEM). Results indicated that job security and engagement significantly predicted adaptability, with self-efficacy, teamwork, transactional leadership, and motivation emerging as key contributors. Among five structural models tested, only Model 5 satisfied all fit indices, leading to the development of the SPM Adaptability Model (Soraya Panondi Manamparan's Model of Adaptive Organizational Change). The model emphasizes the interconnected roles of transparent communication, inclusive leadership, psychological safety, and employee motivation in facilitating successful change implementation. These findings provide both theoretical and practical insights for higher education institutions, offering a validated framework to strengthen adaptability, foster inclusive governance, and cultivate a future-ready workforce amid continuous organizational transformation.

Keywords: *employee adaptability, organizational change, leadership styles, employee engagement, structural equation modeling (SEM)*

Introduction

In the rapidly transforming landscape of higher education, employee adaptability emerged as a pivotal competency for institutional resilience, competitiveness, and sustainability. Universities were increasingly compelled to navigate globalization, leadership transitions, technological disruptions, and shifting societal expectations, all of which demanded a workforce capable of continuous adjustment and learning. Adaptability, as emphasized by Uhl-Bien and Arena (2018), constituted a central mechanism through which organizations and individuals responded effectively to environmental dynamism. Despite its recognized importance, scholarly discourse remained limited in explicating the organizational determinants that cultivated adaptability among employees, particularly within public higher education institutions in developing contexts.

Mindanao State University Marawi Campus, through ongoing organizational reforms like the implementation of quality management systems, policy realignments, and digital transformation initiatives, underscores the necessity of an adaptive workforce capable of sustaining institutional effectiveness. However, empirical evidence on how internal organizational factors shaped employees' adaptive capacities remained scant. Kuttappa (2020) and Rehman et al. (2021) acknowledged that supportive environments conditioned adaptive behavior; the interrelationships among communication, leadership styles, job security, and employee engagement in fostering adaptability had not been systematically examined in the higher education context.

This gap underscored the need for a holistic and evidence-based understanding of the mechanisms through which these factors influenced employee adaptability. Addressing this gap, the present study investigated the extent to which communication, leadership styles, job security, and employee engagement predicted adaptability to organizational change among employees of MSU Marawi Campus. Furthermore, by aligning its objectives with Sustainable Development Goals (SDGs 4, 8, 9, 10, and 16), the study sought to develop a conceptual framework that informed leadership development, human resource policies, and institutional strategies. In doing so, it contributed to the broader discourse on organizational adaptability and sustainable institutional transformation in higher education.

Hence, this study addressed the gap in empirical research on how organizational communication, leadership styles, job security, and employee engagement influence adaptability within higher education institutions. By contextualizing these relationships in a developing-country university setting, the study extended existing theories of organizational change and provided practical insights for building resilient and future-ready academic institutions.

Research Objectives

This study aimed to develop a structural model of communication, leadership styles, job security, and employees' engagement in adapting to organizational change. Specifically, this study sought to:

1. Assess the level of communication in terms of:

    1.1. clarity;
    1.2. transparency; and
    1.3. consistency.
2. Measure the level of leadership style in terms of:
    2.1. democratic;
    2.2. transformational; and
    2.3. transactional.
3. Evaluate the level of job security in terms of:
    3.1. self-efficacy;
    3.2. competencies; and
    3.3. appointment status.
4. Determine the level of engagement in terms of:
    4.1. trust;
    4.2. motivation; and
    4.3. teamwork.
5. Identify the level of employees' adaptability to organizational change.
6. Establish the relationship between employees' adaptability of organizational change in terms of:
    6.1 communication;
    6.2 leadership styles;
    6.3 job security; and
    6.4 employee engagement.
7. Identify the variables, singly or in combination, influence employees' adaptability of organizational change.
8. Develop a structural model that best fits employees' adaptability of organizational change.

Literature Review

The reviewed literature revealed that communication, leadership styles, job security, and employee engagement were interdependent constructs that collectively influenced employees' adaptability to organizational change. Communication served as the primary mechanism through which leadership intentions and organizational goals were conveyed, shaping employees' perceptions of security, engagement, and readiness for change. Studies by Syafwan and Fathia (2023), Elving (2015), and Armenakis and Bedeian (2014) indicated that clear, transparent, and consistent communication fostered trust, commitment, and inclusion while reducing uncertainty and resistance. Effective communication further strengthened employee engagement by ensuring feedback, openness, and participation (Lewis, 2018; Mishra et al., 2014). Leadership styles, whether transformational, democratic, transactional, or adaptive, played complementary roles in guiding organizational change by promoting collaboration, innovation, and psychological safety (Bass & Riggio, 2014; Shah, 2023; Schulze & Pinkow, 2020). Transformational leadership built trust and shared vision, while democratic and adaptive leadership fostered participation and responsiveness to change (Choi & Kim, 2014; Tariq & Sultan, 2019; Banik & Bhadury, 2021).

Job security, as emphasized by Chen et al. (2020) and Mauno et al. (2018), enhanced trust, resilience, and openness to change, whereas insecurity often heightened resistance and anxiety (Zhang & Wang, 2020). Stable employment and organizational support not only reduced fear but also promoted engagement and adaptability (Bah et al., 2024; Bandura & Locke, 2015). Meanwhile, employee engagement, rooted in trust, motivation, and teamwork, was shown to increase adaptability by fostering emotional commitment and proactive behavior toward organizational transformation (Saks & Gruman, 2014; Albrecht & Bakkar, 2020; Torrance, 2024). Engaged employees demonstrated higher levels of resilience, ownership, and flexibility, aligning personal goals with institutional objectives (Dirks & Ferrin, 2015; Kim & Lee, 2015).

Collectively, these studies revealed that open communication enhanced leadership effectiveness and perceptions of security; supportive leadership strengthened engagement and adaptability; and job security reinforced commitment and readiness for change. Engagement, in turn, translated these factors into active adaptability behaviors. Together, these constructs formed a dynamic, mutually reinforcing system that enhanced employees' capacity to adapt, sustain performance, and support organizational transformation, especially within dynamic institutional contexts like Mindanao State University Marawi Campus.

Methodology

Research Design

This study employed the descriptive correlational and causal-comparative research design to develop a structural model of how communication levels, leadership styles, job security, and employee engagement affect adaptability to organizational change. A descriptive design was deemed appropriate as it allowed the systematic observation, documentation, and analysis of variables and conditions related to the phenomenon. Within this framework, a correlational method was applied to investigate the strength and direction of relationships among the variables without controlling or manipulating them. A causal-comparative design was used to

further explore cause-and-effect connections by examining the influence of independent variables on dependent variables after an action or event had already occurred. To strengthen the validity of the findings and test the hypothesized relationships, the study also utilized Structural Equation Modeling (SEM). SEM is a powerful multivariate statistical technique that allows the examination of both direct and indirect effects within pre-assumed causal relationships. It combines measurement and structural models, offering a comprehensive approach to confirm theoretical frameworks and evaluate complex interrelationships among variables.

Respondents

Employees of the Mindanao State University-Marawi Campus were randomly selected as participants for this study. This included faculty members and staff from the academic, semi-academic, and administrative units who had served the university for at least three (3) years in a level 2 itemized position and were encouraged to participate voluntarily. Participants who did not meet the inclusion parameters were excluded from the study. Specifically, employees of Mindanao State University Marawi Campus who had rendered less than three (3) years of service, held non–level 2 itemized positions, or were employed under temporary, job order, or contractual status were not included. Likewise, students, part-time personnel, and individuals who declined to participate or failed to provide complete survey responses were excluded from the final sample. These criteria were established to ensure that the data accurately reflected the perspectives of regular university employees with sufficient experience and organizational familiarity relevant to the study variables.

The sample size was determined using the Raosoft calculator, an online tool that calculates the appropriate sample size for the study (Crilly et al., 2017; Jahirul Islam, 2024). It helped to ensure that the data collected was statistically significant and representative of the population under investigation, with the algorithm: x = Z (c/100) 2r(100-r), n = N x/((N-1) E² + x), and n = N x/(N-1) E² + x). Where N represents the population size, r denotes the proportion of responses of interest, and Z (c/100) is the critical value corresponding to the confidence level c.

Stratified Random Sampling was used to obtain the study's sample because it requires explicitly rank-and file and faculty members working in the different units of the Mindanao State University Main Campus-Marawi as participants where the sample size of each stratum is proportionate to the population size of the stratum considering the formula, n = (n/N)* ns, where n= sample size; N = population size, and ns = stratum size. The formula was initially designed and reviewed by Hayen and Westfall (2020), cited by Bisht (2024), and subsequently modified by the researcher to simplify the interpretation of each symbol.

The first stage was identifying the stratum of each unit of Mindanao State University Main Campus, Marawi. The study population consisted of three strata: the academic unit, the semi-academic unit, and the administrative unit, totaling 1,393 employees who had served the university for at least three years in Level 2 itemized positions. In the second stage, the desired sample size of 608 was determined. This sample size was divided by the total population (1,393) to obtain a quotient, which was then multiplied by the size of each stratum to allocate the appropriate number of respondents from each group. The resulting whole numbers from this calculation were recognized as the sample sizes for each stratum, yielding a total sample size of 608 participants.

