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Adaptive performance model based on personal resources: work engagement as a mediating variable among civil servants

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ABSTRACT

This study aims to analyze the direct effects of self-efficacy and self-acceptance on the adaptive performance of public sector employees, as well as to examine the mediating role of work engagement in the relationship between self-efficacy and self-acceptance toward adaptive performance. This study employed an explanatory quantitative research design using a Partial Least Squares Structural Equation Modeling (PLS-SEM) mediation analysis framework. Data were collected from 206 Civil Servants (Aparatur Sipil Negara/ASN) in Bengkulu Province through a purposive sampling method, targeting employees with at least three years of work experience. The sample size exceeded the minimum requirement for PLS-SEM based on the ten-times rule. Data were collected using a structured questionnaire distributed via Google Forms. The measurement model demonstrated satisfactory reliability, with Cronbach's alpha values ranging from 0.737 to 0.912 and composite reliability values ranging from 0.831 to 0.928, confirming the adequacy of the research instruments. Data were analyzed using SmartPLS to assess the measurement and structural models. The findings indicate that self-efficacy has a direct and positive effect on adaptive performance ($\beta = 0.277$, $p < 0.001$), while self-acceptance also positively influences adaptive performance ($\beta = 0.164$, $p = 0.003$). Self-efficacy ($\beta = 0.426$, $p < 0.001$) and self-acceptance ($\beta = 0.253$, $p = 0.002$) significantly enhance work engagement, which subsequently exerts a strong positive effect on adaptive performance ($\beta = 0.650$, $p < 0.001$). Furthermore, work engagement significantly mediates the relationships between self-efficacy, self-acceptance, and adaptive performance, explaining 43.0% of the variance in adaptive performance (Adjusted $R^2 = 0.430$).



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Introduction

The advancement of science and technology has brought significant changes to nearly all aspects of human life, including both social life and organizational environments. While these developments provide substantial benefits to society, they have also increased the complexity of public service delivery, requiring government organizations to respond more rapidly to environmental changes, digital transformation, and evolving citizen expectations. Rather than merely competing in a global environment, public organizations are expected to maintain organizational resilience and service quality amid continuous institutional reforms and technological disruption. One commonly recognized measure of organizational effectiveness is employee performance. Research on individual performance has evolved considerably since the 1990s,

beginning with Campbell's performance model (Borman & Motowidlo, 1997; Campbell, 1990; Campbell et al., 1993; Kanfer, 1990; Roe, 1999). Initially, scholars conceptualized performance primarily through task performance and contextual performance (Borman & Motowidlo, 1997; Campbell, 1990; Sonnentag & Frese, 2005). However, these dimensions are insufficient for explaining employee effectiveness in highly dynamic environments because they assume relatively stable work roles and predictable organizational conditions. Consequently, adaptive performance emerged as an essential dimension reflecting employees' capability to adjust their behavior, acquire new competencies, and respond effectively to unexpected changes (Griffin & Hesketh, 2003; Perry et al., 2014; Pradhan & Jena, 2016; Pulakos et al., 2000).

In public sector organizations operating in an era characterized by disruption and uncertainty, Civil Servants (Aparatur Sipil Negara/ASN) are expected to demonstrate adaptive performance by responding effectively to technological innovation, regulatory reforms, and changing public service demands. Recent evidence indicates that Indonesia's bureaucracy continues to face challenges in organizational adaptability, digital transformation, and innovation capability, particularly following the implementation of bureaucratic reform and electronic government initiatives. Reports from the Ministry of Administrative and Bureaucratic Reform (KemenPAN-RB) and empirical studies on Indonesian public organizations suggest that improving employees' adaptive capability remains a strategic priority for enhancing organizational performance and public service quality. Adaptive behavior reflects an individual's willingness and ability to change while implementing appropriate behavioral adjustments (Cronshaw & Jethmalani, 2005; Pulakos et al., 2000).

In efforts to improve adaptive performance, individual psychological factors, commonly referred to as personal resources, play a significant role. Personal resources refer to positive individual attributes that enable employees to control their work environment, cope with job demands, and achieve organizational goals effectively. Among various personal resources identified within the Job Demands-Resources (JD-R) framework, self-efficacy and self-acceptance have received increasing scholarly attention because both contribute to employees' psychological resilience when facing organizational change.

The concept of self-efficacy was first introduced by Bandura (1977) within Social Cognitive Theory. Self-efficacy refers to an individual's belief in their capability to organize and execute actions necessary to achieve desired outcomes. Employees with high self-efficacy tend to be more persistent, proactive, and resilient when confronting workplace challenges and organizational changes. Previous studies consistently demonstrate that self-efficacy enhances employees' adaptive capability and performance under changing work conditions (Bachtiar et al., 2023; Febriani, 2021; Hamid, 2022).

In addition to self-efficacy, self-acceptance represents another important dimension of personal resources. Self-acceptance contributes to emotional stability and psychological well-being, enabling individuals to remain calm, open-minded, and adaptive in the workplace (C. D. Ryff, 1989). Acceptance involves acknowledging difficult situations and responding constructively to them. Individuals who accept both their strengths and limitations tend to maintain emotional balance and remain adaptive despite experiencing adversity (Nakamura & Orth, 2005). In organizational psychology, self-acceptance is understood as an individual's ability to acknowledge personal weaknesses, past mistakes, and unpleasant experiences without excessive self-judgment. Consequently, civil servants with higher self-acceptance are expected to respond more flexibly and productively to organizational changes and workplace challenges.

Furthermore, individuals' adaptive behavior is not only influenced directly by self-efficacy and self-acceptance but also through motivational mechanisms, one of which is work engagement. Work engagement has become one of the central constructs in contemporary human resource management because it reflects employees' positive psychological connection with their work rather than representing a workplace problem. According to Hakanen et al. (2007), work engagement is influenced by personal resources that encourage employees to invest greater cognitive, emotional, and physical energy in their work.

The Job Demands-Resources (JD-R) model emphasizes that work engagement functions as an important motivational mechanism linking personal resources and employee performance (Hakanen et al., 2007). Individuals with higher work engagement tend to demonstrate greater enthusiasm, resilience, and adaptability when responding to changing job demands. Nevertheless, previous studies have predominantly examined adaptive performance from the perspectives of job resources, leadership, or organizational climate, while empirical evidence regarding the combined influence of self-efficacy and self-acceptance as complementary personal resources remains limited, particularly among Indonesian civil servants. Moreover, studies applying the JD-R framework in Indonesian public organizations have rarely investigated whether work engagement mediates the relationship between these personal resources and adaptive performance. Therefore, this study addresses this theoretical and empirical gap by integrating self-efficacy and self-

acceptance into the JD-R framework and examining their direct and indirect effects on adaptive performance through work engagement among Civil Servants in Indonesia.

