

The Effect of Perceived Innovativeness on Interpersonal Adaptive Behavior and Service Offering Adaptive Behavior Mediated by Job Engagement Among Cafe Employees in Banda Aceh City

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ABSTRACT

This study aims to examine the effect of perceived innovativeness on interpersonal adaptive behavior and service offering adaptive behavior, with job engagement as a mediating variable, among cafe employees in Banda Aceh City. This study used a quantitative approach with Structural Equation Modeling (SEM) analysis techniques based on Partial Least Squares (PLS). Data were collected by distributing questionnaires to 110 respondents selected using purposive sampling techniques, with the criteria of being permanent employees who had worked at cafes in Banda Aceh City for at least six months. The results showed that perceived innovativeness had a positive and significant effect on interpersonal adaptive behavior and service offering adaptive behavior. However, job engagement was not proven to act as a mediating variable in this relationship. In other words, employees' perceived innovativeness directly influences their adaptive behavior without going through job engagement. These findings suggest that employees' perceived innovativeness plays a significant role in enhancing their adaptability, both in interpersonal interactions and in service offerings, regardless of their level of job engagement. This study provides practical implications for cafe management to create a work environment that supports innovation and job engagement to improve the quality of employee service adaptation.

Keywords: *Perceived Innovativeness, Job Engagement, Interpersonal Adaptive Behavior, Service Offering Adaptive Behavior, Banda Aceh City*

1. INTRODUCTION

The service industry, particularly the food and beverage (F&B) service sector in Indonesia, has experienced rapid growth in recent years. Evolving lifestyles, particularly in urban areas, mean that cafes are no longer simply places to eat and drink, but also spaces for socializing, working, and relaxing. This phenomenon is also felt in Banda Aceh, which, as the provincial capital, has a high social dynamics and significant cafe growth. Cafes in this area target various consumer segments, particularly the younger generation, for whom visiting cafes is a lifestyle experience.

Increasingly fierce business competition is driving cafe owners to adopt innovations in products and services to attract consumers' attention and meet increasingly complex expectations.[1] He stated that cafes are social and semi-public spaces that allow individuals to enjoy their time alone while also mingling with the city's social dynamics. Therefore, cafe innovations are not only focused on menus or interior design, but also on the quality of interactions between employees and customers.

[2], defines Interpersonal Adaptive Behavior as the ability to effectively adapt to unexpected or difficult social situations. They identify interpersonal adaptive behavior as a person's ability to remain effective in social interactions despite changing situations or conditions that require rapid adjustment.

This phenomenon often arises in situations where customers have varying backgrounds, emotions, or expectations. For example, in a cafe service setting, a barista or waiter might encounter customers who are in a hurry, customers who are friendly and want to chat casually, or customers who prefer fast service and minimal interaction. This is where it's crucial for employees to read the situation and adapt their behavior flexibly to create comfortable and effective interactions.

In Banda Aceh, this phenomenon is increasingly evident with the emergence of many cafes that prioritize not only product quality but also the customer experience. Employees are required to be friendly yet professional, responsive yet polite, and able to differentiate their approach to customers based on their age, communication style, or current mood. Cafes that successfully train and maintain adaptive interpersonal skills in their employees generally receive positive reviews and more consistent customer visits.

[3] defines service offering adaptive behavior as "the intentional modification of service offerings or employee interpersonal behaviors situationally to meet perceived customer needs." Interpersonal adaptation involves adjustments in communication and interactions with customers, while service offering adaptation relates to the adjustment of the product or service offered to the specific needs of customers.

Service offering adaptive behavior Adaptability involves an employee's ability to tailor product or service offerings based on a customer's specific needs. For example, a barista who can recommend a beverage that matches a customer's preferences after a brief discussion demonstrates a high level of adaptability. This customization serves as a stimulus that encourages customers to feel valued and receive personalized service.