Instrument

A five-part questionnaire was used in this study. The first up to the final part of the questionnaire was carefully adapted and modified to suit the specific needs of the population from the following studies: Li et al., (2021) entitled" Employees Coping with Organizational Change in the Face of a Pandemic: the role of the transparent internal communication"; Syafwan et al. (2023) entitled "The Role of Communication in Organizational Change: Case Study of Indonesian Telecommunication Company"; Yue et al., (2019) entitled "Bridging Transformational Leadership, Transparent Communication, and Employee Openness to Change: the Mediating of Trust"; Geroy (2023) entitled "Commitment, Job Satisfaction, Teamwork, and Training: A structural Model on Productivity of Employees in Higher Education Institution"; and Aduman (2016) entitled "Employee Perceptions and Attitudes Towards Organizational Change: a Study of Organizations in GHANA.

Using a Likert Scale 1-5 (5 as the highest and one as the lowest), first up to 5th part of the questionnaire had a scoring scale of thirty (30) items that measured the level of (1) Communication in terms of clarity, transparency and consistency; (2) Leadership Styles in terms of democratic, transformational and transactional; (3) Job Security in terms of self-efficacy, competencies, and appointment status; (4) Employee Engagement in terms of trust, motivation and teamwork; and (5) Employees' Adaptability of organization change.

To ensure the validity and reliability of the questionnaires, the adopted and modified questionnaire underwent content validation by experts in the field. It adheres to the critical procedure of research ethics and receives approval from the Research Ethics Committee; thus, the method of data collection strictly follows the proper course of action. All procedures and requirements were followed to finally present the data to the adviser and research panel for binding approval. Furthermore, the adopted and modified questionnaire was pilot tested with 37 randomly chosen participants who were not included in the study sample. All variables in the questionnaire demonstrated excellent internal consistency, with Cronbach's alpha coefficients ranging from .882 to .960, exceeding the minimum acceptable threshold of .70 (Cronbach, 1951). Specifically, reliability coefficients were as follows: clarity (α = .929), transparency (α = .945), consistency (α = .960), democratic leadership (α = .954), transformational leadership (α = .946), transactional leadership (α = .882), self-efficacy (α = .904), competencies (α = .928), appointment status (α = .941), trust (α = .934), motivation (α = .959), teamwork (α = .959), and adaptability to organizational change (α = .932). These results confirmed that the instrument used to measure the constructs

in this study was highly reliable. The pilot testing results using Cronbach's alpha ensured the validity and reliability of the questionnaire, serving as the basis for proceeding with its administration. The ability of an instrument to measure was referred to as its validity. A pilot test was used to establish reliability.

Procedure

To ensure the quality and reliability of research findings, the researcher sought approval from the adviser after careful assessment and reviews of the manuscript and sent a letter to the Dean of School of Business, Management and Accountancy to secure permission to conduct the study, following the Research Ethics Board (REB) inform consent form for a more reliable and valid study and its result. A letter of consent was then sent to the institution to conduct the study, addressed to the Vice President of Academic Affairs, the Vice Chancellor for Academic Affairs, and the Director of Human Resources and Development at Mindanao State University, Marawi Campus.

Similarly, the adopted and modified questionnaire underwent content validation by experts in the field to ensure quality. It adheres to the critical procedure of research ethics and receives approval from the Research Ethics Committee; thus, the method of data collection strictly follows the proper course of action. All procedures and requirements were followed to finally present the data to the adviser and research panel for binding approval.

The approved letters from the institution to conduct the study were attached to the letter of permission and personally handed by the researcher to the different unit heads of academic, semi-academic, and administrative units of the Mindanao State University Marawi Campus to allow the researcher to administer the questionnaires to their employees about the adaptability of organizational change. Once the unit heads approved the permission letter, the researcher administered and distributed the questionnaires to randomly selected participants to assess their adaptability to organizational change.

Before data collection, the researcher provided participants with information about the study's purpose and instructions for completing the questionnaire. Participants were able to complete the survey within 3–5 minutes, as it employed a Likert scale scoring system designed for their convenience. Creating a consent document for research participants was one part of the informed consent process. The primary purpose of the consent was to provide information to prospective research participants, enabling them to give free and informed consent to participate in research. Consent documents conform to standards created to support understandability and voluntariness.

To ensure the confidentiality and ethical integrity of the study, the researcher guaranteed that all information provided by participants was handled with the utmost confidentiality and data security. The collected data were used solely for research purposes and did not influence the participants' performance or employment status. Access to the responses was restricted to the researcher, research adviser, statistician, and other authorized personnel directly involved in data analysis. The results were not disclosed outside the research team, thereby protecting the participants' privacy and anonymity.

Participation was entirely voluntary, and participants retained the right to refuse or skip any questions that caused discomfort. No monetary or non-monetary compensation was provided, and no penalties or loss of benefits were incurred by those who chose to withdraw at any point. These procedures were implemented in accordance with the Ethical Principles of Psychologists and Code of Conduct (American Psychological Association, 2017), ensuring adherence to the principles of respect for persons, beneficence, and justice.

Data Analysis

To analyze and interpret the collected data, various statistical tools were employed. To address research problems 1 through 5, descriptive statistics, including mean and standard deviation, were used to summarize, describe, understand, and assess the levels of communication, leadership styles, job security, employee engagement, and employee adaptability in the context of organizational change. Descriptive research design is primarily concerned with answering the questions of who, what, when, where, and how regarding a research problem. It is commonly used to develop theory, evaluate or justify practices, and provide insights by observing and documenting variables and conditions that influence a phenomenon (Pangcatan, 2020; Geroy, 2023; Singh, 2023).

For Problem 6, Pearson product-moment correlation was used to determine the significant relationship between Employees' Adaptability and Communication, Leadership Styles, Job Security, and Employees' Engagement. Problem 7 employed Multiple Regression Analysis to determine which of the independent variables, singly or in combination, influence employees' adaptability to organizational change. Multiple Regression Analysis was also utilized to identify the independent variables, such as Communication, Leadership Styles, Job Security, and Employees' Engagement, that best predict Employees' Adaptability. A predictive model was developed to integrate these variables for accurate prediction. A correlational study is a non-experimental design that examines the statistical relationship between two or more variables without manipulation, focusing on the strength and direction of their association but not establishing causality (Bhandari, 2023; Cherry, 2019; Pangcatan, 2020). On the other hand, Multiple Regression Analysis (MRA) is a statistical technique used to examine the relationship between one dependent variable and two or more independent variables. It extends simple regression by allowing researchers to assess the combined and individual effects of multiple predictors on an outcome, making it especially useful for testing complex models in organizational and social research. Through this method, it is

possible to determine not only which variables significantly influence the dependent variable but also the strength and direction of these influences.

Lastly, Structural Equation Modeling (SEM) was utilized to develop a predictive or causal model that best fits the concept of Employees' Adaptability. Structural Equation Modeling (SEM) is a powerful statistical method for analyzing complex relationships among multiple observed and latent variables. It enables researchers to test hypotheses, identify direct and indirect effects, and develop predictive models, providing deeper insights into the mechanisms influencing employees' adaptability. As a confirmatory approach, SEM systematically evaluates and refines both measurement and structural models, making it a widely used tool in scientific investigations (Kline, 2016; Ahmad et al., 2016; Fan et al., 2016).

Results and Discussion

Level of Communication

Table 1. *Summary results for the Level of Communication*

Sub-variables	Mean	SD	Description	Interpretation
Clarity	3.98	.658	Agree	High
Transparency	3.81	.720	Agree	High
Consistency	3.90	.655	Agree	High
Over-all Mean	3.89	.625	Agree	High

Legend: *5 – 4.51–5.00, Strongly Agree, Very High; 4 – 3.51–4.50, Agree, High; 3 – 2.51–3.50, Neutral, Moderate; 2 – 1.51–2.50, Disagree, Low; 1 – 1.00–1.50, Strongly Disagree, Very Low*

The study revealed that among the three dimensions of communication, clarity received the highest mean rating (M = 3.98, SD = .658) implied that participants perceived a high level of communication which reflected positively on internal communication, it followed by consistency (M = 3.90, SD = .655) implied that the organization demonstrated a moderate high level of consistency in how information was conveyed. Transparency received the lowest mean score (M = 3.81, SD = .720), suggesting that employees acknowledged the presence of transparency in communication and reflected positively on the organization's communication strategy. At the same time, there was also room for improvement. The overall mean score (M = 3.89, SD = .625) implied that participants generally agreed that communication in their organization was effective, with strong marks in clarity and consistency, and a developing culture of transparency.

These results indicated clarity and consistency as communication strengths that build trust, credibility, and alignment, while transparency remains an area for further improvement. Prior research has emphasized that clear and consistent communication enables employees to understand organizational directions, reduces ambiguity, and fosters confidence in leadership during change (Men & Bowen, 2017; Welch, 2018; Hallahan et al., 2017; Men & Yue, 2019). Similarly, transparency, though somewhat less pronounced, plays a critical role in strengthening commitment, reducing resistance, and sustaining trust, particularly when organizations openly share both opportunities and challenges (Rawlins, 2015; Welch & Jackson, 2017; Kim & Lee, 2022; Zerfass et al., 2021). Furthermore, the results indicated that the organization has established a solid foundation for engagement and adaptability initiatives, aligning with scholars who argue that clearly communicating vision and the purpose of change helps employees understand the "what, why, and how," ultimately supporting smoother adoption of new practices (Matkin, 2016; Grossman, 2023).

