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The Effect of Social Support, Work Climate, and Leadership Style on Employees' Adaptive Performance at BMT SM NU Kramat Brebes

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Abstract

This study was motivated by the suboptimal adaptive performance of employees at KSPPS BMT SM NU Kramat Brebes, an Islamic microfinance institution, reflected in employees' limited ability to adjust to changes in work procedures, technological developments, and organizational dynamics. The study aimed to examine the effects of social support, work climate, and leadership style on employees' adaptive performance, both partially and simultaneously. A quantitative associative approach was employed. The population and sample consisted of 50 employees from three branches (Brebes Pulosari, Sitanggal, and Ketanggungan), selected using a saturated sampling technique. Data were collected through a Likert-scale questionnaire. Ordinal data were transformed into interval data using the Method of Successive Interval (MSI) and then analyzed in SPSS 25 through validity, reliability, classical assumption, multiple linear regression, t-test, F-test, and coefficient of determination analyses. Social support had a positive and significant effect on adaptive performance ($t = 4.584$; $\text{Sig.} = 0.000$), as did work climate ($t = 3.455$; $\text{Sig.} = 0.001$) and leadership style ($t = 2.981$; $\text{Sig.} = 0.005$). Simultaneously, the three variables significantly affected adaptive performance ($F = 108.992$; $\text{Sig.} = 0.000$), and R^2 of 0.869 indicates that 86.9% of the variance in adaptive performance was explained by them, while the remaining 13.1% was explained by other factors outside the model. These findings

highlight the importance of strengthening social support, creating a conducive work climate, and improving leadership effectiveness to foster employees who are more capable of adapting to organizational change.

Keywords— *Social Support; Work Climate; Leadership Style; Adaptive Employee Performance*

I. INTRODUCTION

Changes in the business environment, technology, work systems, and organizational policy demand human resources that are not only competent but also adaptive. Adaptive performance is important because it describes employees' ability to adjust their behavior, skills, and knowledge to changing job demands. In the context of Islamic microfinance institutions, the demand for adaptation is more complex because employees must keep up with developments in technology and the financial system while upholding Sharia principles in the organization's operations. Preliminary data show that the average adaptive performance score fell from 78 in 2023 to 70 in 2025. This decline indicates employees' difficulty in adjusting to changes in work systems, organizational policy, and operating demands.

This phenomenon is reinforced by a pre-survey of 30 non-sample respondents. On the indicator of handling emergency situations, 60% of respondents answered that they were unable; on learning new tasks and technology, 56.7% answered no; on creative problem solving, 63.3% answered no; on interpersonal adaptation, 53.3% answered no; and on coping with work pressure, 66.7% answered no. These conditions show that employees' adaptability still needs attention. In addition, the implementation of standard operating procedures (SOP) has not fully met the ideal, as indicated by inconsistent briefings, suboptimal communication between divisions, decisions that are still dominated by leaders, and training that is not yet routine.

Within the human resource management framework, adaptive performance is influenced not only by individual characteristics but also by the organizational environment. Social support can give employees a sense of security, help, information, and appreciation. A conducive work climate creates space for communication, learning, innovation, and role clarity. Leadership style, meanwhile, provides direction, motivation, involvement, and support when the organization faces change. Earlier studies show that social support, a supportive work climate, and a participative leadership style are related to higher performance or adaptive behavior among employees.

Based on these empirical conditions, this study addresses four questions: whether social support affects adaptive performance; whether work climate affects adaptive performance; whether leadership style affects adaptive performance; and whether the three variables simultaneously affect employees' adaptive performance at BMT SM NU Kramat Brebes. The objective is to analyze the effect of each independent variable partially and of the three variables simultaneously.

A. Literature Review

Employees' adaptive performance. Adaptive performance emphasizes an individual's ability to adjust to change and dynamic work demands. Pulakos et al. (2000) explain that adaptive performance is reflected in behavioral adjustment to the demands of new environments, events, or situations. In this study it is operationalized through five indicators: handling emergency or uncertain situations, learning new tasks and technology, solving problems creatively, interpersonal adaptability, and coping with work pressure (Pulakos et al., 2000).

Social support. Social support is the help employees receive from their work environment in the form of attention, guidance, tangible assistance, information, and appreciation. Support from superiors and coworkers can help employees cope with pressure, build confidence, and open space for learning and adaptation. In this study, social support covers emotional support, appraisal (esteem) support, instrumental support, and informational support (Luthans, 2021; Sutrisno, 2022).