However, service adaptability depends not only on individual employee abilities but is also influenced by factors such as customer knowledge, intrinsic motivation, and organizational support. Therefore, it is crucial for management to create a supportive work environment and provide adequate training so that employees can develop adaptive service behaviors. In a local context, such as Banda Aceh City, where the cafe industry is booming, understanding adaptive service behavior becomes even more crucial. Cafe employees who are able to tailor their service to customer preferences can create a more personalized and satisfying experience, which can ultimately increase customer loyalty and business success.

[4], in his book on the diffusion of innovation, defines perceived innovativeness as an individual's perception of how new or innovative an idea, product, or service is in the context of consumer adoption. The higher the level of perceived innovativeness, the more likely the innovation is to be adopted by society. Perceived innovativeness refers to an individual's perception of the extent to which their organization or workplace is perceived as innovative in its practices, culture, and management. [5] When employees perceive their workplace as innovative, they tend to feel more motivated, engaged, and willing to adjust their work behaviors to support organizational goals.

In the local context, Banda Aceh's unique cultural dynamics and consumer characteristics also require cafes to focus not only on products but also on service innovation. This makes perceived innovativeness a crucial variable that can influence overall employee performance. Therefore, a

deeper understanding of employee perceptions of innovation in their workplace is crucial to improving service quality and the competitiveness of the city's cafe industry.

Banda Aceh's cultural context, with its blend of traditional and modern values, presents a unique opportunity for cafes to adopt innovations relevant to the needs of local customers. For example, a cafe design that combines Acehese cultural elements with modern technology can enhance customers' perceptions of innovativeness. This also allows customers to feel more connected to the service offered, creating a satisfying and meaningful experience.

[6] explains that job engagement is the degree to which employees identify with their work, actively participate in it, and consider their job performance to be more important to their own well-being. Employees with high levels of job engagement identify with it and therefore pay more attention to the type of work they do. Higher levels have been found to be associated with lower absenteeism and lower employee turnover rates.

In the service industry, job engagement is a key factor influencing the success of a business, including cafes in Banda Aceh. Job engagement refers to the level of emotional, cognitive, and physical involvement of employees in their work [7]. Employees with high levels of engagement not only demonstrate dedication to serving customers but are also able to create positive experiences that directly impact customer satisfaction and loyalty.

In the context of cafe employees in Banda Aceh, job engagement is influenced by various unique factors, including a local work culture that emphasizes the values of togetherness and friendliness. Stimuli in the form of harmonious interpersonal relationships between employees, supportive management, and recognition for employee contributions can increase their engagement in their work. Fully engaged employees not only perform their tasks better but also create a more enjoyable customer experience.

Furthermore, high levels of job engagement also impact their ability to adapt to customer needs. Employees who are passionate and engaged in their work tend to be more responsive to customer requests, more creative in offering solutions, and more consistent in providing quality service. This ultimately influences customer perceptions of service quality and encourages positive responses such as loyalty and recommendations.

Based on the description above, it shows the objectives of this study, namely: 1) To determine the effect of perceived innovativeness on interpersonal adaptive behavior in cafe employees in Banda Aceh City, 2) To determine the effect of perceived innovativeness on service offering adaptive behavior in cafe employees in Banda Aceh City, 3) To determine the effect of perceived innovativeness on job engagement in cafe employees in Banda Aceh City, 4) To determine the effect of job engagement on interpersonal adaptive behavior in cafe employees in Banda Aceh City, 5) To determine the effect of job engagement on service offering adaptive behavior in cafe employees in Banda Aceh City, 6) To determine the effect of job engagement mediating the relationship between perceived innovativeness and interpersonal adaptive behavior in cafe employees in Banda Aceh City and 7) To determine the effect of job engagement mediating the relationship between perceived innovativeness and service offering adaptive behavior in cafe employees in Banda Aceh City.