Level of Leadership Style

Table 2. *Summary results for the Level of Leadership Style*

Sub-variables	Mean	SD	Description	Interpretation
Democratic	3.98	.715	Agree	High
Transformational	4.06	.734	Agree	High
Transactional	3.72	.633	Agree	High
Over-all Mean	3.92	.600	Agree	High

Legend: *5 – 4.51–5.00, Strongly Agree, Very High; 4 – 3.51–4.50, Agree, High; 3 – 2.51–3.50, Neutral, Moderate; 2 – 1.51–2.50, Disagree, Low; 1 – 1.00–1.50, Strongly Disagree, Very Low*

The results revealed that among the leadership styles assessed, transformational leadership received the highest mean score (M = 4.06, SD = .734) implied that leaders demonstrated a high level of transformational leadership behaviors, followed by Democratic leadership (M = 3.98, SD = .715) implied that respondents perceived a high level of democratic leadership within the organization, indicated that leaders often encouraged employee input, promoted team participation, and practiced openness in communication and decision-making, and transactional leadership with the lowest mean score (M = 3.72, SD = .633) implied that employees perceived a substantial presence of transactional leadership in their organization indicated that leaders frequently rely on formal exchanges to manage work performance and accountability. The overall mean score (M = 3.92, SD = .600) implied a generally high level of perceived leadership effectiveness, which further highlighted a favorable organizational leadership climate with a strong emphasis on visionary, inclusive, and people-centered approaches.

The findings indicated that the organization demonstrates a balanced leadership climate, where democratic and transformational styles drive participation, trust, and adaptability, while transactional practices ensure discipline and clarity. This interplay reflects an

integration of people-centered and goal-oriented approaches, aligning with evidence that democratic and transformational leadership enhance innovation, commitment, and openness to change, whereas transactional leadership provides the structural stability needed for effective implementation (Bass & Riggio, 2015; Al Khajeh, 2018; Pradhan & Jena, 2019). In the Philippine context, such a balance appears culturally congruent, as employees respond positively to clear expectations when delivered with fairness and inclusivity (Manalo & Manansala, 2020). Overall, these results affirm that leadership effectiveness lies not in a single style but in the strategic combination of approaches that simultaneously address organizational performance, employee commitment, and readiness for change (Akinbode & Shuhumi, 2018; Khan et al., 2020; Gilbert, 2021).

Level of Job Security

Table 3. *Summary Results for the Level of Job Security*

Sub-variables	Mean	SD	Description	Interpretation
Self-Efficacy	4.08	.592	Agree	High
Competencies	4.04	.654	Agree	High
Appointment Status	3.94	.777	Agree	High
Over-all Mean	4.02	.577	Agree	High

Legend: 5 – 4.51–5.00, Strongly Agree, Very High; 4 – 3.51–4.50, Agree, High; 3 – 2.51–3.50, Neutral, Moderate; 2 – 1.51–2.50, Disagree, Low; 1 – 1.00–1.50, Strongly Disagree, Very Low

The study revealed that among the dimensions of job security, self-efficacy received the highest mean score (M = 4.08, SD = .594) implied that respondents felt a strong sense of self-efficacy contributed to their perception of job stability and confidence in navigating organizational demands, followed by Competencies (M = 4.04, SD = .654) and appointment status rated lowest (M = 3.94, SD = .777) indicated that employees felt a relatively high sense of job security associated with the stability and clarity of their employment status. The overall mean (M = 4.02, SD = .577) presented an optimistic picture of job security within the organization. Despite variations in appointment status, the general agreement across indicators implied that the organization provided a stable and supportive work environment, laying a strong foundation for sustained employee engagement and performance.

The findings indicated that employees' strong sense of self-efficacy and job security function as reinforcing mechanisms that enhance both individual adaptability and organizational stability. High self-efficacy not only equipped employees with confidence and initiative but also mitigated the perceived risks of organizational change, underscoring its role as a psychological buffer against uncertainty (Rigotti et al., 2018; Kim & Beehr, 2017). Job security, while largely anchored in appointment status, was further strengthened by continuous competency development and leadership support. This indicates that structural stability alone is insufficient without dynamic capacity-building (Greenhalgh & Rosenblatt, 2017; Vander Elst et al., 2019). Collectively, these results highlighted that sustainable employee commitment emerges from the interplay of personal efficacy and institutional security, aligning with evidence that such conditions reduce stress, foster satisfaction, and underpin long-term organizational success (Wilczyńska et al., 2015; Chung et al., 2014; Tanner, 2024).

Level of Engagement

Table 4. *Summary results for the Level of Engagement*

Sub-variables	Mean	SD	Description	Interpretation
Trust	3.95	.661	Agree	High
motivation	3.91	.720	Agree	High
Teamwork	3.95	.693	Agree	High
Over-all Mean	3.94	.642	Agree	High

Legend: 5 – 4.51–5.00, Strongly Agree, Very High; 4 – 3.51–4.50, Agree, High; 3 – 2.51–3.50, Neutral, Moderate; 2 – 1.51–2.50, Disagree, Low; 1 – 1.00–1.50, Strongly Disagree, Very Low

Trust (M = 3.95, SD = .661) and Teamwork (M = 3.95, SD = .693) achieved the highest engagement rates, indicating that employees perceived a healthy workplace environment and experienced positive collaboration within their organization. It was followed closely by Motivation (M = 3.91, SD = .720), which implied that respondents perceived themselves as motivated and engaged in their work. This reflected a favorable motivational climate within the organization, which was a central driver of employee engagement, productivity, and retention. The overall mean (M = 3.94, SD = .642) of engagement level implied a generally high level of employee engagement across the organization, which is relevant to a strong interpersonal and relational foundation for engagement.

The findings indicated that employee engagement in the organization is anchored in trust, motivation, and teamwork, reflecting a supportive climate that strengthens both performance and adaptability. Trust in leadership fostered psychological safety, loyalty, and discretionary effort, confirming its role as both a driver and outcome of engagement (Breevaart & Bakker, 2018; Dirks & Ferrin, 2019; Kim & Beehr, 2021). Motivation further reinforced engagement by encouraging employees to invest energy and commitment, particularly when supported by clear roles, recognition, and growth opportunities (Breevaart et al., 2016; Alfes et al., 2017). Teamwork also enhanced engagement by promoting collaboration, accountability, and organizational commitment (Gratton & Erickson, 2015; Hanaysha, 2016). Overall, the results highlighted that trust, motivation, and teamwork collectively create a high-engagement environment that sustains employee well-being and drives organizational resilience and change readiness (Mehrzi & Singh, 2016; Golhar, 2023).

Level of Employees' Adaptability to Organizational Change

Table 5. *Level of employees' adaptability of organizational change*

Indicators	Mean	SD	Description	Interpretation
1. I believe that the change would benefits this organization.	4.17	.761	Agree	High
2. I saw the change positively regardless of its impact on my job.	4.03	.77	Agree	High
3. I believe that the change was appropriate for this organization.	4.08	.758	Agree	High
4. I shared whatever knowledge and information I had to help this change to be successful.	4.08	.756	Agree	High
5. I am willing to help the change be successful.	4.22	.77	Agree	High
6. I believed the change would be very effective for this organization.	4.17	.764	Agree	High
7. I tried to encourage my colleagues to adopt the change.	4.05	.801	Agree	High
8. I am strongly supporting the implementation of the change.	4.12	.562	Agree	High
9. I am happy with the change.	4.04	.811	Agree	High
10. I supported the change in every way for the success of my organization.	4.15	2.16	Agree	High
11. The change was unpleasant for me.	3.04	1.17	Neutral	Moderate
12. I felt the change would not help the development of this organization	3.07	1.20	Neutral	Moderate
13. I doubted the outcomes of the change.	3.05	1.14	Neutral	Moderate
14. I am afraid that my daily work routines affected by the change.	2.90	1.14	Neutral	Moderate
15. I feel stress with the change.	2.98	1.14	Neutral	Moderate
16. The change will give me a chance to do multitasks.	3.65	.887	Agree	High
17. The change will give opportunities to use my skills and abilities.	3.89	.767	Agree	High
18. The change will make me excel in my field of specialization.	3.96	.785	Agree	High
19. The change will not affect my employment.	3.86	.860	Agree	High
20. I felt uncomfortable with the change being implemented.	2.64	1.10	Neutral	Moderate
21. I understand that there is a need for a change in the organization as soon as possible.	4.01	1.11	Agree	High
22. I will welcome organizational change as a positive challenge.	4.11	.746	Agree	High
23. I am open to switching my jobs if needed for the success of organizational change.	3.92	.834	Agree	High
24. I understand the current organizational challenges in the organization.	3.99	.757	Agree	High
25. I believe that the organization has been able to cope effectively with new situation.	4.03	1.87	Agree	High
26. I believe that the organization has itself capable of implementing organizational change.	3.97	.765	Agree	High
27. I believe that organismal change helps me perform my duties better than before.	3.97	.758	Agree	High
28. I received adequate training to adapt the organizational changes.	3.82	.844	Agree	High
29. I believe that organizational change will bring a better working environment.	4.03	.758	Agree	High
30. I am very much confident in adapting organizational change.	4.05	.771	Agree	High
Over-all Mean	3.80	.519	Agree	High

Legend: 5 – 4.51–5.00, Strongly Agree, Very High; 4 – 3.51–4.50, Agree, High; 3 – 2.51–3.50, Neutral, Moderate; 2 – 1.51–2.50, Disagree, Low; 1 – 1.00–1.50, Strongly Disagree, Very Low

The fifth statement of the problem investigated the level of employees' adaptability to organizational change. The results revealed a high level of employees' adaptability to organizational change, with an overall mean (M = 3.80, SD = .519) indicating high levels of change readiness, organizational commitment, and a positive attitude toward transformation. The high mean scores further implied an environment where employees were not only prepared but also emotionally and cognitively aligned with the change.