Work climate. Work climate describes employees' perceptions of the organizational environment they experience while carrying out their work. A climate that is conducive, transparent, communicative, and clear about roles can support learning and innovation, whereas role ambiguity, poor communication, and low fairness can hinder adaptability. Earlier research shows that a supportive work climate is positively related to adaptive performance (Fauzan, 2023).

Leadership style. Leadership style is the way a leader influences, directs, motivates, and involves employees in achieving organizational goals. Communicative and participative leadership gives employees room to offer input, receive feedback, and take part in problem solving, which is relevant to organizations facing change. Amalia and Wibowo (2023) and Prakoso and Yuniarti (2021) support the relationship between leadership and adaptivity.

Hypotheses. H₁: Social support has a positive and significant effect on employees' adaptive performance at BMT SM NU Kramat Brebes. H₂: Work climate has a positive and significant effect on employees' adaptive performance at BMT SM NU Kramat Brebes. H₃: Leadership style has a positive and significant effect on employees' adaptive performance at BMT SM NU Kramat Brebes. H₄: Social support, work climate, and leadership style simultaneously have a positive and significant effect on employees' adaptive performance at BMT SM NU Kramat Brebes.

II. METHOD

This study uses a quantitative approach of the causal associative type. The population is all 50 employees of BMT SM NU Kramat Brebes, and all members of the population were used as the sample through a saturated sampling technique. The respondents come from three branches: Brebes Pulosari (10 people), Sitanggal (20 people), and Ketanggungan (20 people). Data were collected through a Likert-scale questionnaire.

The instrument measures four constructs: social support (X_1), work climate (X_2), leadership style (X_3), and employees' adaptive performance (Y). Before the regression analysis, the ordinal data were transformed into interval data using the Method of Successive Interval (MSI). Instrument testing covered validity and reliability. The classical assumption tests covered normality, multicollinearity, and heteroscedasticity, followed by multiple linear regression, the t-test, the F-test, and the coefficient of determination. The regression equation is $Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$. Hypotheses were tested at the 5% significance level; a hypothesis is accepted if the significance value is less than or equal to 0.05 and the direction of the coefficient agrees with the hypothesis.

III. RESULTS AND DISCUSSION

A. Respondent Profile

TABLE I. RESPONDENTS BY BRANCH AND GENDER

Branch	Male	Female	Total
Brebes Pulosari	4 (40%)	6 (60%)	10
Sitanggal	9 (45%)	11 (55%)	20
Ketanggungan	9 (45%)	11 (55%)	20
Total	22 (44%)	28 (56%)	50

Source: primary data (2026).

The respondent composition shows that 44% of respondents are male and 56% are female. This distribution reflects the composition of respondents at the three research branches, all of whom were used in the analysis.

B. Instrument and Classical Assumption Tests

All instruments are reliable because the Cronbach's Alpha of each variable is greater than 0.60. The validity test also shows that all items meet the established criterion, so the instrument is suitable for further analysis. The classical assumption tests covered normality, multicollinearity, and heteroscedasticity. The Glejser test gives significance values of 0.622 for social support, 0.429 for work climate, and 0.142 for leadership style. All of these values are greater than 0.05, so there is no indication of heteroscedasticity in the regression model.

C. Multiple Linear Regression

TABLE II. MULTIPLE LINEAR REGRESSION RESULTS

Variable	Coefficient B	t-value	Sig.
Constant	1.693	0.835	0.408
Social Support (X_1)	0.465	4.584	0.000
Work Climate (X_2)	0.331	3.455	0.001
Leadership Style (X_3)	0.270	2.981	0.005

Source: SPSS 25 output (2026). Dependent variable: adaptive performance (Y).

The resulting regression equation is $Y = 1.693 + 0.465X_1 + 0.331X_2 + 0.270X_3$. All independent coefficients are positive. Social support has the largest coefficient, followed by work climate and leadership style. The simultaneous test yields $F = 108.992$ with a significance of 0.000, showing that the model as a whole is significant. The coefficient of determination (R^2) of 0.869 means that 86.9% of the variation in adaptive performance is explained by social support, work climate, and leadership style, while 13.1% is explained by other factors outside the model.