2. LITERATURE REVIEW

2.1 *Interpersonal Adaptive Behavior*

Interpersonal Adaptive Behavior is the ability to effectively adapt in unexpected or difficult social situations [2]. They identified Interpersonal Adaptive Behavior as a

person's ability to remain effective in social interactions despite changing situations or conditions that require rapid adjustment.

2.2 *Service Offering Adaptive Behavior*

Service Offering Adaptive Behavior is the ability of a service or sales team to adapt offerings based on changing customer needs and market conditions [8]. They emphasized the importance of adaptability in dealing with customers with different preferences and fluctuating market dynamics.

2.3 *Perceived Innovativeness*

Perceived Innovativeness is an individual's perception of how new or innovative an idea, product, or service is in the context of consumer adoption [4]. The higher the level of perceived innovativeness, the greater the likelihood that the innovation will be adopted by society.

2.4 *Job Engagement*

Job Engagement (job engagement) is defined as "a positive psychological state consisting of employees' interest, concern, and attachment to their work" [9]. Job engagement is a condition in which employees have positive feelings and high enthusiasm for their work, so that they feel they have control and significance in their work, and feel they have a strong connection with the organization where they work.

2.5 *The Influence of Perceived Innovativeness on Interpersonal Adaptive Behavior*

Individuals who are perceived as innovative often demonstrate the ability to think creatively, generate new ideas, and introduce unconventional solutions. These characteristics increase the trust of others and strengthen interpersonal dynamics within a team or work group. [10] explains that the creativity that emerges from individuals with high levels of innovation helps them adapt socially. This creativity enables them to understand new dynamics, offer innovative solutions, and build effective interpersonal relationships. This is relevant in interactions that require flexibility.

H1: Perceived Innovativeness has a significant effect on Interpersonal Adaptive Behavior.

2.6 *The Influence of Perceived Innovativeness on Service Offering Adaptive Behavior*

Perceived Innovativeness has a significant positive influence on Service Offering Adaptive Behavior. Employees who perceive their organization as innovative are more likely to adapt their service offerings to meet unexpected customer needs and demands. The study found that employee perceptions of innovation not only directly trigger adaptive behavior in service offerings but can also influence that behavior through increased job engagement.

H2: Perceived Innovativeness has a significant effect on Service Offering Adaptive Behavior.

2.7 *The Influence of Perceived Innovativeness on Job Engagement*

Perceived Innovativeness has a positive and significant effect on job engagement. Employees who perceive their organization as innovative feel more engaged in their work. When employees perceive their organization as having the ability and desire to innovate, they are motivated and able to actively contribute to their work. This suggests

that perceived innovation can increase job engagement, which in turn can positively impact employee adaptive behavior in interactions with customers and coworkers.

H3: Perceived Innovativeness has a significant effect on Job Engagement.

2.8 *The Influence of Job Engagement on Interpersonal Adaptive Behavior*

Job engagement has been shown to have a significant positive effect on interpersonal adaptive behavior. The higher the level of employee engagement in their work, the greater their tendency to exhibit adaptive behavior when interacting with customers and coworkers. This means that job engagement not only increases motivation but also encourages employees to be more responsive to emerging needs and requests in the service environment. Therefore, employees who feel engaged in their work are more likely to adapt their interpersonal behavior, a crucial aspect in the service environment.

H4: Job Engagement has a significant effect on Interpersonal Adaptive Behavior.

2.9 *The Influence of Job Engagement on Service Offering Adaptive Behavior*

Job engagement has a significant positive effect on adaptive service offering behavior. The higher the employee engagement in their work, the greater their tendency to display adaptive behavior in providing services. This indicates that job engagement not only serves to increase motivation but also encourages employees to adjust service offerings to meet customer needs and emerging demands. Therefore, employees who are deeply engaged in their work are better able to adapt and deliver services that align with the conditions they face.

H5: Job Engagement has a significant effect on Service Offering Adaptive Behavior.