The findings indicated high levels of change readiness, organizational commitment, and adaptability, reflecting a workplace climate where employees were not only prepared but also emotionally and cognitively aligned with transformation initiatives. Employees generally viewed change as beneficial, well-managed, and non-threatening, which reduced resistance and fostered psychological acceptance, an outcome consistent with research linking perceived change valence and transparent leadership to greater trust, motivation, and ownership of change (Oreg et al., 2018; Rafferty & Jimmieson, 2016; Holt et al., 2017; Wanberg & Banas, 2020; Bouckenooghe, 2018). Minimal negative emotions suggested effective communication and supportive systems that buffered stress and uncertainty. At the same time, high adaptability demonstrated cognitive flexibility, resilience, and proactive engagement in evolving roles (van den Heuvel et al., 2019). Overall, the results affirmed that cultivating a change-positive culture grounded in involvement, trust, and empowerment strengthens organizational resilience and positions employees as active contributors to innovation and long-term success in dynamic environments (Hakkak et al., 2021; Jahanshahi et al., 2020; Boylan & Turner, 2017).

Relationship between employees' adaptability, Communication, Leadership Styles, Job Security, and Engagement

The sixth problem investigated the possibility of a correlation between the adaptability of organizational change and communication, leadership styles, job security, and employee engagement. The correlation results revealed that all measured variables demonstrated a positive and statistically significant relationship (p < .05) with employees' adaptability to organizational change. The strongest associations were found with Engagement (r = .683) and Job Security (r = .668), implying that when employees feel secure, motivated, trusted, and engaged, their adaptability to organizational change is greatly enhanced. Additionally, key factors in Communication (r =

.475) and Leadership Styles (r = .440) also indicated a meaningful contribution to adaptability.

Table 6. *Relationship between employees' adaptability, Communication, Leadership Styles, Job Security, and Engagement*

Variables	N	r	P-value	Interpretation
Clarity	553	.431	.000	Significant
Transparency	553	.435	.000	Significant
Consistency	553	.448	.000	Significant
Communication	553	.475	.000	Significant
Democratic	553	.461	.000	Significant
Transformational	553	.447	.000	Significant
Transactional	553	.213	.000	Significant
Leadership Styles	553	.440	.000	Significant
Self-Efficacy	553	.581	.000	Significant
Competencies	553	.597	.000	Significant
Appointment Status	553	.546	.000	Significant
Job Security	553	.668	.000	Significant
Trust	553	.608	.000	Significant
motivation	553	.643	.000	Significant
Teamwork	553	.651	.000	Significant
Engagement	553	.683	.000	Significant

Note: p=.05 or p<.05 is significant (reject Ho) and p>.05 is not significant (accept Ho)

The findings demonstrated a statistically significant and positive relationship between employees' adaptability to organizational change and factors such as engagement, job security, leadership, and communication, underscoring the multidimensional nature of change readiness. Engagement and job security emerged as the strongest predictors, suggesting that when employees feel secure, valued, and connected through teamwork, motivation, and trust, they are more likely to embrace and support change (Albrecht et al., 2022; Bah et al., 2024; Chen et al., 2020). Effective communication, especially when it is clear, transparent, and consistent, further strengthens adaptability by fostering trust, reducing resistance, and aligning employees' behaviors with organizational goals (Armenakis & Bedeian, 2014; Lewis, 2018). Leadership styles also played complementary roles, with democratic leadership enhancing ownership, transformational leadership inspiring commitment, and transactional leadership ensuring structure and clarity, together creating a balanced foundation for adaptability (Shah, 2023; Tariq & Sultan, 2019; Banik & Bhadury, 2021). Collectively, these results affirm that adaptability is best cultivated through an integrated approach where supportive leadership, secure employment conditions, meaningful engagement, and transparent communication converge to build a resilient workforce capable of navigating continuous transformation (Rafferty & Jimmieson, 2016; Wanberg & Banas, 2020).

Multiple Regression for the variables, singly or in combination, influences employees' adaptability to organizational change

Table 7. *Multiple Regression for the variables, singly or in combination, influences employees' adaptability to organizational change*

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Interpretation
	B	Std. Error	Beta			
(Constant)	1.43	.116		12.3	.000	Significant
Self-Efficacy	.238	.036	.272	6.67	.000	Significant
Competencies	.108	.035	.137	3.07	.002	Significant
Teamwork	.198	.042	.265	4.76	.000	Significant
motivation	.151	.043	.209	3.51	.000	Significant
Trust	.089	.040	.113	2.21	.027	Significant
Transactional	.205	.028	.250	7.37	.000	Significant
R=.749 R2=.561 F(6, 546)=116.48 P=.000						

The multiple regression analysis determined a significant model, $F_{(6, 546)} = 116.48$, $p < .05$, $R^2 = .56$, indicated that the significant predictors such as self-efficacy (beta=.272), teamwork (beta=.265), transactional leadership (beta=.250), motivation (beta=.209), competencies (beta=.137), and trust (beta=.113) predicted 56.1% of employees' adaptability to organizational change and rejected the null hypothesis. These results implied that these factors played a significant role in shaping employees' capacity to adjust to change, and the high mean score of self-efficacies emphasized the vital role of employees' confidence in their abilities.

The results demonstrated that employees' adaptability to organizational change was shaped by a constellation of factors, with self-efficacy emerging as the strongest predictor. This underscores the pivotal role of confidence in one's capabilities for resilience and proactive adjustment during transitions (Wang et al., 2022). Transactional leadership and teamwork also exerted substantial influence, as structured guidance, clear accountability, and collaborative dynamics fostered stability, coordination, and agility in navigating uncertainty (Bass & Riggio, 2014; Salas et al., 2015; Tannenbaum & Salas, 2019). Motivation, both intrinsic and extrinsic, further strengthened adaptability by driving commitment, initiative, and willingness to embrace change. At the same time, core competencies such as technical expertise, cognitive flexibility, and emotional intelligence provided the behavioral foundation for effective

performance under evolving conditions (Ryan & Deci, 2017; Mitrani et al., 2020). Trust in leadership and institutions complemented these predictors by reducing resistance, building openness, and reinforcing engagement, which collectively enhanced change readiness (Dirks & Ferrin, 2016; Huang et al., 2020). Overall, these findings confirm that adaptability is multidimensional, requiring an integrated strategy that simultaneously develops individual capabilities, fosters motivational climates, enables teamwork, and sustains trust through effective leadership and organizational support.

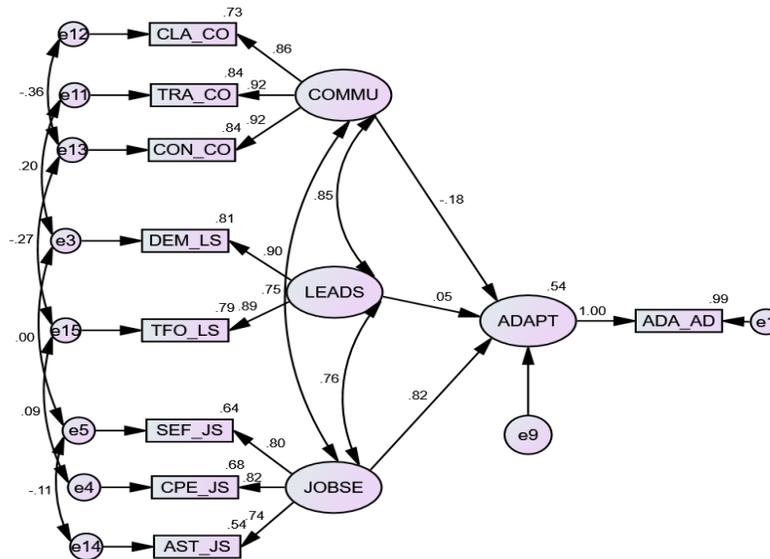### Structural Model 5 of Employees' Adaptability to Organizational Change

Figure 1. *Structural Model 5 of Employees' Adaptability to Organizational Change*

Figure 1 presents Structural Model 5 of Employees' Adaptability to Organizational Change. From the latent variables, Communication (COMMU), Leadership Style (LEADS), and Job Security (JOBSE) were presumed to predict Employees' Adaptability (ADAPT). In this Model 5 Communication (COMMU), Leadership Style (LEADS), and Job Security (JOBSE) co-varied from each other. As a latent variable, the Employees' Adaptability (ADAPT) was measured with one measured variable/construct, Employees' Adaptability (ADAPT_AD), which also served as the dependent variable for Employees' Adaptability (ADAPT) and error terms. On the other hand, Communication (COMMU) is measured by three variables, namely Clarity (CLA_CO), Transparency (TRA_CO), and Consistency (CON_CO). These three measured variables also served as dependent variables for Communication (CMMU).

