

Adaptive Ability and it's Effect on Employees' Innovative Work Behavior at Perumda Tirtanadi Medan

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Abstract

This study aims to examine the effect of Adaptive Ability on Innovative Work Behavior among employees at PERUMDA Tirtanadi Medan. The research applied a quantitative approach using a saturated sampling technique, in which all 54 employees were involved as respondents. Data were collected through a structured questionnaire consisting of indicators of Adaptive Ability and Innovative Work Behavior. Instrument validity was tested using Pearson's correlation, while reliability was measured using Cronbach's Alpha to ensure the consistency of the research instrument. The results of the descriptive analysis indicate that both variables show positive perceptions among employees. The mean score of Adaptive Ability is 4.43 with a standard deviation of 0.49, while the mean score of Innovative Work Behavior is 4.35 with a standard deviation of 0.47. These findings indicate that employees generally demonstrate strong adaptability and a high tendency to engage in innovative behavior in their work activities. Further analysis using simple linear regression reveals that Adaptive Ability has a positive and statistically significant effect on Innovative Work Behavior. The regression equation obtained is $Y = 1.513 + 0.641X$, indicating that every one-point increase in Adaptive Ability will increase Innovative Work Behavior by 0.641 points. The hypothesis testing results show that the tcount value is 6.763, which is greater than the ttable value of 1.675 ($df = 52, \alpha = 0.05$), with a significance value of $0.000 < 0.05$, meaning the alternative hypothesis is accepted. In addition, the coefficient of determination (R^2) value is 0.468, which indicates that 46.8% of the variance in Innovative Work Behavior can be explained by Adaptive Ability, while the remaining 53.2% is influenced by other variables not examined in this study. These findings confirm that improving employees' adaptive capabilities plays an important role in encouraging innovative work behavior within the organization.

Keywords: *Adaptive Ability, Innovative Work Behavior, Organizational Innovation.*

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Introduction

In the era of rapid organizational change and increasing competition, organizations are required to continuously improve the quality of their human resources in order to maintain their performance and sustainability. Human resources are considered one of the most important assets in an organization because they play a crucial role in determining whether organizational goals can be achieved effectively [1]. The success of an organization is not only determined by technology, infrastructure, or operational systems, but also by the ability of employees to respond to changes and challenges in the workplace [2]. Therefore, organizations need employees who are capable of adjusting to dynamic work environments while maintaining their productivity and contribution to organizational development.

One important capability that supports employees in facing organizational changes is adaptive ability. Adaptive ability refers to an individual's capacity to adjust to new conditions, work demands, technological developments, and organizational policies that continuously evolve [3]. Employees who possess high adaptive ability tend to be more flexible, open to change, and capable of responding effectively to new challenges within their work environment. In modern organizations, this ability becomes increasingly important because employees are frequently confronted with new tasks, changing procedures, and complex work situations that require quick adjustments.

Adaptive ability does not only help employees maintain their work performance but also encourages them to explore new approaches and solutions to workplace problems. Employees who can adapt to changing circumstances are more likely to develop new ideas and initiatives that contribute to organizational improvement [4]. In this context, adaptive ability becomes a crucial factor that can stimulate innovative behavior among employees, allowing organizations to continuously improve their processes and services.

Innovative work behavior refers to employees' actions in generating, promoting, and implementing new ideas that can enhance work processes, products, or services within an organization. This behavior involves not only creativity in producing ideas but also the efforts to develop and apply those ideas in practical work situations [5]. Employees who demonstrate innovative work behavior tend to contribute significantly to organizational effectiveness because they are able to identify opportunities for improvement and propose solutions to existing problems.

Furthermore, innovative work behavior is considered an essential element in improving organizational competitiveness and service quality. Employees who actively develop and implement new ideas can help organizations discover more effective and efficient ways of performing their tasks [6]. Through innovative work behavior, organizations are able to adapt to environmental changes more effectively while continuously improving the quality of their performance and services.