2.10 *Job Engagement Mediating the Effect of Perceived Innovativeness on Interpersonal Adaptive Behavior*

Although Perceived Innovativeness does not have a significant direct effect on Interpersonal Adaptive Behavior, employees who perceive their organization as innovative tend to be more engaged in their work, and this engagement increases their likelihood of exhibiting adaptive behavior in interactions with customers and coworkers. In other words, employees' perceptions of innovativeness contribute to increased work engagement, which in turn drives adaptive behavior. Research shows that work engagement serves as a significant mediator in this relationship, reinforcing the importance of creating an innovative work environment to enhance employee adaptive behavior.

H6: Perceived Innovativeness has no significant effect on Interpersonal Adaptive Behavior through the mediation of job engagement.

2.11 *Job Engagement Mediates the Effect of Perceived Innovativeness on Service Offering Adaptive Behavior*

Although Perceived Innovativeness has a significant direct effect on Service Offering Adaptive Behavior, it also occurs indirectly through increased Job Engagement. Employees who perceive their organization as innovative tend to be more engaged in their work, and this engagement enhances their ability to adapt service offerings to unexpected customer needs and demands. Research shows that approximately 65% of the total effect of Perceived Innovativeness on Service Offering Adaptive Behavior occurs through Job Engagement, demonstrating the importance of

creating an innovative work environment to encourage adaptive behavior in service offerings.

H7: Perceived Innovativeness has no significant effect on Service Offering Adaptive Behavior through the mediation of job engagement.

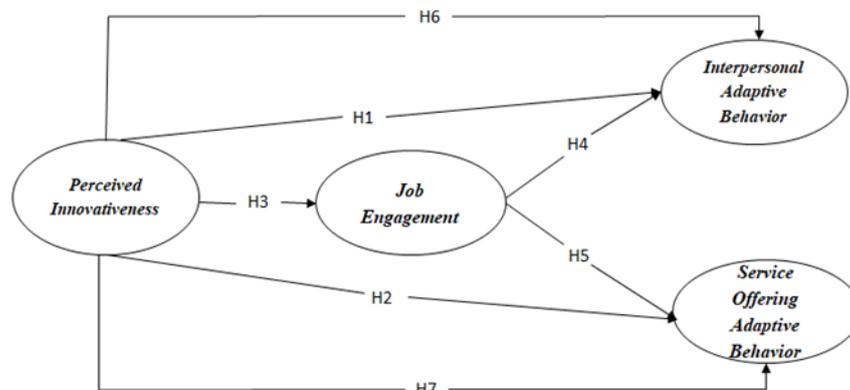


Figure 1. Research Framework

3. METHODS

3.1 Population and Sample

The population in this study were cafe employees in Banda Aceh City who had worked there for at least five months. The cafes included in this study were located in two sub-districts: Syiah Kuala Sub-district (10 cafes) and Kuta Alam Sub-district (12 cafes). The sampling technique used was purposive sampling. The sample size was determined using the formula [11], the sample size should be at least 5 to 10 times based on the number of indicators of the research variables ($N = 5 \times \text{number of indicators} = 5 \times 22 = 110$ samples). With a sample size of 110 respondents, this number is considered adequate because it uses the Partial Least Squares-based Structural Equation Modeling (SEM-PLS) analysis method, which has different provisions from covariance-based SEM.

3.2 Data collection technique

Data collection in this study used a survey technique using a questionnaire. A questionnaire is a set of pre-formulated written questions to which respondents respond [12]. Researchers used questionnaires administered personally to respondents as a tool to obtain data and information. This study used a Likert scale as a measurement scale. In this study, the Likert scale used was a Likert scale with intervals of 1-5 (1 = STS, 2 = TS, 3 = KS, 4 = S, 5 = SS).