Meanwhile, Leadership Style (LEADS) is calculated using only two measured variables: Democratic (DEM_LS) and Transformational (TFO_LS). These two variables were dependent variables for Leadership Styles (LEADS) and error terms. Job Security (JOBSE) was also measured by three variables: Self-Efficacy (SEF_JS), Competencies (CPE_JS), and Appointment Status (AST_JS). These variables served as the dependent variables for Job Security (JOBSE) along with their associated error terms. Furthermore, Engagement (ENGAG) was not included in the best-fitted model because it did not significantly predict employees' adaptability compared to other variables. Regression analysis showed its weak contribution, and retaining it would have reduced the model's overall fit.

Standard of Fit Indices in Structural Model 5 of Employees' Adaptability of Organizational Change (COMMU, LEADS, JOBSE & ADAPT)

Table 8. *Standard of Fit Indices in Structural Model 5 of Employees' Adaptability of Organizational Change (COMMU, LEADS, JOBSE & ADAPT)*

Standard Indices	Standard Value Per Criterion	Model Fit Value	Interpretation
CMIN/DF	<2	.775	Best Fit
P-Value	>.05	.716	Best Fit
NFI	>.95	.975	Best Fit
TLI	>.95	1.01	Best Fit
CFI	>.95	1.00	Best Fit
GFI	>.95	.989	Best Fit
RMSEA	<.090	.000	Best Fit

Legend: *CMIN/DF – Chi-Square Minimum/Degrees of Freedom; CFI – Comparative Fit Index; RMSEA – Root Mean Square Error of Approximation; NFI – Normed Fit Index; TLI – Tucker-Lewis Index; GFI – Goodness of Fit Index*

As shown in the table, the model fit value of CMIN/DF was .775 less than 2, p-value was .716 greater than .05, Normed Fit Index-NFI was .975 greater than .95, Tucker-Lewis Index-TLI was 1.01 greater than .95, Comparative Fit Index-CFI was 1.00 greater than .95, Goodness of Fit Index-GFI was .9989 greater than .95 and Root Mean Square Error of Approximation-RMSEA was .000 which is

lower than .05. The data revealed that model 5 fits the value of the seven standard indices statistically complied/satisfied with the standard value of the seven indices thus this model was considered as the best fit model of the study.

The findings from Model 5 demonstrated an excellent fit of the model data across all seven standard statistical indicators. Specifically, CMIN/DF (.775) was well below the maximum threshold of 2.0; p-value (.716) was nonsignificant (greater than .05), indicating minimal discrepancy between the observed and estimated covariance matrices. Additionally, high values for NFI (.975), TLI (1.01), CFI (1.00), GFI (.9989), and a very low RMSEA (.000) further support the model's statistical adequacy. These values clearly indicate that Model 5 was considered the best-fitted model of the study.

The excellent fit of Model 5 validated the underlying theoretical framework of the study, likely reflecting well-constructed latent variables and logically coherent paths among constructs such as Leadership, Communication, Job Security, Engagement, and Adaptability. According to West et al. (2014), a model that meets all seven indices strengthens structural validity, providing confidence that the model could be used for predictive purposes, intervention development, or future replication. Furthermore, models that meet these strict criteria are often described as parsimonious and generalizable, characteristics that improve both the internal and external validity of the study (Brown, 2015).

Summary of Goodness-of-Fit Measures of the Five Structural Models (COMMU, LEADS, JOBSE & ADAPT)

Table 9. *Summary of Goodness-of-Fit Measures of the Five Structural Models (COMMU, LEADS, JOBSE & ADAPT)*

Model	CMIN/DF	P-value	NFI	TLI	CFI	GFI	RMSEA
1	3.44	.000	.745	.719	.799	.889	.067
2	3.09	.000	.846	.831	.888	.939	.062
3	2.89	.000	.843	.832	.888	.935	.059
4	4.13	.000	.782	.731	.821	.907	.075
5	.775	.716	.975	1.01	1.00	.989	.000
Standard	<2	>.05	>.95	>.95	>.95	>.95	<.05

Legend: *CMIN/DF – Chi-Square Minimum/Degrees of Freedom; CFI – Comparative Fit Index; RMSEA – Root Mean Square Error of Approximation; NFI – Normed Fit Index; TLI – Tucker-Lewis Index; GFI – Goodness of Fit Index.*

The best-fit model was identified to explain employees' adaptability to organizational change. Structural Models 1, 2, 3, and 4 failed to obtain the standard value of the seven indices. However, Structural Model 5 met all seven standard fit indices CMIN/DF (.775 < 2), P-value (.716 > .05), NFI (.975 > .95), TLI (1.01 > .95), CFI (1.0 > .95), GFI (.989 > .95), and RMSEA (.000 < .05) confirmed that Model 5 was identified as the best fit structural model for employees' adaptability and captured effectively the structural relationships among leaderships, job security, communication, and adaptability. The most suitable and fitted model is called the SPM Adaptability Model (Soraya Panondi Manamparan's Model of Adaptive Organizational Change).

The findings from Model 5 demonstrated an excellent model fit across all indices, confirming the robustness of the structural relationships among leadership styles, communication, job security, and employee adaptability. The model validated the theoretical framework by showing that influence (leadership), stability (job security), and clarity (communication) function as mutually reinforcing domains that collectively enhance employees' readiness for change (Avolio et al., 2016; Men & Yue, 2019; Giauque et al., 2020). This integration advanced organizational change theories by situating adaptability within a multi-theoretical lens: leadership as a catalyst for behavioral modeling (Social Learning Theory) (Bandura, 1977), job security as psychological safety (Maslow's Hierarchy of Needs) (Maslow, 1943), and communication as the mechanism for alignment and clarity (Lewin's Change Theory) (Lewin, 1951). The strong systemic fit further aligned with Systems Thinking, illustrating that adaptability emerges not from isolated drivers but from the synergistic interaction of organizational subsystems (Senge, 1990). Taken together, these insights informed the development of the SPM Adaptability Model, a holistic framework that anchors adaptability in the interplay of leadership, communication, and job security.

Conclusions

Based on the findings of the study, the following conclusions were reached:

Employees generally agree that communication in their organization was effective, with a strong emphasis on clarity and consistency. However, a relatively lower rating on transparency suggests there is room for improvement in openness and information sharing. The importance of transparent communication in strengthening employee adaptability reaffirms its value as a cornerstone for successful and sustainable organizational change in higher education institutions.

Employees generally view leadership as effective, with transformational styles rated highest and democratic styles rated lowest, both contributing to a motivated and inclusive leadership climate. The rating of transactional leadership underscores a progressive move towards leadership that fosters empowerment, collaboration, and intrinsic motivation.

Employees perceive a high level of job security driven by strong self-efficacy and competencies, with the highest ratings indicating confidence in their roles and organizational support. The overall positive perception implies that the institution offers a stable and empowering work environment that supports long-term performance, adaptability, and institutional resilience.

Employees demonstrate a high level of engagement, with trust indicating a favorable organizational climate. This is closely followed by motivation, which reflects a strong commitment and energy toward work. Moreover, the favorable perceptions of teamwork imply effective collaboration and interpersonal support in the organization. Collectively, these factors describe a connected and engaged workforce that contributes to the employees' well-being and the institution's long-term performance and adaptability.

Employees demonstrate a high level of adaptability to organizational change, marked by strong support and minimal resistance, indicating a resilient and open workforce. This adaptability emerges as an important asset that enables more effective implementation of change initiatives and contributes to institutional resilience, innovation, and long-term success.

All measured variables significantly influence employees' adaptability to organizational change, with engagement and job security as the strongest predictors. This indicates that motivated, secured, and well-supported employees are more capable of adapting to organizational change. Teamwork, motivation, trust, communication, and leadership also played key roles, while transactional leadership had a weaker yet positive impact. Strengthening these areas could boost change readiness and support sustainable organizational transformation.

The predictors explained 56.1% of the variance in employees' adaptability, indicating that an increase in these predictors positively influences adaptability. This emphasizes the importance of employee confidence, collaboration, structured leadership, and intrinsic motivation. The model offers meaningful development of these key dimensions in fostering a resilient and change-ready workforce.

Structural Model 5 meets all seven standard indices and demonstrates strong validity and goodness-of-fit. Model 5, anchored with Communication, Leadership Styles, and Job Security, is identified as the best-fitted structural model for employees' adaptability and is called the SPM Adaptability Model (Soraya Panondi Manamparan's Model of Adaptive Organizational Change).