Adaptive performance in this study was operationalized using the validated instrument developed by Charbonnier-Voirin & Roussel (2012), consisting of five dimensions—creativity, reactivity, adaptability, training and learning effort, and stress management—which has demonstrated satisfactory psychometric properties in previous organizational research and was further validated through reliability and validity testing in the present study.

Adaptive performance is defined as the ability of individuals or organizations to adapt effectively to changes in the work environment. Budhiraja & Rath (2023) explains that adaptive performance includes the ability to complete tasks under unexpected circumstances, learn from experience, and innovate when facing challenges. It also reflects the extent to which individuals adjust their behaviors, acquire new competencies, and respond effectively to changes in job roles, organizational demands, and work environments (Griffin & Hesketh, 2003). Research conducted by Charbonnier-Voirin and Roussel (2012) identified five dimensions of adaptive performance, namely creativity, reactivity, adaptability, training, and stress management. Factors influencing adaptive performance include individual motivational factors such as self-efficacy (Chen et al., 2005; Griffin & Hesketh, 2003; Marques-Quinteiro et al., 2018) and work engagement (Eldor & Harpaz, 2016), both of which have been extensively examined in relation to adaptive performance. Self-acceptance also plays an important role, as individuals who are able to accept themselves tend to adapt more easily to the work environment (C. Ryff & Keyes, 1995).

Self-efficacy refers to an individual's personal belief in their ability to organize and execute the actions required to achieve a certain level of performance (Artino, 2012). This belief influences how individuals approach challenging tasks, regulate their motivation, and persist in overcoming obstacles to achieve desired outcomes. Chen et al. (2001) conducted a meta-analysis and recommended the use of more valid indicators of self-efficacy through the New General Self-Efficacy Scale (NGSE). According to the researchers, the NGSE Scale provides a concise yet valid instrument for exploring the potential benefits of self-efficacy measurement in organizational research.

Work engagement refers to a positive, work-related state of mind characterized by vigor, dedication, and absorption (Hakanen et al., 2007; Schaufeli & Salanova, 2006; Shimazu & Schaufeli, 2008). The vigor dimension is characterized by high levels of energy and mental resilience while working. Dedication refers to a strong sense of involvement in one's work accompanied by feelings of significance, enthusiasm, and challenge. Absorption refers to a state in which employees are fully concentrated on their work, maintain sustained attention, become deeply immersed in task completion, experience minimal distraction, and consistently demonstrate persistence until work objectives are accomplished. These behavioral characteristics indicate a high level of cognitive engagement that enables employees to perform effectively in demanding work situations. Schaufeli and Salanova (2006) define work engagement as a positive, fulfilling, and work-related state of mind.

Research Framework

This causal research aims to explain the cause-and-effect relationships between the independent variables (self-efficacy and self-acceptance) and the dependent variable (adaptive performance). Within these relationships, work engagement functions as a mediating variable. When individuals possess high self-efficacy and strong self-acceptance, a stronger sense of work engagement is expected to emerge, which subsequently encourages adaptive behavior in problem-solving and readiness to face change. The following figure illustrates the conceptual framework developed in this study.

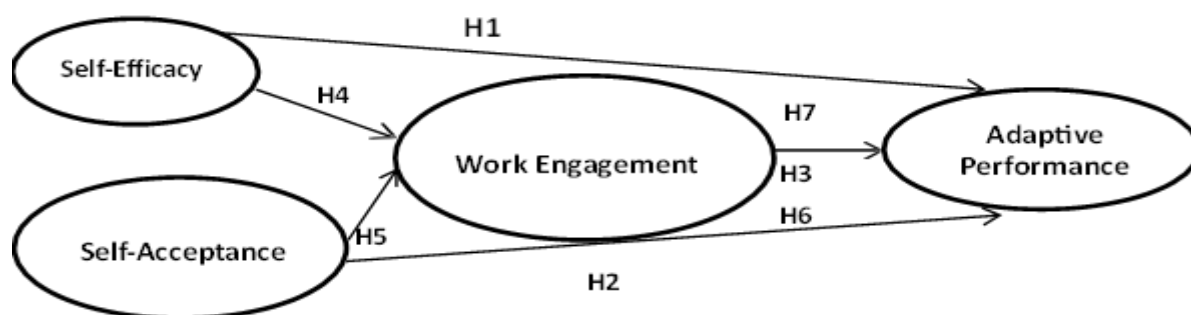


Figure 1. Research Framework

The Effect of Self-Efficacy on Adaptive Performance

The relationship between self-efficacy and adaptive performance is primarily grounded in Albert Bandura's Social Cognitive Theory. This theory emphasizes that an individual's belief in their capabilities (self-efficacy) strongly influences cognition, motivation, and behavior, including the ability to adapt (Bandura, 1986). Furthermore, Aragao e Pina et al. (2021) state that individuals with high levels of self-efficacy tend to complete tasks more effectively. Individuals with strong self-efficacy are generally more confident in their ability to face challenges and new situations. This confidence encourages them to adopt new strategies and adapt to change more readily. When confronted with changing and demanding environmental conditions, high self-efficacy helps individuals initiate action, cope with challenges, and remain resilient throughout the adaptation process. Therefore, individuals with high self-efficacy are more likely to demonstrate adaptive behavior (Park & Park, 2019).

The self-efficacy component has a very strong relationship with adaptive work behavior (Aliya et al., 2025; Haryanto & Sutawijaya, 2024). Research conducted by Ren & Shen (2024) indicates that self-efficacy plays a significant role in organizational success in improving employee performance and productivity, while innovation self-efficacy has a substantial impact on innovation performance. Innovation self-efficacy enhances innovation performance by motivating employees to become more engaged and by strengthening its positive relationship with adaptive performance. Based on these arguments, the following hypothesis is proposed: H1: Self-efficacy has a positive effect on adaptive performance.