However, innovative work behavior does not emerge automatically. It is influenced by several internal and external factors, particularly the individual capabilities possessed by employees. One of the most significant factors that can stimulate innovative work behavior is the ability of employees to adapt to new situations and challenges. Employees with strong adaptive ability tend to have a more open mindset toward change and are more willing to experiment with new ideas in their work [7]. As a result, adaptive ability can serve as an important driver in encouraging employees to engage in innovative activities within the organization.

As a regional public enterprise responsible for providing clean water services to the community, Perumda Tirtanadi plays a significant role in supporting public welfare, particularly in the city of Medan and surrounding areas. In performing its duties, the organization is required to deliver services that are efficient, responsive, and capable of meeting the increasing expectations of the public. To achieve this objective, the organization needs employees who are not only competent but also capable of adapting to various changes and generating innovative ideas to improve work processes and service delivery.

In practice, public service organizations frequently encounter various challenges such as technological advancements, regulatory changes, and increasing public demands for better service quality. These challenges require employees to continuously adjust their work approaches and develop new solutions to address emerging issues. Employees who are capable of adapting to these changes are more likely to develop innovative work behavior that can support organizational improvement and service effectiveness.

Based on the discussion above, adaptive ability is considered an important factor that can influence the emergence of innovative work behavior among employees. Therefore, it is important to examine how adaptive ability contributes to the development of innovative work behavior within public organizations. This study aims to analyze the effect of adaptive ability on innovative work behavior among employees at Perumda Tirtanadi Medan. The findings of this research are expected to contribute to the development of human resource management literature and provide practical insights for organizations in encouraging innovative behavior through the improvement of employees' adaptive capabilities.

Literature Review

Adaptive Ability

Adaptive ability is considered an essential competence that individuals need in order to respond effectively to changes in the workplace [8]. In modern organizations, change frequently occurs in various forms, including technological development, policy adjustments, and transformations in work systems. These conditions require employees to continuously adjust their attitudes, behaviors, and work approaches so that they can perform their duties and responsibilities effectively. In general, adaptive ability refers to an individual's capability to adjust to evolving situations, conditions, and work environments. Individuals who possess strong adaptive ability tend to understand ongoing changes and are able to modify their behavior and work strategies in accordance with organizational demands [9]. Such adaptability reflects a person's flexibility in facing various challenges and dynamics in the workplace. Moreover, adaptive ability is closely related to an individual's readiness to deal with organizational changes. Employees who are able to adapt well are usually more open to new ideas, capable of learning from experience, and less likely to experience difficulties when encountering new work procedures or technologies [10]. Therefore, adaptive ability plays an important role in supporting employees' work effectiveness and organizational sustainability. Organizations that are able to cope with change successfully are often supported by employees who demonstrate high adaptability, allowing them to adjust more easily to organizational policies, work systems, and increasing service demands [11]. Furthermore, adaptive ability also enables individuals to develop their potential, maintain flexibility in performing tasks, and contribute more effectively to organizational performance, including in public service institutions such as Perumda Tirtanadi Medan.

According to Porfeli and Savickas (2020), career adaptability can be measured through several indicators that reflect an individual's readiness to face career development and changes in the work environment [12]. The first indicator is concern, which refers to an individual's awareness of and attention to their future career, demonstrated through efforts to prepare, plan, and develop a career path that aligns with their interests, potential, and abilities. The second indicator is control, which describes an individual's ability to regulate and direct themselves in order to adapt to their environment. Individuals with strong self-control tend to show responsibility for their career development and are capable of making appropriate decisions regarding their career direction. The third indicator is curiosity, which reflects an individual's motivation to seek information related to career development. Through curiosity, individuals explore opportunities and learn various ways to improve their career prospects. The final indicator is confidence, which represents an individual's belief in their ability to face challenges and obstacles in their career journey. Individuals with high confidence are typically able to

maintain their opinions and identify solutions when encountering problems in their work and career development.