3.3 Analysis Method

This study uses descriptive analysis and SEM-PLS analysis to test the existing hypotheses using SmartPLS 4 software. According to [13] Structural equation modeling (SEM) is a combination of two methodological disciplines, namely the econometric perspective, which focuses on prediction, and psychometrics, which is able to describe the concept of modeling with latent variables (variables that cannot be measured directly) but are measured through their indicators (manifest variables). SEM essentially shows the ability to perform path analysis with latent variables.

3.4 Operational Variables

1. Dependent variable:

Interpersonal Adaptive Behavior(Y1)

Service Offering Adaptive Behavior(Y2)

2. Independent variables:

Perceived Innovativeness(X)

3. Intervening variables:

*Job Engagement(Z)***4. RESULTS AND DISCUSSION****4.1 Respondent Characteristics**

This study was conducted with 110 cafe employees in Banda Aceh. Respondent characteristics were analyzed based on cafe name, gender, age, highest level of education, and length of service:

Table 1. Respondent Characteristics

Respondent Characteristics	Number of Respondents	Percentage
Cafe Name:		
Mother Molly Coffee	3	2.7%
Dara Coffee	4	3.6%
Seasons Coffee	3	2.7%
Corner of the House	4	3.6%
Ulu House	4	3.6%
Qeez Pancake	6	5.5%
Olenka	6	5.5%
Young master	6	5.5%
Coffee From the Heart	4	3.6%
Thamada	2	1.8%
Put & Key	4	3.6%
A Piece of Coffee	5	4.5%
EN Café	3	2.7%
Circle Coffee	2	1.8%
The Oak Cafe & Inn	4	3.6%
Urban	4	3.6%
Fomo Coffee	7	6.4%
Kuta Alam Coffee Shop	8	7.3%
Kuta Alam Roastery	24	21.8%
Hoco Coffee	2	1.8%
Kale	2	1.8%
Hanasobi	3	2.7%
Total	110	100.0%
Gender:		
Man	49	44.5%
Woman	61	55.5%
Total	110	100.0%
Last education:		
JUNIOR HIGH SCHOOL	1	0.9%
SENIOR HIGH SCHOOL	59	53.6%
Diploma III (D3)	22	20.0%
Bachelor degree)	28	25.5%
Total	110	100.0%
Age:		
< 18 Years	3	2.7%
19 – 23 Years	76	69.1%
24 – 28 Years	29	26.4%
> 29 Years	2	1.8%
Total	110	100.0%

Respondent Characteristics	Number of Respondents	Percentage
Last education:		
High School/Senior High School	3	3.0%
Diploma III (D3)	7	7.0%
Bachelor degree)	82	82.0%
Postgraduate (S1/S2)	8	8.0%
Total	110	100.0%
Length of work:		
< 1 Year	37	33.6%
13 years old	65	59.1%
3 – 5 Years	8	7.1%
Total	110	100.0%
Income:		
< 1,000,000	14	12.7%
1,100,000 – 2,000,000	66	60.0%
2,100,000 – 3,000,000	21	19.1%
> 3,100,000	9	8.2%
Total	110	100.0%

Source: SPSS 2025 Output

4.2 Model Measurement Test (Outer Model)

4.2.1 Validity Test

Table 2. Results of Discriminant Validity Test - Cross loading

	Perceived Innovativeness	Interpersonal Adaptive Behavior	Service Offering Adaptive Behavior	Job Engagement
PI1	0.736			
PI2	0.810			
PI3	0.808			
PI4	0.777			
PI5	0.701			
IAB1		0.709		
IAB2		0.830		
IAB3		0.795		
IAB4		0.778		
SOAB2			0.828	
SOAB3			0.745	
SOAB4			0.716	
SOAB5			0.762	
SOAB6			0.762	
JE1				0.796
JE2				0.860
JE3				0.840

Source: Smart PLS Output, (2025)

Based on the table above, the cross-loading value is > 0.7. Thus, each variable successfully explains its latent variable and demonstrates the validity of each item.