The Effect of Self-Acceptance on Adaptive Performance

Matos et al. (2022) demonstrated that individuals with high levels of self-acceptance are better able to maintain performance under conditions of high stress because they possess healthier affective regulation. Another study by Bah (2025) also confirmed that self-acceptance contributes to stronger proactive responses toward workplace challenges through increased work engagement and emotional resilience, both of which are central factors influencing adaptive work behavior. Furthermore, within the perspective of positive organizational behavior, self-acceptance is classified as a positive psychological capacity that strengthens individuals in dealing with organizational dynamics (Luthans et al., 2007; Luthans & Youssef-Morgan, 2007). Individuals with high levels of self-acceptance tend to perceive challenges not as threats to their self-esteem, but rather as opportunities for growth (Larson & Luthans, 2006). The combination of emotional stability and high work engagement ultimately stimulates adaptive performance, namely the employee's ability to adjust their behavior to new or changing task demands. H2: Self-acceptance has a positive effect on adaptive performance.

The Effect of Self-Efficacy on Work Engagement

Within the Job Demands–Resources framework, self-efficacy is categorized as a personal resource (Bakker & Wingerden, 2020; Hakanen et al., 2007). This resource plays a crucial role in stimulating motivational processes that lead to higher levels of work engagement (Schaufeli, 2004). Individuals with high self-efficacy tend to possess greater energy (vigor), a stronger sense of meaning toward their work (dedication), and deeper concentration while working (absorption) (Bakker & Wingerden, 2020; Schaufeli, 2004).

Empirical studies by Schaufeli and Bakker indicate that work engagement is strongly predicted by the availability of resources, as such resources help individuals achieve work goals and stimulate personal growth (Schaufeli, 2004). Furthermore, interventions focusing on strengthening personal resources such as self-efficacy have been shown to significantly increase employee engagement within organizations (Albrecht et al., 2021; Bakker & Wingerden, 2020). Conversely, individuals with low self-efficacy are more likely to experience emotional exhaustion and withdraw from job responsibilities (Ade-adeniji et al., 2021; Schaufeli, 2004). H3: Self-efficacy has a positive effect on work engagement.

The Effect of Self-Acceptance on Work Engagement

Within the Job Demands–Resources framework, self-acceptance can also be classified as a personal resource (Bakker & Wingerden, 2020; Hakanen et al., 2007). Personal resources are psychological aspects of the self that enhance an individual's ability to control and influence their work environment successfully (Hakanen et al., 2007). Based on the motivational process within the JD-R model, the presence of personal resources serves as a strong predictor of work engagement (Schaufeli, 2004). When individuals accept themselves, they possess greater psychological availability to invest physical, cognitive, and emotional energy into their work (Albrecht et al., 2021).

Self-acceptance is viewed as a psychological capacity that strengthens individuals in dealing effectively with organizational dynamics and challenges. Individuals with high levels of self-acceptance tend to have greater emotional stability because they are not trapped in paralyzing negative self-evaluations. The

enhancement of personal resources through positive psychological conditions significantly increases overall levels of work engagement (Bakker & Wingerden, 2020). H4: Self-acceptance has a positive effect on work engagement.

The Effect of Work Engagement on Adaptive Performance

Adaptive performance refers to an individual's ability to effectively adjust work behavior in response to changing situations, task demands, technological developments, and dynamic working conditions (Pulakos et al., 2000). In modern organizational environments, adaptability has become an essential competency because employees are required to work flexibly and respond effectively to organizational change. One important factor contributing to improved adaptive performance is work engagement. According to (Hines, 2022), work engagement is a positive psychological condition characterized by vigor, dedication, and absorption. Employees with high levels of work engagement tend to demonstrate strong energy, positive emotional involvement, and enthusiasm in completing their work.

The relationship between work engagement and adaptive performance can be explained through the Job Demands–Resources (JD-R) model, which states that work engagement encourages individuals to become more proactive, resilient, and capable of dealing effectively with work-related challenges. Individuals who are highly engaged in their work not only focus on completing routine tasks, but also possess intrinsic motivation to learn, innovate, and adapt to changes in the work environment. H5: Work engagement has a positive effect on adaptive performance.

The Mediating Role of Work Engagement in the Relationship Between Self-Efficacy and Adaptive Performance

Self-efficacy alone is insufficient to guarantee adaptive performance without emotional and mental engagement in work (Heuvel et al., 2020). Self-efficacy provides the “confidence” to act, whereas work engagement supplies the “fuel” or actual energy needed to carry out adaptive behavior effectively (Heuvel et al., 2020). In other words, self-efficacy enhances adaptive performance through strengthening employee work engagement. Employees who are confident in their capabilities tend to feel more enthusiastic, which subsequently makes them more flexible and resilient in adjusting to changing work situations.

Individuals become more engaged when they possess greater psychological capacity to adjust their behavior (Heuvel et al., 2020). Work engagement provides the “psychological presence” that enables employees to remain focused when facing changing task demands (Albrecht et al., 2021; Heuvel et al., 2020). Employees who are deeply engaged (absorption) tend to have sharper cognitive focus, enabling them to learn new working methods more quickly and adapt more effectively to organizational transitions (Heuvel et al., 2020; Vakola et al., 2020). H6: Work engagement positively mediates the relationship between self-efficacy and adaptive performance.

The Mediating Role of Work Engagement in the Relationship Between Self-Acceptance and Adaptive Performance

Theoretically, self-acceptance provides a stable internal foundation, whereas work engagement transforms this internal stability into tangible adaptive behavior in the workplace (Albrecht et al., 2021; Heuvel et al., 2020). Without work engagement, high self-acceptance may only contribute to individual well-being without translating into proactive efforts to adjust to task demands. Therefore, work engagement acts as a bridge or transformative mechanism. Self-acceptance strengthens employees' energy and dedication, which in turn provides the mental and physical capacity required to demonstrate adaptive performance when facing organizational transitions (Hakanen et al., 2007; Heuvel et al., 2020). H7: Work engagement positively mediates the relationship between self-acceptance and adaptive performance.

Method

The sampling method employed in this study was purposive sampling. This sampling technique enabled the researchers to select participants with specific characteristics relevant to the study, namely employees working in the public sector and employees with more than three years of work experience. The target population consisted of all Civil Servants (Aparatur Sipil Negara/ASN) working in governmental institutions across Bengkulu Province. The minimum sample size was determined based on the Partial Least Squares Structural Equation Modeling (PLS-SEM) ten-times rule, which recommends that the sample should be at least ten times the largest number of structural paths directed at any endogenous construct. Because the adaptive performance construct received three structural paths, the minimum required sample was

substantially lower than the final sample of 206 respondents, indicating that the sample size was adequate for hypothesis testing. The questionnaire distribution targeted 265 respondents.