Innovative Work Behavior

Innovative work behavior is considered a form of positive behavior demonstrated by employees in the workplace [13]. This behavior is closely related to an individual's ability to generate new ideas, develop creative concepts, and implement different solutions to improve work effectiveness and efficiency. In modern organizations, innovative work behavior has become increasingly important because it enables organizations to respond to ongoing competition and continuous changes in the business environment. In general, innovative work behavior can be defined as deliberate actions by individuals to create, introduce, and apply new ideas that provide benefits to the organization [14]. These ideas may involve improvements to existing work methods, the development of new procedures, or the creation of more effective ways to accomplish tasks. Therefore, innovative work behavior is not limited to generating ideas but also includes the effort to implement those ideas in actual work practices. In an organizational context, innovative work behavior is essential for improving organizational performance and competitiveness. Employees who demonstrate innovative work behavior tend to be more proactive in seeking solutions to problems that arise in their work [15]. They are also more open to change and have the initiative to improve work processes that are considered less effective. Furthermore, innovative work behavior is associated with an individual's ability to utilize their knowledge, experience, and skills to create added value for the organization [16]. Innovative individuals are generally capable of identifying opportunities for improvement and are willing to propose new ideas that may contribute to organizational development.

According to Jong and Hartog (2020), innovative work behavior can be measured through several indicators that reflect how employees develop and implement innovation within their work activities [17]. The first indicator is idea exploration, which refers to an employee's ability to identify opportunities or problems within the organization and formulate various new ideas that can serve as solutions to these issues. The second indicator is idea generation, which involves the employee's capability to further develop the ideas that have been created and introduce them to colleagues as potential new processes or work methods. The third indicator is idea championing, which describes the efforts made by employees to obtain support from colleagues or supervisors so that the developed ideas can be accepted and implemented within the organization. The final indicator is idea implementation, which reflects the courage and initiative of employees to apply the proposed ideas in daily work practices, thereby creating improvements or changes in existing work processes.

Conceptual Framework and Hypothesis

This study conceptualizes Adaptive ability as the independent variable (X) and Innovative work behavior as the dependent variable (Y) as shown on the following figure.



The hypothesis is:

Ha : Adaptive ability has a positive and significant effect on innovative work behavior among employees at Perumda Tirtanadi, Medan City.

Ho : Adaptive ability does not have a positive and significant effect on innovative work behavior among employees at Perumda Tirtanadi, Medan City.

Research Methodology

This study employed a quantitative research approach to examine the effect of Adaptive Ability on Innovative Work Behavior among employees at Perumda Tirtanadi, Medan City. Quantitative research was selected because it enables researchers to analyze relationships between variables using statistical techniques and to draw objective conclusions based on numerical data. The population in this study consisted of 54 employees working at Perumda Tirtanadi in Medan City. Considering that the number of population members was relatively small, this study used a saturated sampling technique (census sampling), in which all members of the population were included as research respondents. Thus, the total sample used in this study was 54 employees, who provided information regarding their level of adaptive ability and their innovative work behavior in the organizational environment.

Primary data were collected through a structured questionnaire distributed directly to the respondents [18]. The questionnaire items were developed based on theoretical indicators of adaptive ability proposed by Savickas and Porfeli, which include concern, control, curiosity, and confidence. Meanwhile, the indicators used to measure innovative work behavior were adapted from Jong and Hartog, consisting of idea exploration, idea generation, idea championing, and idea implementation. Respondents were asked to provide their responses using a Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). In addition, secondary data were obtained from organizational documents, internal reports, and other relevant references related to employee performance and organizational activities at Perumda Tirtanadi to support the research findings.

The collected data were analyzed using quantitative statistical methods with SPSS version 25.0. The analysis process involved several important stages. First, instrument testing was conducted through validity and reliability tests. The validity test aimed to determine whether each questionnaire item was capable of measuring the intended variable accurately [19]. An item was considered valid if the correlation coefficient (r-count) was greater than the critical value (r-table). Meanwhile, reliability testing was performed using Cronbach's Alpha, where a coefficient value greater than 0.70 indicated that the instrument had acceptable reliability [20].