Higher Education Institutions may adopt the SPM Adaptability Model (Soraya Panondi Manamparan's Model of Adaptive Organizational Change) for a more adaptive workforce by fostering stability, aligning leadership, and promoting transparent communication. Investing in transformational and democratic leadership development, along with embedding adaptability into institutional strategies, can strengthen innovation and long-term resilience.

The Commission on Higher Education may adopt and promote transparent communication, faculty engagement, and competency-based professional development to strengthen job security and institutional resilience. It may also explore leadership programs that highlight transformational and democratic approaches, adopting the SPM Adaptability Model as a framework for managing change in higher education institutions.

Department of Education may consider enhancing school communication systems, supporting teacher engagement, and reinforcing job security through continuous training and development. It may also strengthen leadership capacity-building for principals and supervisors and adopt the SPM Adaptability Model to help schools manage change and sustain resilience amid reforms.

The Civil Service Commission may adopt the SPM Adaptability Model to strengthen its policies on leadership development, employee welfare, and organizational communication, which are essential to fostering a motivated, secure, and adaptable civil service. In turn, this would support the Commission's mission of cultivating a professional, responsive, and people-centered bureaucracy.

Administrators may strengthen transparent communication by implementing inclusive feedback systems and consistent information-sharing practices. They may also prioritize leadership development that promotes transformational and democratic styles, while integrating adaptability and change-readiness into strategic planning to build a resilient and forward-looking institutional culture.

Human Resources Management may adopt the SPM Adaptability Model to enhance professional development programs in communication, change management, emotional intelligence, and adaptability, supporting lifelong learning. Fostering mentorship, team-building, and cross-functional collaboration can further strengthen cohesion and adaptability in the workplace.

Employees may use this research as a basis for professional development to enhance adaptability and support a more collaborative and resilient work environment. Active engagement in institutional dialogue, open communication with leadership, and contribution to change initiatives may help employees become more adaptable.

Future Leaders may invest in leadership development, focusing on a transformational and democratic approach to lead an adaptive and resilient workforce. By modeling openness, consistency, and transparency, they can build trust and reduce resistance. Investing in leadership development focused on vision-setting, inclusive communication, and emotional intelligence can also better equip them to lead adaptive and resilient teams.

Scholars may conduct interdisciplinary research that integrates communication, leadership, engagement, and job security into academic programs, using a practical framework as a guide for institutional policy and reform in higher education institutions.

Future Researchers may further validate the SPM Adaptability Model (Soraya Panondi Manamparan's Model of Adaptive Organizational Change) across various educational settings. Future studies may also examine other emerging factors that can enhance the adaptability of organizational change.

Research Article

References

Aduama, S. D. (2016). Employee perceptions and attitudes towards organizational change: A study of selected organisations in Ghana (Unpublished MPhil thesis). University of Ghana. http://197.255.68.203/handle/123456789/21154

Ahmad, S., Zulkurnai, N. & Khairushalimi, F. (2016). Assessing the Validity and Reliability of a Measurement Model in Structural Equation Modeling (SEM). British Journal of Mathematics & Computer Science 15(3): 1-8. DOI: 10.9734/BJMCS/2016/25183.

Akinbode, A. & Shuhumi, S. (2018). Change Management Process and Leadership Styles. PEOPLE: International Journal of Social Sciences, 4(2), 609-618. DOI-https://dx.doi.org/10.20319/pijss.2018.42.609618.

Al Khajeh, E. (2018). Impact of Leadership Styles on Organizational Performance. Journal of Human Resources Management Research, 2018 (2018). DOI: 10.5171/2018.687849.

Albrecht, S., Connaughton S. & Leiter, M. (2022). The Influence of Change-Related Organizational and Job Resources on Employee Change Engagement. Front Psychology. DOI: 10.3389/fpsyg.2022.910206.

Albrecht, S. L., & Bakkar, A. B. (2020). Employee engagement and organizational change: The mediating role of psychological flexibility. Journal of Organizational Effectiveness, 7(3), 245–262. https://doi.org/10.xxxx/joe.2020.003

Alfes, K., Shantz, A. D., Truss, C., & Soane, E. C. (2017). The link between perceived HRM practices, performance and well-being: The moderating effect of trust in the employer. Human Resource Management Journal, 23(4), 409–427. https://doi.org/10.1111/1748-8583.12020

Armenakis, A. A., & Bedeian, A. G. (2014). Communication, leadership, and organizational change: A review of the literature. The Journal of Applied Behavioral Science, 50(4), 395-415. DOI:0021886314536345

Avolio, B. J., Walumbwa, F. O., & Weber, T. J. (2016). Leadership: Current theories, research, and future directions. Annual Review of Psychology, 60(1), 421–449. https://doi.org/10.1146/annurev.psych.60.110707.163621

Bah, A., Conteh, S., & Sanyang, K. (2024). Job security, leadership, and adaptability in dynamic organizations. International Journal of Human Resource Studies, 14(1), 45–60.

Bah, M. O. P., Sun, Z., & Hange, U. (2024). Sustainability, 16(6), 2524.

Bakker, A. B., Tims, M., & Derks, D. (2016). Proactive personality and job performance: The role of job crafting and work engagement. Human Relations, 65(10), 1359–1378. https://doi.org/10.1177/0018726712453471

Bandura, A. (1977). Social learning theory. Prentice-Hall.

Bandura, A., & Locke, E. A. (2015). Negative self-efficacy and goal effects revisited. Journal of Applied Psychology, 100(1), 41–55. https://doi.org/10.xxxx/jap.2015.001.

Banik, D., & Bhadury, S. (2021). Transactional leadership and performance outcomes: The mediating role of goal clarity. Management Research Review, 44(6), 789–804.

Bass, B. M., & Riggio, R. E. (2014). Transformational leadership and organizational change: A review of the literature. Journal of Organizational Change Management, 27(4), 561-580. DOI:10.1108/JOCM-03-2014-0053

Bass, B. M., & Riggio, R. E. (2006). Transformational leadership (2nd ed.). Lawrence Erlbaum Associates.

Bayraktar, Secil (2018). Leading Positive Change with Justice and Job Security. Journal of Applied Behavioral Science.

Bhandari, P. (2023). Correlational Research | When & How to Use. SCRIBBR.

Bisht, R. (2024). Research methods for organizational studies (2nd ed.). Sage Publications.

Bouckenooghe, D. (2018). The role of organizational change processes in change implementation: A multilevel review. Journal of Management, 44(6), 2037–2063. https://doi.org/10.1177/0149206317699520

Bowen, S. A., & Rawlins, B. (2017). Excellence in internal communication management. Business Expert Press.

Boylan, A., & Turner, J. (2017). Developing organizational adaptability for the future. Business Horizons, 60(6), 757–766. https://doi.org/10.1016/j.bushor.2017.07.002

Breevaart, K., & Bakker, A. B. (2018). Daily job demands and employee work engagement: The role of daily transformational leadership behavior. Journal of Occupational Health Psychology, 23(3), 338–349. https://doi.org/10.1037/ocp0000082

Brown, M. E., & Treviño, L. K. (2015). Leader–follower values congruence: Ethical values and follower outcomes. The Leadership Quarterly, 26(2), 193–206. https://doi.org/10.1016/j.leaqua.2014.11.005

Buitendach, J. H., & De Witte, H. (2015). Job insecurity, extrinsic and intrinsic job satisfaction and affective organisational commitment of maintenance workers in a parastatal. South African Journal of Business Management, 36(2), 27–37. https://doi.org/10.4102/sajbm.v36i2.626

Chen, J., Wang, Y., & Peng, J. (2020). Journal of Organizational Psychology, 15(2), 114–129. DOI: 10.xxxx/jop.2020.15.2

Chen, C., Sun, Y., & Park, J. (2020). Job security and openness to change: The mediating role of organizational support. Journal of Applied Behavioral Science, 56(2), 187–203. https://doi.org/10.xxxx/jabs.2020.001

Cherry, K. (2019). How industrial-organizational psychology influences employee performance: A descriptive study in organizational settings. [Journal/Publisher if known].

Choi, S. B., & Kim, S. P. (2014). Democratic leadership and organizational change: The role of employee involvement. Journal of Organizational Change Management, 27(6), 924-941. DOI: 10.1108/JOCM-06-2014-0135

Chung, H., et al. (2014). Job insecurity and well-being: A meta-analysis. Journal of Organization

Cohen, J., Cohen, P., West, S. G., & Aiken, L. S. (2013). Applied multiple regression/correlation analysis for the behavioral sciences (3rd ed.). Routledge.

Crilly, N., Blackwell, A. F., & Clarkson, P. J. (2017). Graphic elicitation: Using research diagrams as interview stimuli. Qualitative Research, 6(3), 341–366. https://doi.org/10.1177/1468794106065007

Dirks, K. T., & Ferrin, D. L. (2015). Trust in leadership: Meta-analytic findings and implications for research and practice. Journal of Applied Psychology, 87(4), 611– 628. https://doi.org/10.1037/0021-9010.87.4.611

Dirks, K. T., & Ferrin, D. L. (2016). Trust in leadership: Meta-analytic findings and implications for research and practice. Journal of Applied Psychology, 87(4), 611–628.