Data collection was conducted through an online survey using the Google Forms platform. The survey questions were designed to gather information regarding respondents' characteristics and their perceptions of self-efficacy, self-acceptance, work engagement, and adaptive performance. The questionnaires were distributed through representatives of Aparatur Sipil Negara (ASN) in each governmental region within Bengkulu Province. A total of 265 questionnaires were distributed, of which 206 were retained for analysis after the data screening process, resulting in a usable response rate of 77.7%. Fifty-nine questionnaires were excluded because they contained incomplete responses, duplicate submissions, or failed to meet the predetermined inclusion criteria, including respondents with less than three years of work experience or substantial missing data. A five-point Likert scale was used for all measurement items, ranging from "Strongly Disagree" (1) to "Strongly Agree" (5).

Prior to hypothesis testing, the dataset was screened for completeness, consistency, and eligibility. Missing responses were examined, duplicate entries were removed, and only questionnaires with complete responses for all measurement items were included in the final analysis. Early and late respondent comparisons based on demographic characteristics (gender, age, educational level, and years of service) indicated no meaningful differences, suggesting that nonresponse bias was unlikely to threaten the generalizability of the findings.

The instruments used in this study consisted of questionnaires adopted and adapted from previous validated studies. The adaptive performance construct was measured using the instrument developed by Charbonnier-Voirin and Roussel (2012), consisting of 19 indicators. Self-efficacy was measured using the New General Self-Efficacy Scale (NGSE) developed by Chen et al. (2001), consisting of eight indicators. Self-acceptance was measured using the Psychological Well-Being Scale developed by Ryff and Keyes (1995), consisting of ten indicators. Work engagement was measured using the Utrecht Work Engagement Scale (UWES) developed by Schaufeli and Salanova (2006), consisting of nine indicators.

To ensure the appropriateness of the adapted instruments in the Indonesian public sector context, construct validity and reliability were evaluated using the measurement model in SmartPLS. Convergent validity was assessed using outer loadings (>0.70) and Average Variance Extracted (AVE >0.50), whereas internal consistency reliability was evaluated using Cronbach's alpha and Composite Reliability (CR >0.70). Discriminant validity was assessed using the Fornell-Larcker criterion and cross-loadings to ensure that each construct was empirically distinct from the others.

The data analysis technique began with descriptive analysis to describe respondent characteristics and response tendencies for each variable. Subsequently, validity and reliability tests were conducted using SmartPLS in the outer model stage. The measurement model evaluation confirmed satisfactory psychometric properties for all constructs, with Cronbach's alpha values ranging from 0.737 to 0.912, Composite Reliability ranging from 0.831 to 0.928, and Average Variance Extracted ranging from 0.516 to 0.649, all exceeding the recommended thresholds. Structural model testing (inner model) was conducted to measure the relationships among latent variables by examining the coefficient of determination (R^2), path coefficients, bootstrapping significance tests, and indirect effects to evaluate the proposed mediation hypotheses.

Results and Discussions

The majority of respondents were female (54.9%), while male respondents accounted for 45.1% of the sample (Table 1). This distribution indicates that both genders were adequately represented in the study. Since gender was not specified as a control variable in the structural model, no inference regarding its relationship with adaptive performance can be drawn from the present findings.

Most respondents were between 36–46 years (43.7%), followed by those aged 25–35 years (33.5%). This demographic profile suggests that the majority of respondents possessed sufficient professional experience to evaluate their work behavior and organizational adaptation. However, this study did not examine age differences in adaptive performance; therefore, no causal interpretation should be inferred. The characteristics of the respondents in this study are presented in Table 1 below.

Table 1. Respondent Characteristics

Description	Frequency (Persons)	Percentage (%)
Gender		
Male	93	45.1
Female	113	54.9
Total	206	100
Age		
< 25 Years	2	1.0
25–35 Years	69	33.5
36–46 Years	90	43.7
47–57 Years	36	17.5
> 57 Years	9	4.3
Total	206	100
Education Level		
Diploma	5	2.3
Bachelor's Degree (S1)	146	70.9
Master's Degree (S2)	43	20.9
Doctoral Degree (S3)	2	1.0
Others	10	4.9
Total	206	100
Years of Service		
< 3 Years	31	15.1
3–7 Years	45	21.8
8–12 Years	35	17.0
13–17 Years	50	24.3
> 17 Years	45	21.8
Total	206	100
Government Institution		
Bengkulu City	19	9.2
North Bengkulu Regency	13	6.2
South Bengkulu Regency	1	0.5
Central Bengkulu Regency	71	34.5
Kaur and Mukomuko Regencies	0	0
Kepahiang Regency	99	48.1
Lebong Regency	1	0.5
Seluma Regency	2	1.0
Total	206	100
Job Position		
Structural Position	22	10.7
Functional Position	157	76.2
No Position	27	13.1
Total	206	100

Source: Research Results, 2025.

Regarding educational background, most respondents held a bachelor's degree (70.9%), followed by a master's degree (20.9%). This distribution reflects the educational profile of the participating civil servants. Because education level was not included as an explanatory variable in the research model, its relationship with adaptive performance was not statistically examined in this study.

Respondents with more than 13 years of work experience represented the largest proportion of the sample (46.1%), indicating that many participants had substantial organizational experience. Nevertheless, years of service were used only to describe respondent characteristics and were not incorporated into the structural model; consequently, no conclusion regarding their effect on adaptive performance can be established.

The respondents represented several governmental institutions across Bengkulu Province, with the largest proportions originating from Kepahiang Regency (48.1%) and Central Bengkulu Regency (34.5%). Although the geographical distribution was uneven, the respondents represented multiple administrative regions within the province.

Most respondents occupied functional positions (76.2%), followed by structural positions (10.7%) and employees without formal positions (13.1%). These data describe the occupational composition of the sample and were not analyzed as predictors of adaptive performance.

Table 2. Validity and Reliability Test Output

Variable	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Adaptive Performance	0.912	0.915	0.925	0.516
Self-Acceptance	0.737	0.766	0.831	0.554
Self-Efficacy	0.800	0.809	0.862	0.556
Work Engagement	0.910	0.915	0.928	0.649

Source: Research Results, 2025.

The measurement model demonstrated satisfactory psychometric properties. Cronbach's alpha values ranged from 0.737 to 0.912, while composite reliability values ranged from 0.831 to 0.928, exceeding the recommended threshold of 0.70. Furthermore, all AVE values exceeded 0.50, confirming adequate convergent validity for each construct. These findings indicate that the measurement instruments were reliable and appropriate for subsequent structural model analysis.