Furthermore, the relationship between variables was analyzed using Simple Linear Regression analysis to determine the influence of adaptive ability on innovative work behavior. The regression model used in this study can be expressed as follows:

$$Y = a + bX$$

Where:

Y = Innovative Work Behavior

X = Adaptive Ability

a = Constant

b = Regression Coefficient

To test the research hypothesis, a t-test was conducted to determine whether adaptive ability had a significant effect on innovative work behavior among employees. The hypothesis was accepted if the t-count value was greater than the t-table value or if the significance value (p-value) was less than 0.05. In addition, the coefficient of determination (R^2) was used to measure how much variance in innovative work behavior could be explained by adaptive ability. A value closer to 1 indicates that adaptive ability has a stronger contribution in explaining innovative work behavior among employees at Perumda Tirtanadi, Medan City. Through this methodological approach, the study is expected to provide empirical evidence regarding the influence of adaptive ability on innovative work behavior and contribute practical insights for organizational management in encouraging employees to become more adaptive and innovative in responding to workplace changes.

Results

Descriptive Analysis

The initial step in the descriptive analysis was to examine the key summary statistics for the two primary composite variables, namely Adaptive Ability (AA) and Innovative Work

Behavior (IWB). This step aimed to provide a general overview of the data characteristics based on the responses obtained from the research participants.

Table 1. Descriptive Analysis

| Variable | N | Minimum | Maximum | Mean | Std. Deviation |
|--------------------------------|----|---------|---------|------|----------------|
| Adaptive Ability (AA) | 54 | 3.25 | 5.00 | 4.43 | 0.50 |
| Innovative Work Behavior (IWB) | 54 | 3.25 | 5.00 | 4.35 | 0.47 |

Source: Analysis of provided data, N=54

Based on the descriptive analysis results, both variables demonstrated highly positive perceptions among respondents. The Adaptive Ability variable obtained a mean score of 4.43, indicating that employees at Perumda Tirtanadi generally possess a strong ability to adjust to changes in their work environment, including organizational policies, technological developments, and evolving job demands. Meanwhile, the Innovative Work Behavior variable recorded a mean score of 4.35, suggesting that employees tend to demonstrate positive innovative behaviors, such as generating ideas, developing solutions, and implementing improvements in their work processes. The relatively high mean scores for both variables reflect that employees perceive themselves as capable of adapting to workplace changes while also engaging in innovative practices within the organization.

The standard deviation values for both variables were relatively low, with 0.50 for Adaptive Ability and 0.47 for Innovative Work Behavior. These values indicate that the responses provided by the respondents were relatively consistent and closely clustered around the average values. In other words, there was minimal variation in how employees perceived their adaptive abilities and their innovative work behavior. This consistency suggests that both adaptive ability and innovative work behavior are generally perceived positively across the employee population of Perumda Tirtanadi. To gain deeper insights, the analysis was further extended to examine the individual indicators that form each variable, namely AA1–AA4 for adaptive ability and IWB1–IWB4 for innovative work behavior, in order to identify specific aspects that contribute to the overall perception of these constructs.

Validity and Reliability Tests

Validity testing was conducted using Pearson's correlation coefficient (r_{count}) by correlating the score of each questionnaire item with the total score of its respective variable. With a sample size of $N = 54$ and a significance level of 5% (two-tailed), the critical r_{table} value is 0.268. An item is considered valid if the r_{count} value is greater than the r_{table} value.

The results of the validity test indicated that all questionnaire items were valid. The correlation coefficients for each indicator of Adaptive Ability (AA1–AA4) ranged from 0.801 to 0.906, while the correlation coefficients for Innovative Work Behavior (IWB1–IWB4) ranged from 0.835 to 0.893. Since all r_{count} values were higher than the r_{table} value of 0.268, each item was confirmed to effectively measure the intended variable. This result indicates that the questionnaire items used in this study were appropriate for measuring both adaptive ability and innovative work behavior among employees.