4.2.2 Reliability Test

Table 3. Composite Reliability and AVE Test Results

Variables	AVE
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<i>Interpersonal Adaptive Behavior(Y1)</i>	0.607
<i>Service Offering Adaptive Behavior(Y2)</i>	0.583
<i>Job Engagement(Z)</i>	0.693
<i>Perceived Innovativeness(X)</i>	0.589

Source: SmartPLS output, 2025

The average variance extracted (AVE) value for each Interpersonal Adaptive Behavior is 0.607, Service Offering Adaptive Behavior has an AVE value of 0.583, Job Engagement has an AVE value of 0.693 and Perceived Innovativeness has an AVE of 0.589. Thus, it can be said that each variable has convergent validity > 0.5 so that it meets the valid criteria and can be used for further analysis.

4.3 Model Measurement Test (Inner Model)

4.3.1 R-Square

Table 4. R-Square Test Results

	R-Square	R-Square Adjusted
<i>Interpersonal Adaptive Behavior(Y1)</i>	0.623	0.249
<i>Service Offering Adaptive Behavior(Y2)</i>	0.538	0.529
<i>Job Engagement(Z)</i>	0.214	0.206

Source: Smart PLS Output, (2025)

Based on the R-square value of 0.623, it shows that the combination of Perceived Innovativeness and Job Engagement variables is able to explain 24.9% of the Interpersonal Adaptive Behavior variable. Meanwhile, the remaining 75.1% (100% - 24.9%) is influenced by other factors outside of this research model. Furthermore, based on the R-square value of 0.538, it shows that the combination of Perceived Innovativeness and Job Engagement variables is able to explain 52.9% of the Service Offering Adaptive Behavior variable. Meanwhile, the remaining 47.1% (100% - 52.9%) is influenced by other factors outside of this research model. Furthermore, the R-square value for the influence of Perceived Innovativeness on Job Engagement is 0.214. This shows that Perceived Innovativeness contributes 20.6% of Job Engagement, while the remaining 79.4% (100% - 20.6%) is influenced by other variables not examined in this study.

4.4 Hypothesis Testing

Table 5. Direct Effect Hypothesis Test

Influence	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (/O/STDEV)	P Values
<i>Perceived Innovativeness -> Interpersonal Adaptive Behavior</i>	0.378	0.382	0.090	4,218	0,000
<i>Perceived Innovativeness -> Service Offering Adaptive Behavior</i>	0.541	0.535	0.110	4,933	0,000
<i>Perceived Innovativeness -> Job Engagement</i>	0.462	0.465	0.152	3,036	0.002
<i>Job Engagement -> Interpersonal Adaptive Behavior</i>	0.213	0.217	0.093	2,301	0.021
<i>Job Engagement -> Service Offering Adaptive Behavior</i>	0.305	0.311	0.084	3,611	0,000

Source: Smart PLS Output, (2025)

Based on the results of the hypothesis test in the table, the influence of Perceived Innovativeness on Interpersonal Adaptive Behavior obtained a t-statistic value of 4.218 (>196) with p-values of 0.000 (<0.05) this indicates that Interpersonal Adaptive Behavior is significantly influenced by Perceived Innovativeness in cafe employees in Banda Aceh City. The positive Original sample estimate value of 0.378 identifies that every increase in Perceived Innovativeness units will increase Interpersonal Adaptive Behavior by 0.378 units. Thus, it can be concluded that the higher the Perceived Innovativeness, the higher the Interpersonal Adaptive Behavior. Based on the results, H_a is accepted (there is a significant influence) and H_o is rejected (there is no significant influence).