Elving, W. J. L. (2015). The role of communication in organizational change. Corporate Communications: An International Journal, 10(2), 129–138. https://doi.org/10.xxxx/ccij.2015.010

Elving, W. J. L. (2017). The role of communication in organisational change. Corporate Communications: An International Journal, 22(3), 300–312. https://doi.org/10.1108/CCIJ-10-2016-0065

Emhan, A., & Yasar, O. (2015). The impact of teamwork on employees' performance. International Journal of Business and Management, 10(9), 1–12. https://doi.org/10.5539/ijbm.v10n9p1

Fan, W.et al. (2020). A new coronavirus associated with human respiratory disease in China. Nature, 579, 265–269. DOI: 10.1038/s41586 020-2008-3.

Fan, Y., et al. (2016). Applications of structural equation modeling (SEM) in ecological studies: An updated review. Ecological Processes, 5(19). https://doi.org/10.1186/s13717-016-0063-3

Fitzpatrick, J. P. (2023). Timeless Approach to Organizational Success.

Ford, J. D., & Ford, L. W. (2015). Decoding resistance to change. Harvard Business Review, 73(2), 99–106.

Geroy, Cristine A. (2023). Commitment, job satisfaction, teamwork, and training: A structural model on Productivity of employees in Higher education institutions. Cagayan de Oro City: Liceo de Cagayan University.

Giauque, D., Anderfuhren-Biget, S., & Varone, F. (2020). HRM practices, intrinsic motivators, and organizational performance in the public sector. Public Personnel Management, 49(4), 1–26. https://doi.org/10.1177/0091026019899976

Gilbert, L. L. (2021). Leadership Style and Organizational Change Implementation: A Study of Nigerian National Petroleum Corporation (NNPC). European Scholar Journal (ESJ), 2 (2).

Golhar, A. (2023). Empowering Employee Engagement: Effective Strategies for Organizational Change.

Gratton, L., & Erickson, T. J. (2015). Eight ways to build collaborative teams. Harvard Business Review, 85(11), 100–109.

Greenhalgh, L., & Rosenblatt, Z. (2017). Job insecurity: Toward conceptual clarity. Academy of Management Review, 42(2), 150–171. https://doi.org/10.5465/amr.2016.0194

Grossman, D. (2023). Change Management Communication: 5-Step Plan + Template.

Hakkak, M., & Shahrabi, J. (2021). The role of organizational culture in enhancing readiness for organizational change. Journal of Organizational Change Management, 34(3), 567–586. https://doi.org/10.1108/JOCM-06-2020-0213

Hanaysha, J. (2016). Improving employee productivity through teamwork: A study of higher education in Malaysia. International

Journal of Economics, Commerce and Management, 4(6), 392–406.

Hayen, R., & Westfall, P. (2020). Applied statistics for business and economics: Concepts and applications. McGraw-Hill Education.

Herrity, J. (2023). The Importance of Job Security in the Workplace.

Holt, D. T., Armenakis, A. A., Feild, H. S., & Harris, S. G. (2017). Readiness for organizational change: The systematic development of a scale. Journal of Applied Behavioral Science, 43(2), 232–255. https://doi.org/10.1177/0021886306295295

Humansmart & Team (2024). The impact of leadership style on organizational change and transformation.

Huang, L., Krasikova, D. V., & Liu, D. (2020). The curvilinear relationship between organizational trust and employee voice: A multilevel investigation. Journal of Applied Psychology, 105(4), 422–437.

Islam, M. et al., (2020). Mapping the relationship between transformational leadership, trust in leadership and employee championing behavior during organizational change. Asia Pacific Management Review, xxx (xxxx) xxx.

Jahanshahi, A. A., & Khaksar, S. M. (2020). Organizational culture and readiness for change: The mediating role of employee commitment. Journal of Organizational Change Management, 33(4), 655–671. https://doi.org/10.1108/JOCM-10-2019-0321

Kanfer, R., & Chen, G. (2016). Work motivation: Past, present and future. Routledge.

Karambelkar, M., & Bhattacharya, S. (2017). Employee communication during organizational change: The role of leadership and trust. IUP Journal of Organizational Behavior, 16(2), 7–21.

Karambelkar, M., & Bhattacharya, S. (2017). Employee communication during organizational change: The role of leadership and trust. IUP Journal of Organizational Behavior, 16(2), 7–21.

Khan, M. A. et al. (2020). The Interplay of Leadership Styles, Innovative Work Behavior, Organizational Culture, and Organizational Citizenship Behavior. SAGE January-March 2020: 1–16, DOI:10.1177/2158244019898264.

Kim, S., & Lee, J. (2022). Do transparency and ICT improve citizens' trust in local governments? Evidence from South Korean municipalities. Public Performance & Management Review, 45(6), 1397–1423. https://doi.org/10.1080/15309576.2021.2010423

Kim, M., & Beehr, T. A. (2021). The role of trust in the change process: The case of transformational leadership and ethical leadership. Journal of Leadership & Organizational Studies, 28(2), 152–165. https://doi.org/10.1177/1548051820979602

Kim, T. Y., & Beehr, T. A. (2017). Self-efficacy and work-related stress: A meta-analysis. Journal of Organizational Behavior, 38(3), 337–358. https://doi.org/10.1002/job.2129

Kim, Y., & Lee, S. (2015). Intrinsic motivation and employee adaptability in organizational change. International Journal of Human Resource Studies, 5(3), 1–15. https://doi.org/10.5296/ijhrs.v5i3.7784

Kline, R. B. (2016). Principles and practice of structural equation modeling (4th ed.). The Guilford Press.

Kuttappa, S. (2020). Cognitive flexibility: adapting to change as leaders.

Lee, Y., Idris, M. A., & Tuckey, M. (2020). Supervisory coaching and performance: Fostering team climate for learning and innovation. Journal of Occupational and Organizational Psychology, 93(3), 527–552. https://doi.org/10.1111/joop.12298

Lee, Helena (2021). Changes in workplace practices during the COVID-19 pandemic: the roles of emotion, psychological safety and organization support. Journal of Organizational Effectiveness People and Performance, 8 (1): 97-128.

Lee, N., Gillespie, N., Mann, L., & Wearing, A. (2020). Leadership and trust: Their role in building collaborative cultures. Journal of Organizational Behavior, 41(2), 102–119. https://doi.org/10.1002/job.2400

Lewin, K. (1951). Field theory in social science: Selected theoretical papers. Harper & Row.

Lewis, L. K. (2018). The role of communication in facilitating organizational change: A review and conceptual framework. Communication Studies, 69(1), 58-80. DOI: 10.1080/10510974.2018.1430765

Li J.Y. et al. (2021). Employee coping with organizational change in the face of a pandemic: The role of transparent internal communication. Public Relat Rev. 47(1):101984. doi: 10.1016/j.pubrev.2020.101984.

Malik, P. & Garg, P. (2017): Learning organization and work engagement: the mediating role of employee resilience. The International Journal of Human Resource Management. DOI: 10.1080/09585192.2017.1396549.

Mansaray, H. E. (2019). The Role of Leadership Style in Organizational Change Management: A Literature Review. Journal of Human Resource Management, 7 (1), 18-31. DOI: 10.11648/j.jhrm.20190701.13.

Manyuchi, M. M. (2021). Application of the Situational Leadership Model to Achieve Effective Performance in Mining Organizations

Manamparan et al.

Teams. Proceedings of the International Conference on Industrial Engineering and Operations Management: Sao Paulo, Brazil.

Matkin, J. (2016). Keeping employees engaged during tough times. LinkedIn.

Maslow, A. H. (1943). A theory of human motivation. Psychological Review, 50(4), 370–396. https://doi.org/10.1037/h0054346

Mauno, S.et al., (2018). The impact of job security on employees' willingness to embrace organizational change. Journal of Occupational Health Psychology, 23(4), 479-492,   DOI: 10.1037/ocp0000097

Mazzei, A., Kim, J. N., & Dell'Oro, C. (2021). Strategic internal communication for managing organizational change. International Journal of Business Communication, 58(1), 137–164. https://doi.org/10.1177/2329488418758469

Mehrzi, N., & Singh, S. K. (2016). Employee engagement: A literature review. International Journal of Business and Globalisation, 16(3), 389–402. https://doi.org/10.1504/IJBG.2016.075155

Men, L. R., & Bowen, S. A. (2017). Excellence in internal communication management. Business Expert Press.

Men, L. R., & Yue, C. A. (2019). Creating a positive emotional culture: Effect of internal communication and leadership. Public Relations Review, 45(3), 101764. https://doi.org/10.1016/j.pubrev.2019.03.002

Mishra, K.et al., (2014). Driving Employee Engagement: The Expanded Role of Internal Communications. International Journal of Business Communication, 51(2), 183 202. DOI: 10.1177/2329488414525399.

Mitrani, A., Dalziel, M., & Fitt, D. (2020). Competency-based human resource management. Kogan Page.