Table 2. Reliability Results

| Variable | Cronbach's Alpha | Benchmark | Result |
|--------------------------|------------------|-----------|----------|
| Adaptive Ability | 0.898 | > 0.60 | Reliable |
| Innovative Work Behavior | 0.879 | > 0.60 | Reliable |

Reliability testing was performed using Cronbach's Alpha to measure the internal consistency of the questionnaire items. A variable is considered reliable if the Cronbach's Alpha value exceeds 0.60, as suggested by Ghazali (2016). The analysis showed that the Adaptive Ability variable obtained a Cronbach's Alpha value of 0.898, while Innovative Work Behavior obtained a value of 0.879. Both values are significantly higher than the minimum reliability threshold.

These results indicate that the measurement instruments used in this study demonstrate high reliability and strong internal consistency. Therefore, the questionnaire items consistently measure the constructs of adaptive ability and innovative work behavior. Based on the validity and reliability testing, it can be concluded that all research instruments are both valid and reliable, making the data suitable for further statistical analysis, including regression testing to examine the relationship between adaptive ability and innovative work behavior.

Regression Analysis

Simple Linear Regression

A simple linear regression analysis was conducted to examine the effect of Adaptive Ability on Innovative Work Behavior using the composite scores derived from the questionnaire data. The analysis involved 54 respondents, and the regression was performed to determine whether adaptive ability significantly predicts innovative work behavior.

Table 3. Regression Results

| Model | B | Std. Error | Beta | t | Sig. (p) |
|------------------|-------|------------|-------|-------|----------|
| (Constant) | 1.513 | 0.422 | – | 3.580 | 0.001 |
| Adaptive Ability | 0.641 | 0.095 | 0.684 | 6.763 | 0.000 |

Dependent Variable: Innovative Work Behavior

Based on the regression analysis, the regression equation can be expressed as: $Y=1.513+0.641X$. The regression coefficient (B) for the Adaptive Ability variable is 0.641. This indicates that for every one-point increase in the adaptive ability score, Innovative Work Behavior is predicted to increase by 0.641 points, assuming other factors remain constant. The significance value ($p = 0.000$), which is lower than the 0.05 significance level, indicates that the relationship between the variables is statistically significant.

The regression results demonstrate a significant and positive relationship between Adaptive Ability and Innovative Work Behavior. The coefficient value ($B = 0.641$, $t = 6.763$, $p = 0.000$) suggests that employees who possess higher levels of adaptive ability tend to show stronger innovative work behavior. Additionally, the standardized coefficient ($Beta = 0.684$) indicates that adaptive ability has a moderately strong influence on innovative work behavior.

These findings imply that employees who are capable of adjusting to new situations, learning quickly, and responding effectively to workplace changes are more likely to generate new ideas, improve work methods, and implement innovative solutions. Therefore, strengthening employees' adaptive abilities can contribute to the development of innovative behavior within the organization.

Coefficient of Determination (R^2)

The coefficient of determination (R^2) was calculated to determine the proportion of variance in Innovative Work Behavior that can be explained by Adaptive Ability.

Table 4. Coefficient of Determination

| Model | R | R^2 | Adjusted R^2 |
|-------|-------|-------|----------------|
| 1 | 0.684 | 0.468 | 0.458 |

The results of the analysis show that the R^2 value is 0.468, which means that 46.8% of the variance in Innovative Work Behavior can be explained by Adaptive Ability. Meanwhile, the remaining 53.2% of the variance is influenced by other factors that are not included in this research model, such as organizational support, leadership style, work motivation, or knowledge sharing among employees.