Table 3. Results of Hypothesis Testing

Relationship	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Self-Acceptance → Adaptive Performance	0.164	0.171	0.055	3.002	0.003
Self-Acceptance → Work Engagement	0.253	0.261	0.081	3.108	0.002
Self-Efficacy → Adaptive Performance	0.277	0.281	0.059	4.658	0.000
Self-Efficacy → Work Engagement	0.426	0.428	0.078	5.451	0.000
Work Engagement → Adaptive Performance	0.650	0.655	0.050	13.081	0.000

Source: Research Results, 2025.

The structural model results indicate that all hypothesized direct relationships were statistically significant ($p < 0.05$). Among the direct effects, work engagement exerted the strongest influence on adaptive performance ($\beta = 0.650$), followed by self-efficacy ($\beta = 0.277$) and self-acceptance ($\beta = 0.164$). These findings suggest that work engagement serves as the most influential predictor of adaptive performance among the variables included in this study.

Table 4. Specific Indirect Effects (Mediating Effects)

Relationship	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Self-Acceptance → Work Engagement → Adaptive Performance	0.164	0.171	0.055	3.002	0.003
Self-Efficacy → Work Engagement → Adaptive Performance	0.277	0.281	0.059	4.658	0.000

Source: Research Results, 2025.

The mediation analysis further confirmed that work engagement significantly mediated the effects of both self-efficacy and self-acceptance on adaptive performance. These findings support the mediating mechanism proposed by the Job Demands–Resources (JD-R) model, indicating that personal resources enhance adaptive performance primarily by increasing employees' psychological engagement with their work.

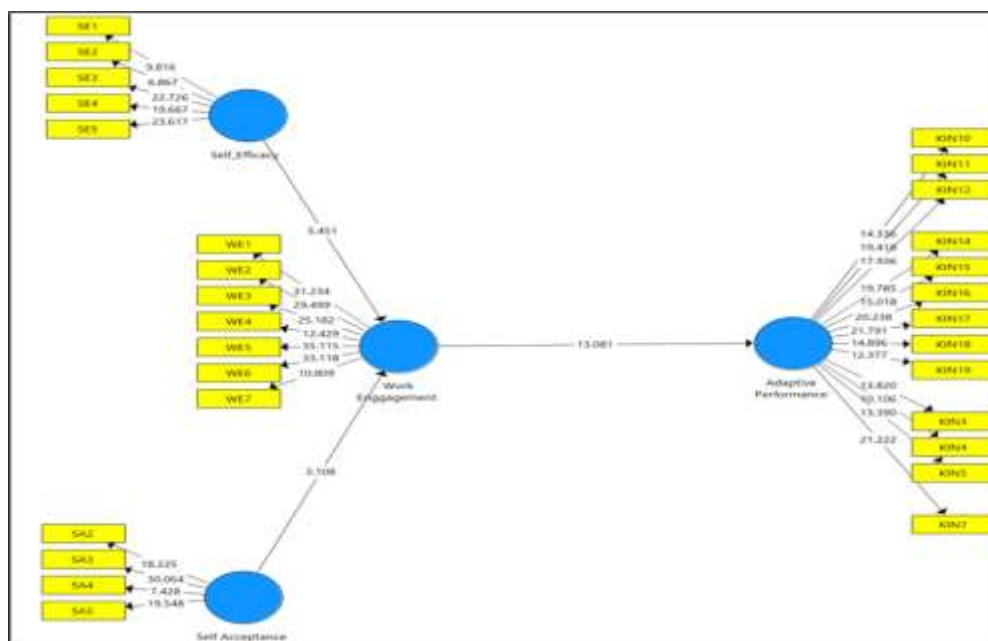


Figure 2. Bootstrapping Path

Coefficient of Determination (R-Square)

R-Square represents the proportion of variance in endogenous variables that can be explained by exogenous variables. This measure is useful in predicting whether a model is considered good or poor. The criteria are as follows: if $R^2 = 0.75$, the model is categorized as substantial (strong); if $R^2 = 0.50$, the model is categorized as moderate; and if $R^2 = 0.25$, the model is categorized as weak.

Variable	R Square	R Square Adjusted
Work Engagement	0.381	0.375
Adaptive Performance	0.433	0.430

Source: Research Results, 2025.

The adjusted R-Square value for Model I was 0.375, indicating that the variables self-efficacy (X1) and self-acceptance (X2) explained 37.5% of the variance in work engagement (M), while the remaining 62.5% was explained by variables outside the model. Therefore, the model can be categorized as weak in explaining work engagement (M). Meanwhile, the adjusted R-Square value for Model II was 0.430, indicating that self-efficacy (X1), self-acceptance (X2), and work engagement (M) explained 43.0% of the variance in adaptive performance (Y), while the remaining 57.0% was explained by variables outside the model. Thus, the model can be categorized as moderate in explaining adaptive performance (Y).

These findings indicate that the proposed model demonstrates moderate explanatory power in predicting adaptive performance and weak-to-moderate explanatory power in predicting work engagement. The adjusted R^2 value of 0.430 suggests that personal resources (self-efficacy and self-acceptance), together with work engagement, explain a substantial proportion of adaptive performance among civil servants, while the remaining variance may be influenced by other organizational factors such as leadership, organizational support, organizational culture, or job characteristics that were not included in the present model. Likewise, the adjusted R^2 value of 0.375 indicates that although self-efficacy and self-acceptance are important antecedents of work engagement, additional personal and contextual resources may further explain employees' level of engagement.

Discussions

The Effect of Self-Efficacy on Adaptive Performance

Based on the analysis results, self-efficacy has a positive and significant effect on adaptive performance. Therefore, Hypothesis 1 is accepted, as indicated by the T-statistics value of 4.658, which is greater than 1.96, and the P-value of 0.000, which is lower than 0.05. The standardized path coefficient ($\beta = 0.277$) indicates that self-efficacy contributes positively to employees' ability to adapt to changing work demands, although its effect is lower than that of work engagement.

This finding supports Social Cognitive Theory (Bandura, 1977, 1986), which proposes that individuals' beliefs regarding their capabilities determine how they think, behave, and respond to environmental challenges. Employees with high self-efficacy are more likely to perceive organizational change as an opportunity for learning rather than as a threat, enabling them to develop adaptive behaviors when confronted with uncertain work situations. Within the context of public organizations, such confidence encourages civil servants to initiate appropriate actions, solve emerging problems, and remain resilient despite continuous changes in policies, digital transformation, and public service demands.