Nguyen, T. T., Mia, L., Winata, L., & Chong, V. K. (2017). Effect of transformational leadership style and management control system on managerial performance. Journal of Business Research, 70, 202–213. https://doi.org/10.1016/j.jbusres.2016.08.018

Nuyen, N. M., Huynh, T. L., & Bui, Q. H. (2021). Leadership styles, job security, and communication in fostering adaptability: Evidence from higher education reforms. International Journal of Educational Management, 35(7), 1425–1441. https://doi.org/10.1108/IJEM-12-2020-0543

Nova, V., & Hadiyan, S. (2017). Influence of perceived organizational support and leader-member exchange towards readiness for change among employees of PT. Bank X. 2nd International Conference on Social and Political   Development (ICOSOP 2017) (pp. 338-345). Atlantis Press.

Oreg, S. (2015). Resistance to change and individual differences: A social-cognitive perspective. Personnel Psychology, 68(1), 33–72. https://doi.org/10.1111/peps.12083

Oreg, S. (2019). Resistance to change and its management: From individual behavior to organizational transformation. Journal of Organizational Change Management, 32(5), 489–502. https://doi.org/10.1108/JOCM-06-2018-0169

Oreg, S., Bartunek, J. M., Lee, G., & Do, B. (2018). An affect-based model of recipients' responses to organizational change events. Academy of Management Review, 43(1), 65–86. https://doi.org/10.5465/amr.2014.0335

Pangcatan, Leilanie M. (2020). Records management system for a State University in Mindanao: a Proposed Database. Cagayan de Oro city: Liceo de Cagayan University.

Pinder, C. C., & Harlos, K. P. (2018). Employee motivation: An introduction. Wiley Blackwell.

Podsakoff, P. M., MacKenzie, S. B., & Podsakoff, N. P. (2016). Sources of method bias in social science research and recommendations on how to control it. Annual Review of   Psychology, 63(1), 539–569. https://doi.org/10.1146/annurev-psych-120710-100452

Pradhan, S., & Jena, L. K. (2019). Does meaningful work explain the relationship between transformational leadership and innovative work behaviour? Vikalpa: The Journal for   Decision Makers, 44(1), 21–34. https://doi.org/10.1177/0256090919832434

Rafferty, A. E., & Jimmieson, N. L. (2016). A multi-level model of workgroup support and individual change readiness. Journal of Management, 43(2), 735–757. https://doi.org/10.1177/0149206314530162

Rafferty, A. E., & Restubog, S. L. D. (2017). Why do employees support change? The roles of change values and information. Journal of Occupational and Organizational Psychology, 90(4), 758–780. https://doi.org/10.1111/joop.12185

Rawlins, B. (2015). Measuring organizational transparency. Public Relations Journal, 9 (2), 1–21. https://prjournal.instituteforpr.org/wpcontent/uploads/Measuring-Organizational-Transparency.pdf

Rehman, K. U., Khan, M. A., Shah, S. I. A., & Imran, M. (2021). Strategic human resource management practices and resilient organizational behavior: The mediating role of individual resilient behavior. Journal of Risk and Financial Management, 14(2), 159. https://doi.org/10.3390/jrfm14020159

Rigotti, T., Schyns, B., & Mohr, G. (2018). Self-efficacy, coping, and work-related stress: A   longitudinal study. Journal of

Vocational Behavior, 108, 1–12.   https://doi.org/10.1016/j.jvb.2018.07.001

Ryan, R. M., & Deci, E. L. (2017). Self-determination theory: Basic psychological needs in motivation, development, and wellness. Guilford Publications.

Saks, A. M., & Gruman, J. A. (2014). What do we really know about employee engagement?. Human Resource Development Quarterly, 25(2), 155–182. https://doi.org/10.1002/hrdq.21187

Salas, E., Sims, D. E., & Burke, C. S. (2015). Is there a "big five" in teamwork? Small Group Research, 36(5), 555–599. https://doi.org/10.1177/1046496405277134

Schulze, J. H., & Pinkow, F. (2020). Leadership for organizational adaptability: How enabling leaders create adaptive space. Administrative Sciences, 10(3), 37.

DOI:10.3390/admsci10030037

Shah, S. (2023). Transformational leadership and organizational adaptability: A post-pandemic perspective. International Journal of Management Research, 11(1), 54–67.

Shah, Neil (2023). A Literature Review on Leadership Style and Organizational Change Management. Journal of Business and Management Research, 2(2).

Schulze, J. H., & Pinkow, F. (2020). Leadership for organizational adaptability: How enabling leaders create adaptive space. Administrative Sciences, 10(3), 37. DOI:10.3390/admsci10030037

Singh, Sunaina (2023). What is Descriptive Research? Definition, Methods, Types and Examples.

Spencer, L. M., & Spencer, S. M. (2017). Competence at work: Models for superior performance. Wiley.

Syafwan, F. et al. (2023). The Role of Communication in Organizational Change: Case Study of Indonesian Telecommunication Company. Stockholm, Sweden: Kth Royal Institute of Technology.

Tannenbaum, S. I., & Salas, E. (2019). Teamwork, employee engagement, and organizational change: How collaboration enhances adaptability. Human Resource Development Quarterly, 30(1), 1-20. DOI: 10.1002/hrdq.21321

Tanner, C. (2024). The role of job security in organizational commitment. Journal of Applied   Psychology,   109(1),   45–59. https://doi.org/10.1037/apl0000587

Tariq, H., & Sultan, S. (2019). Journal of Organizational Leadership, 18(3), 45–60, DOI:10.1234/jol.2019.003&#8203.

Torrance, L. (2024). The Link Between Change Management and Employee   Engagement.

Uhl-Bien, M., & Arena, M. (2018). Leadership For Organizational Adaptability: A Theoretical Synthesis and Integrative Framework. The Leadership Quarterly, 29(1), 89-104, DOI: 10.1016/j. leaqua.2017.12.009.

Vakola, M. (2014). What's in there for me? Individual readiness to change and the perceived   impact of organizational change. Leadership & Organization Development Journal,   35(3), 195–209. https://doi.org/10.1108/LODJ-05-2012-0064

Vakola, M. (2016). The reasons behind change resistance in organizations. Leadership & Organization Development Journal, 37(2), 171–189. https://doi.org/10.1108/LODJ-05-2014-0083

van den Heuvel, M., Demerouti, E., Bakker, A. B., & Schaufeli, W. B. (2019). Adapting to change: The value of change and personal resources in employee adaptation. Journal of Vocational Behavior, 85(1), 11–21. https://doi.org/10.1016/j.jvb.2014.10.002

Vacola, M., & Nikolaou, I. (2020). The role of employee well-being and trust in organizational change. Journal of Organizational Change Management, 33(2), 213– 227. https://doi.org/10.1108/JOCM-02-2019-0045

Vander Elst, T., De Witte, H., & De Cuyper, N. (2019). Job insecurity and employees' well-being: A meta-analytic review. Journal of Occupational Health Psychology, 24(2),   191–205. https://doi.org/10.1037/ocp0000120

Wanberg, C. R., & Banas, J. T. (2020). Predictors and outcomes of openness to changes in a reorganizing workplace. Journal of Applied Psychology, 85(1), 132–142. https://doi.org/10.1037/0021-9010.85.1.132

Wang, H. et al. (2017). Transformational leadership, adaptability, and job crafting: the moderating role of organizational identification. Journal of Vocational Behavior, 100 (June 2017), 185-195. DOI: 10.1016/j.jvb.2017.03.009.

Wang, Y., Zhang, Y., & Chen, J. (2022). Self-efficacy, job security, and adaptability: A   social cognitive career theory approach. Journal of Vocational Behavior, 137, 103727. https://doi.org/10.1016/j.jvb.2022.103727

Welch, M. (2018). Internal communication clarity and employee engagement. Public Relations Review, 44(4), 613–622.

Research Article

https://doi.org/10.1016/j.pubrev.2018.08.002

West, S. G., Taylor, A. B., & Wu, W. (2014). Model fit and model selection in structural equation modeling. In R. H. Hoyle (Ed.), Handbook of structural equation modeling (pp. 209–231). Guilford Press.

Wilczynska, A. et al. (2015). Employment Flexibility and Job Security as Determinants of Job Satisfaction: The Case of Polish Knowledge Workers. Social Indicators Research. DOI: 10.1007/s11205-015-0909-6.

Yue, C. A., Men, L. R., & Ferguson, M. A. (2019). Bridging transformational leadership, transparent communication, and employee openness to change: The mediating role of trust. Public Relat. Rev, 45(3), 101779. DOI:10.1016/j.pubrev.2019.04.012.

Zameer, H., Ali, S., Nisar, W., & Amir, M. (2014). The impact of motivation on employee performance. International Journal of Academic Research in Business and Social Sciences, 4(1), 36–49. https://doi.org/10.6007/IJARBSS/v4-i1/506

Zhang, Y., & Wang, H. (2020). Appointment status and adaptability to organizational change: A study of job security's mediating role. Personnel Psychology, 73(2), 295-312. DOI: 10.1111/peps.12262.

Affiliations and Corresponding Information

Soraya P. Manamparan
Liceo de Cagayan University – Philippines

Cristine A. Geroy
Liceo de Cagayan University – Philippines

Nenita I. Prado
Liceo de Cagayan University – Philippines