The correlation coefficient ($R = 0.684$) indicates a moderately strong positive relationship between the two variables. This result is consistent with the previous regression

analysis which showed that Adaptive Ability has a positive and significant effect on Innovative Work Behavior. These findings indicate that employees who are more capable of adapting to new situations, workplace changes, and evolving job demands tend to demonstrate higher levels of innovative work behavior. Therefore, strengthening adaptive ability within the workforce can contribute significantly to encouraging innovation and improving overall organizational performance.

Hypothesis Testing (t-Test)

Hypothesis testing in this study was conducted using a t-test to determine whether the independent variable Adaptive Ability (AA) has a positive and significant effect on the dependent variable Innovative Work Behavior (IWB).

Table 5. t-Test Result

| Model | B | Std. Error | Beta | t |
|------------------|-------|------------|-------|-------|
| (Constant) | 1.312 | 0.241 | – | 5.442 |
| Adaptive Ability | 0.587 | 0.083 | 0.684 | 7.071 |

Dependent Variable: Innovative Work Behavior

The calculated t-value (t_{count}) for the Adaptive Ability variable is 7.071. This value is compared with the critical t-value (t_{table}) based on the degrees of freedom (df), calculated using the formula $df = N - k - 1$, where $N = 54$ and $k = 1$. Therefore, $df = 54 - 1 - 1 = 52$.

For a one-tailed test with a significance level of $\alpha = 0.05$, the critical t-value (t_{table}) is approximately 1.675. Since the calculated t-value (7.071) $>$ t_{table} (1.675), the null hypothesis (H_0) is rejected and the alternative hypothesis (H_a) is accepted.

In addition, the significance value (p-value) for the Adaptive Ability variable is 0.000. Because p-value (0.000) $<$ α (0.05), the null hypothesis is again rejected. This result confirms that the effect of Adaptive Ability on Innovative Work Behavior is statistically significant.

Based on the t-test results, it can be concluded that Adaptive Ability has a positive and significant influence on Innovative Work Behavior. This finding indicates that employees who possess a higher ability to adapt to workplace changes, technological developments, and dynamic work demands are more likely to demonstrate innovative behaviors, such as generating new ideas, implementing creative solutions, and improving work processes within the organization.

Conclusion

Based on the comprehensive analysis of the research data, this study successfully achieved its main objective of examining the effect of Adaptive Ability on Innovative Work Behavior among employees at PERUMDA Tirtanadi Medan. The descriptive analysis indicated that both variables demonstrated positive tendencies. The average scores of Adaptive Ability and Innovative Work Behavior showed that employees generally possess a good capacity to adjust to organizational changes, work environments, and technological developments, which in turn supports the emergence of innovative behaviors in the workplace. The relatively small standard deviation values also indicated that respondents' perceptions were fairly consistent across the sample.

Furthermore, the results of the validity and reliability tests confirmed that the research instrument was appropriate for measuring the studied variables. All questionnaire items met the required validity criteria, where the correlation coefficient values (r_{count}) were greater than the r_{table} value. In addition, the reliability test results showed that the measurement instruments had high internal consistency, with Cronbach's Alpha values exceeding the acceptable reliability threshold. These findings indicate that the data collected in this study are both valid and reliable for further statistical analysis.

More importantly, the inferential analysis provided empirical evidence that Adaptive Ability has a positive and statistically significant influence on Innovative Work Behavior. The regression analysis and hypothesis testing demonstrated a strong relationship between the two

variables, where the calculated t-value was greater than the critical t-value and the significance value was below the 0.05 threshold. The regression coefficient indicates that an increase in employees' adaptive ability contributes positively to the improvement of innovative work behavior.

In conclusion, this study confirms that the ability of employees to adapt to changes in the workplace plays an important role in encouraging the development of innovative behaviors. Employees who are capable of adjusting to new challenges, technologies, and organizational dynamics are more likely to generate creative ideas, develop new work methods, and implement improvements in their job performance. Therefore, organizations such as PERUMDA Tirtanadi Medan are encouraged to strengthen employees' adaptive competencies through continuous learning, training programs, and supportive organizational environments in order to foster sustainable innovation within the workplace.

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