The present findings are consistent with previous empirical studies. Park and Park (2019) reported that self-efficacy significantly improves employees' adaptive behavior because confident employees are more willing to experiment with new work methods. Likewise, Hamid (2022), Bachtiar et al. (2023), and Febriani (2021) demonstrated that self-efficacy positively influences adaptive performance under changing organizational conditions. Similar evidence was reported by Wihuda et al. (2021), who found that employees with stronger self-efficacy exhibit greater innovation capability, which subsequently enhances adaptive performance. Furthermore, Thamanda et al. (2024) confirmed that innovation self-efficacy encourages employees to respond more effectively to organizational change by increasing their willingness to learn and apply new approaches. The consistency of these findings across different organizational settings suggests that self-efficacy represents one of the most important personal resources underlying adaptive work behavior.

Unlike several previous studies that emphasized task-specific self-efficacy, the present study employed the New General Self-Efficacy Scale (Chen et al., 2001), which measures employees' general confidence in dealing with various work situations. This approach is particularly relevant in the Indonesian public sector because civil servants routinely perform multiple administrative, managerial, and public service responsibilities rather than a single specialized task. Consequently, general self-efficacy provides a more comprehensive explanation of adaptive performance within government organizations characterized by dynamic job demands and continuous institutional reform.

These findings also extend the Job Demands–Resources (JD-R) framework by confirming that personal resources contribute directly to adaptive performance. While previous JD-R studies primarily emphasized job resources such as supervisory support and autonomy, the present study demonstrates that psychological resources embedded within employees themselves also play a significant role in improving adaptive work behavior. Therefore, strengthening employees' confidence through competency development, mentoring programs, and continuous learning opportunities may become an effective strategy for enhancing adaptive performance among civil servants.

The Effect of Self-Acceptance on Adaptive Performance

Based on the analysis results, self-acceptance has a positive and significant effect on adaptive performance. Thus, Hypothesis 2 is accepted, as indicated by the T-statistics value of 3.002, which exceeds 1.96, and the P-value of 0.003, which is below 0.05. The standardized path coefficient ($\beta = 0.164$) indicates that self-acceptance contributes positively to adaptive performance, although its direct influence is weaker than that of self-efficacy and work engagement. This finding suggests that self-acceptance primarily functions as a psychological foundation supporting employees' ability to adapt rather than acting as the strongest direct determinant of adaptive behavior.

The findings support Positive Organizational Behavior theory (Luthans et al., 2007), which emphasizes that positive psychological capacities enable employees to cope more effectively with organizational challenges. Individuals who accept both their strengths and limitations tend to experience greater emotional stability, allowing them to regulate negative emotions, recover from stressful situations, and respond more constructively to organizational change. Such emotional regulation becomes particularly important within public organizations, where employees frequently encounter changing regulations, administrative reforms, and increasing public expectations.

The present results are consistent with previous empirical evidence. Matos et al. (2022) demonstrated that self-acceptance enhances employees' psychological resilience, enabling them to maintain performance under stressful conditions. Similarly, Bénabou et al. (2021) reported that self-acceptance encourages proactive responses toward workplace challenges through improved emotional regulation. Tang et al. (2024) further found that emotionally stable employees exhibit stronger adaptive behavior because they are better able to adjust their work strategies when organizational demands change. These findings collectively indicate that self-acceptance serves as an important psychological resource facilitating employees' readiness to adapt in dynamic work environments.

Compared with previous studies, this research provides additional evidence within the context of Indonesian public sector organizations, where self-acceptance has received relatively limited empirical attention. While earlier studies mainly investigated self-acceptance as an antecedent of psychological well-being, the present findings demonstrate that self-acceptance also contributes directly to adaptive performance. This result broadens the application of the Job Demands–Resources model by highlighting that employees' internal psychological resources extend beyond self-efficacy alone and include positive self-evaluation reflected through self-acceptance.

From a practical perspective, these findings suggest that government institutions should not only strengthen employees' technical competencies but also support their psychological well-being. Organizational interventions such as coaching, counseling services, psychological resilience training, and employee assistance programs may foster greater self-acceptance, which subsequently enhances employees' capacity to adapt to organizational change. Such initiatives are expected to strengthen organizational resilience while improving the quality of public service delivery during periods of continuous transformation.

The Effect of Self-Efficacy on Work Engagement

Based on the analysis results, self-efficacy has a positive and significant effect on work engagement. Therefore, Hypothesis 3 is accepted, as indicated by the T-statistics value of 5.451, which is greater than 1.96, and the P-value of 0.000, which is lower than 0.05. The standardized path coefficient ($\beta = 0.426$) indicates that self-efficacy is a substantial predictor of work engagement, suggesting that employees with stronger beliefs in their capabilities are more likely to experience higher levels of vigor, dedication, and absorption in their work.

This finding is consistent with the Job Demands–Resources (JD-R) model (Hakanen et al., 2007), which classifies self-efficacy as an important personal resource capable of stimulating motivational processes that ultimately increase work engagement. Employees who believe they possess sufficient capability to accomplish challenging tasks tend to invest greater physical, emotional, and cognitive energy in their work. Consequently, they become more enthusiastic, persistent, and psychologically connected to their organizational responsibilities.

The present findings corroborate previous empirical evidence. Schaufeli (2004) demonstrated that personal resources are among the strongest predictors of work engagement because they enhance employees' confidence in achieving work objectives. Similarly, Bakker and Wingerden (2020) reported that interventions designed to strengthen employees' psychological resources significantly improve work engagement across various organizational settings. Alhozi et al. (2021) further found that self-efficacy development programs increase employees' enthusiasm and commitment toward organizational goals. Comparable findings were reported by Putri and Frianto (2022), who concluded that employees with higher self-efficacy demonstrate stronger work engagement because they perceive workplace challenges as opportunities for growth rather than sources of stress.

Compared with previous studies conducted predominantly in private organizations, the present study extends the applicability of the JD-R model to the Indonesian public sector. Civil servants frequently operate within highly regulated environments characterized by administrative complexity and continuous policy changes. Under such conditions, self-efficacy enables employees to remain psychologically engaged despite increasing work demands. Therefore, strengthening employees' confidence through competency development, leadership support, and continuous professional training may substantially improve work engagement within government institutions.

The findings also reinforce Social Cognitive Theory, which proposes that self-beliefs influence motivational processes and behavioral outcomes. Employees who are confident in their capabilities are more willing to devote effort, maintain persistence during setbacks, and sustain positive emotional involvement in their work. Consequently, self-efficacy functions not only as a cognitive resource but also as a motivational mechanism that promotes higher levels of work engagement.