D. Discussion

H₁: Effect of social support on adaptive performance. H₁ is accepted. Social support has a positive and significant effect on employees' adaptive performance ($t = 4.584 > t\text{-table } 2.013$; Sig. = 0.000). Its regression coefficient of 0.465 is the largest among the three independent variables; an increase in social support tends to be followed by an increase in employees' adaptability, other variables being held constant. Theoretically, social support provides emotional, instrumental, informational, and appraisal assistance that can strengthen employees' sense of security and confidence. This helps employees cope with changes in procedures, learn new technology, solve problems, and maintain work quality under pressure. The finding is consistent with Sari and Prasetyo (2021) and Wulandari and Hidayat (2023). Practically, the management of BMT SM NU Kramat Brebes needs to maintain and strengthen social support mechanisms, such as routine briefings, mentoring of new employees, cross-branch discussion forums, knowledge transfer from senior staff, and non-financial appreciation of employees' initiatives. Because social support is the most dominant predictor in the model, strengthening it can contribute greatly to improving adaptive performance.

H₂: Effect of work climate on adaptive performance. H₂ is accepted. Work climate has a positive and significant effect on adaptive performance ($t = 3.455 > 2.013$; Sig. = 0.001). Its coefficient of 0.331 shows that work climate contributes positively to adaptive performance and is the second-largest predictor after social support. A conducive, transparent, fair internal environment that supports competence development can encourage behavioral flexibility. A climate that provides task clarity, open communication, teamwork, and room for innovation helps employees face change without excessive uncertainty. The result is consistent with Fauzan (2023), Rahmawati (2020), and Putra and Lestari (2021). Practically, management needs to clarify job descriptions, improve communication between divisions, strengthen coordination, and provide measured room for innovation. A work climate must be not only interpersonally comfortable but also give certainty about work standards, responsibilities, and organizational direction so that employees are better prepared to respond to change.

H₃: Effect of leadership style on adaptive performance. H₃ is accepted. Leadership style has a positive and significant effect on adaptive performance ($t = 2.981 > 2.013$; Sig. = 0.005). Its coefficient of 0.270 is the smallest of the three variables but still shows a positive and significant effect, so leadership style remains an important factor in shaping employees' adaptability. Communicative, participative, and responsive leadership gives direction and space for employees to be involved in solving problems. Leaders who are open to input, give constructive feedback, and can motivate subordinates can increase trust and reduce resistance to change. This finding is consistent with Amalia and Wibowo (2023), Prakoso and Yuniarti (2021), and Maulana and Fitria (2023). Practically, branch leaders need to improve two-way communication, involve employees in decision making, delegate proportionally, give feedback, and receive situational leadership training. Although its coefficient is the smallest, its effect is still significant, so improving leadership quality should be part of the human resource development strategy.

H₄: Simultaneous effect. H₄ is accepted. Social support, work climate, and leadership style simultaneously have a positive and significant effect on employees' adaptive performance. The F-value of 108.992 with a significance of 0.000 shows that the three variables together can explain the variation in adaptive performance, and the R² of 0.869 indicates high explanatory power, while 13.1% of the variation comes from other factors outside the model. The simultaneous finding shows that improving adaptive performance cannot be achieved through a single intervention: social support provides interpersonal and psychological resources, work climate provides supportive organizational conditions, and leadership style provides direction and drives change. The synergy of the three aspects forms a work environment that is better prepared for changes in systems, technology, policy, and operating demands. For the management of BMT SM NU Kramat Brebes, strategies to improve adaptive performance should therefore be integrated: strengthening team solidarity and mentoring should go together with improving communication, role clarity, and leadership capacity. An integrated approach is more relevant than an intervention focused on one variable.

IV. CONCLUSIONS

The results show that social support has a positive and significant effect on employees' adaptive performance at BMT SM NU Kramat Brebes, so H₁ is accepted. Work climate has a positive and significant effect on adaptive performance, so H₂ is accepted. Leadership style has a positive and significant effect on adaptive performance, so H₃ is accepted. Simultaneously, social support, work climate, and leadership style have a positive and significant effect on adaptive performance, so H₄ is accepted. The research model has an R² of 0.869, meaning that 86.9% of the variation in adaptive performance is explained by the three independent variables.

Based on these findings, management is advised to strengthen social support through mentoring, routine briefings, knowledge transfer, and appreciation; to improve the work climate through open communication, task clarity, coordination, and room for innovation; and to raise leadership capacity through participative or situational leadership

training and stronger two-way communication. Future research may consider other variables not included in the model to explain the 13.1% of variation in adaptive performance that comes from factors outside this study.

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