The Effect of Self-Acceptance on Work Engagement

Based on the analysis results, self-acceptance has a positive and significant effect on work engagement. Therefore, Hypothesis 4 is accepted, as indicated by the T-statistics value of 3.108, which is greater than 1.96, and the P-value of 0.002, which is lower than 0.05. The standardized path coefficient ($\beta = 0.253$) indicates that self-acceptance positively contributes to employees' work engagement, although its influence is weaker than that of self-efficacy. This finding suggests that employees' ability to accept themselves creates a stable psychological condition that encourages greater involvement in work activities.

Within the JD-R framework, self-acceptance represents a personal resource that enhances employees' psychological availability to invest their energy in accomplishing organizational objectives (Hakanen et al., 2007). Employees who accept both their strengths and limitations are less likely to experience excessive self-criticism when facing workplace challenges. Instead, they remain emotionally stable, allowing them to maintain concentration, enthusiasm, and persistence in completing their responsibilities despite organizational pressures.

The present findings are consistent with previous studies conducted by Albrecht et al. (2021), who demonstrated that psychologically healthy employees exhibit stronger work engagement because they possess greater emotional resources for coping with demanding work environments. Similar findings were reported by Hille and Andersen (2020), who concluded that employees with positive self-evaluation experience higher engagement through improved emotional regulation. Furthermore, Alhozi et al. (2021) and Bakker and Wingerden (2020) found that strengthening employees' personal resources significantly enhances work engagement by increasing intrinsic motivation and psychological resilience.

This study extends previous research by demonstrating that self-acceptance contributes to work engagement among Indonesian civil servants, a population that has received relatively limited empirical attention within the JD-R literature. The findings indicate that work engagement is influenced not only by organizational resources such as supervisory support or job autonomy but also by employees' internal psychological resources. Consequently, interventions aimed at improving employees' psychological well-being may simultaneously strengthen work engagement and organizational effectiveness.

From a managerial perspective, public organizations should consider incorporating psychological well-being initiatives into human resource development programs. Coaching, mentoring, employee counseling, mindfulness training, and resilience development programs may foster greater self-acceptance, thereby encouraging employees to become more emotionally engaged with their work and more resilient when responding to organizational change.

The Effect of Work Engagement on Adaptive Performance

Based on the analysis results, work engagement has a positive and significant effect on adaptive performance. Therefore, Hypothesis 5 is accepted, as indicated by the T-statistics value of 13.081, which exceeds 1.96, and the P-value of 0.000. Among all structural relationships examined in this study, work engagement exhibited the strongest direct effect on adaptive performance ($\beta = 0.650$), indicating that employees' psychological engagement represents the most influential determinant of adaptive behavior within the proposed research model.

This finding strongly supports the Job Demands–Resources (JD-R) model, which explains that engaged employees possess greater psychological energy, intrinsic motivation, and cognitive flexibility that enable them to respond effectively to changing work demands (Bakker & Demerouti, 2017). Employees experiencing high levels of vigor, dedication, and absorption are more willing to learn new competencies, modify existing work practices, and proactively solve organizational problems. Consequently, they demonstrate higher adaptive performance than employees with lower levels of work engagement.

The present findings are consistent with previous empirical studies. Eldor and Harpaz (2016) reported that highly engaged employees demonstrate superior adaptive behavior because they actively seek opportunities for continuous improvement. Similarly, Vakola et al. (2020) found that work engagement strengthens employees' readiness for organizational change by increasing proactive behavior and learning orientation. Albrecht et al. (2021) further demonstrated that work engagement enhances employees' capacity to remain focused and productive under dynamic work conditions. Comparable findings have also been reported by Bakker and Demerouti (2017), who concluded that work engagement functions as a motivational mechanism linking personal and organizational resources to employee performance.

Compared with previous studies, the present research demonstrates that work engagement plays a particularly prominent role within Indonesian public organizations. Bureaucratic reforms, digital transformation, and increasing public expectations require civil servants not only to perform routine administrative tasks but also to adapt continuously to evolving organizational demands. The strong path coefficient observed in this study suggests that employees' psychological engagement may represent one of the most strategic factors for improving adaptive performance in the public sector.

Practically, these findings imply that government institutions should create work environments capable of strengthening employee engagement through supportive leadership, meaningful work design, recognition systems, opportunities for career development, and continuous learning programs. Such initiatives are

expected to increase employees' motivation while simultaneously enhancing their ability to adapt successfully to organizational transformation and public service innovation.

The Mediating Role of Work Engagement in the Relationship Between Self-Efficacy and Adaptive Performance

Based on the analysis results, work engagement positively and significantly mediates the relationship between self-efficacy and adaptive performance. Therefore, Hypothesis 6 is accepted, as indicated by the T-statistics value of 4.658, which is greater than 1.96, and the P-value of 0.000. The significant indirect effect indicates that self-efficacy enhances adaptive performance not only directly but also indirectly by increasing employees' work engagement. This finding suggests that employees' confidence in their capabilities becomes more effective in improving adaptive performance when accompanied by strong psychological involvement in their work.

This result is consistent with the Job Demands–Resources (JD-R) model, which proposes that personal resources influence employee performance through motivational processes, particularly work engagement (Hakanen et al., 2007). Employees with higher self-efficacy tend to perceive challenging work situations as opportunities for achievement rather than obstacles, leading them to invest greater cognitive, emotional, and behavioral resources in accomplishing their tasks. Consequently, higher work engagement enables these employees to demonstrate greater adaptability when facing organizational change.

The findings support previous empirical evidence. Fletcher (2015) argued that self-efficacy alone does not automatically improve employee performance unless it is translated into meaningful work engagement. Similarly, Van den Heuvel et al. (2020) found that work engagement serves as a psychological mechanism through which employees transform their confidence into adaptive work behavior. Li and Yu (2024) further demonstrated that employees with stronger self-efficacy exhibit greater flexibility and resilience because they are more psychologically engaged in their work. Comparable findings have also been reported by Albrecht et al. (2021), who concluded that engaged employees possess higher cognitive readiness for organizational change, enabling them to adapt more effectively to dynamic work environments.

Compared with previous studies, the present research contributes by confirming the mediating role of work engagement within the Indonesian public sector. While earlier studies predominantly examined private-sector organizations, this study demonstrates that work engagement also functions as an important motivational mechanism among civil servants facing bureaucratic reforms, digital transformation, and increasing public service demands. These findings therefore extend the applicability of the JD-R model within public administration settings.

Practically, the findings imply that organizations should not rely solely on competency development to improve adaptive performance. Programs designed to strengthen employees' confidence should be accompanied by organizational initiatives that enhance work engagement, including supportive leadership, meaningful work assignments, performance feedback, employee recognition, and opportunities for continuous professional development. Such integrated interventions are expected to produce stronger adaptive behavior than focusing exclusively on technical competence.

The Mediating Role of Work Engagement in the Relationship Between Self-Acceptance and Adaptive Performance

Based on the analysis results, work engagement positively and significantly mediates the relationship between self-acceptance and adaptive performance. Therefore, Hypothesis 7 is accepted, as indicated by the T-statistics value of 3.002, which is greater than 1.96, and the P-value of 0.003. These findings indicate that self-acceptance contributes to adaptive performance through its positive influence on employees' work engagement. Employees who possess greater self-acceptance tend to experience stronger emotional stability, enabling them to become more psychologically engaged with their work and, consequently, more adaptive when responding to organizational change.

Within the perspective of Positive Organizational Behavior and the JD-R model, self-acceptance represents an important psychological resource that supports employees' emotional well-being and motivational processes (Hakanen et al., 2007). Employees who are able to accept their strengths, weaknesses, and previous experiences are less likely to experience excessive emotional exhaustion or self-doubt. Consequently, they remain psychologically available to invest greater energy, dedication, and concentration in their work, which ultimately enhances adaptive performance.

The present findings are consistent with previous studies conducted by Van den Heuvel et al. (2020), who reported that work engagement functions as an important psychological mechanism translating personal

resources into adaptive work behavior. Similarly, Albrecht et al. (2021) demonstrated that employees with stronger psychological resources experience higher engagement, enabling them to adapt more successfully to organizational change. Fletcher (2015) also emphasized that personal psychological resources contribute to adaptive performance primarily through increased work engagement rather than through direct behavioral effects alone. Furthermore, Tang et al. (2024) found that emotionally stable employees demonstrate greater adaptability because they maintain positive work attitudes even under changing organizational conditions.

Compared with previous research, this study extends the literature by demonstrating that self-acceptance, which has traditionally been examined primarily within the context of psychological well-being, also contributes to adaptive performance through a motivational pathway represented by work engagement. This finding provides additional empirical support for extending the JD-R framework beyond traditional job resources by incorporating positive psychological resources that originate from employees themselves.

From a managerial perspective, these findings suggest that public organizations should complement competency-based human resource development with interventions aimed at improving employees' psychological well-being. Employee assistance programs, psychological counseling, coaching, resilience development, mindfulness training, and supportive organizational climates may strengthen self-acceptance, thereby increasing work engagement and ultimately enhancing adaptive performance during periods of organizational transformation.

Overall, the findings consistently demonstrate that personal resources play an important role in improving adaptive performance among civil servants, both directly and indirectly through work engagement. Among the examined variables, work engagement emerged as the strongest predictor of adaptive performance, highlighting its central role within the Job Demands–Resources framework. These findings indicate that employees' psychological involvement in their work represents the primary mechanism through which self-efficacy and self-acceptance are translated into adaptive behavior. Consequently, improving employees' adaptive performance requires organizations not only to strengthen technical competencies but also to cultivate positive psychological resources and supportive work environments that enhance employee engagement.

Conclusions

This study provides empirical evidence that self-efficacy, self-acceptance, and work engagement are positively associated with adaptive performance among Civil Servants (Aparatur Sipil Negara/ASN) in Bengkulu Province. Among the examined variables, work engagement demonstrated the strongest association with adaptive performance, suggesting that employees who are more psychologically engaged with their work tend to report higher levels of adaptability in responding to changing work demands. Furthermore, self-efficacy and self-acceptance were positively associated with work engagement, indicating that these personal resources may contribute to employees' psychological involvement in their work. From a theoretical perspective, this study extends the Job Demands–Resources (JD-R) framework by demonstrating that personal resources, particularly self-efficacy and self-acceptance, are associated with adaptive performance both directly and indirectly through work engagement within the context of Indonesian public sector organizations. Unlike previous studies that primarily emphasized job resources, the present findings highlight the importance of employees' internal psychological resources in explaining adaptive work behavior. However, because this study employed a cross-sectional design, the observed relationships should be interpreted as statistical associations rather than definitive causal mechanisms. Consequently, although the findings are consistent with the proposed mediation model, temporal ordering and causal relationships cannot be established without longitudinal or experimental research. The findings also suggest that alternative organizational factors, such as leadership, organizational climate, job autonomy, and organizational support, may simultaneously influence adaptive performance. Therefore, work engagement should not be interpreted as the only mechanism through which personal resources are associated with adaptive performance, but rather as one important psychological pathway supported by the present empirical evidence.

This study has several limitations that should be considered when interpreting the findings. First, the research employed a cross-sectional design in which all variables were measured at a single point in time. Consequently, temporal ordering among variables cannot be established, and the observed relationships should not be interpreted as evidence of causality. Longitudinal or experimental research designs are required to verify the proposed mediation mechanism more rigorously. Second, the research population was limited to Civil Servants in Bengkulu Province. Although the respondents represented several governmental

institutions within the province, the use of purposive sampling limits the generalizability of the findings to other public sector organizations in Indonesia with different institutional characteristics. Third, all variables were measured using self-reported questionnaires, creating the possibility of common method variance despite satisfactory evidence of reliability and construct validity. Future studies are encouraged to combine self-report data with supervisor ratings, peer evaluations, or objective performance indicators to reduce potential measurement bias. Finally, this study examined only four variables: self-efficacy, self-acceptance, work engagement, and adaptive performance. Other organizational and contextual factors, including leadership style, organizational climate, organizational support, job autonomy, workload, and organizational culture, may also contribute to employees' adaptive performance and should therefore be incorporated into future research models. Based on these limitations, several recommendations are proposed for future research. First, future studies should include more diverse public sector organizations from different provinces in Indonesia to improve the external validity and generalizability of the findings. Second, longitudinal or experimental research designs are recommended to establish temporal ordering and provide stronger evidence regarding the causal relationships among self-efficacy, self-acceptance, work engagement, and adaptive performance. Third, future studies are encouraged to investigate alternative theoretical mechanisms that may complement or compete with the proposed mediation model. For example, organizational climate, transformational leadership, organizational support, psychological safety, and job characteristics may function as mediating or moderating variables explaining adaptive performance. Examining these alternative mechanisms would contribute to a more comprehensive understanding of adaptive behavior within public sector organizations. Finally, future research should expand the JD-R framework by integrating additional dimensions of Psychological Capital, including hope, optimism, and resilience, together with organizational resources such as job autonomy, task variety, learning opportunities, and supervisory support. Such an integrative approach is expected to provide a more comprehensive explanation of adaptive performance in increasingly dynamic public sector environments.

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