The effect of Perceived Innovativeness on Service Offering Adaptive Behavior obtained a t-statistic value of 4.933 (> 1.96) with a p-value of 0.000 (< 0.05). This indicates that Service Offering Adaptive Behavior is significantly influenced by Perceived Innovativeness in cafe employees in Banda Aceh City. The positive original sample estimate value of 0.541 indicates that every one unit increase in Perceived Innovativeness will increase Service Offering Adaptive Behavior by 0.541 units. Thus, it can be concluded that the higher the Perceived Innovativeness, the higher the adaptability in Service Offering Adaptive Behavior. Based on these results, H_a is accepted (there is a significant effect) and H_o is rejected (there is no significant effect).

The effect of Perceived Innovativeness on Job Engagement obtained a t-statistic value of 3.036 (> 1.96) with a p-value of 0.002 (< 0.05). This indicates that Job Engagement is significantly influenced by Perceived Innovativeness on cafe employees in Banda Aceh City. The positive original sample estimate value of 0.462 indicates that every one unit increase in Perceived Innovativeness will increase Job Engagement by 0.462 units. Thus, it can be concluded that the higher the perception of innovation (Perceived Innovativeness), the higher the work engagement (Job Engagement). Based on these results, H_a is accepted (there is a significant effect) and H_o is rejected (there is no significant effect).

The effect of Job Engagement on Interpersonal Adaptive Behavior obtained a t-statistic value of 2.301 (> 1.96) with a p-value of 0.021 (< 0.05). This indicates that Interpersonal Adaptive Behavior is significantly influenced by Job Engagement on cafe employees in Banda Aceh City. The positive original sample estimate value of 0.213 indicates that every one unit increase in Job Engagement will increase Interpersonal Adaptive Behavior by 0.213 units. Thus, it can be concluded that the higher the work involvement (Job Engagement), the higher the interpersonal adaptive behavior (Interpersonal Adaptive Behavior). Based on these results, H_a is accepted (there is a significant effect) and H_o is rejected (there is no significant effect).

The influence of Job Engagement on Service Offering Adaptive Behavior shows a t-statistic value of 3.611 (> 1.96) with a p-value of 0.000 (< 0.05). These results prove that Service Offering Adaptive Behavior is significantly influenced by Job Engagement on cafe employees in Banda Aceh City. The positive original sample estimate value of 0.305 indicates that every one unit increase in Job Engagement will increase Service Offering Adaptive Behavior by 0.305 units. Thus, it can be concluded that the higher the work engagement (Job Engagement), the better the adaptability in offering services (Service Offering Adaptive Behavior) owned by employees. Based on these findings, H_a is accepted (there is a significant influence) and H_o is rejected (there is no significant influence).

Table 6. Indirect Effect Hypothesis Test

Influence	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (/O/STDEV/)	P Values
<i>Job Engagement -> Perceived Innovativeness -> Interpersonal Adaptive Behavior</i>	0.099	0.104	0.063	1,570	0.116
	0.141	0.149	0.073	1,925	0.054

Job Engagement -> Perceived

Innovativeness -> Service

Offering Adaptive Behavior

Source: Smart PLS Output, (2025)

The indirect effect of Perceived Innovativeness on Interpersonal Adaptive Behavior through Job Engagement shows a t-statistic value of 1.570 (<1.96) with a p-value of 0.116 (>0.05). This indicates that Job Engagement mediation is not significant in the relationship between Perceived Innovativeness and Interpersonal Adaptive Behavior in cafe employees in Banda Aceh City. Although the original sample estimate value is positive at 0.099, which theoretically indicates that every one unit increase in Perceived Innovativeness can increase Interpersonal Adaptive Behavior by 0.099 units through Job Engagement, this effect is not statistically significant. Thus, it can be concluded that Job Engagement does not act as an effective mediator in transmitting the influence of Perceived Innovativeness on Interpersonal Adaptive Behavior in the context of this study. Based on these results, it is accepted (no significant mediation effect) and rejected (there is a significant mediation effect). H_0 H_a

The indirect effect of Perceived Innovativeness on Service Offering Adaptive Behavior through Job Engagement shows a t-statistic value of 1.925 (<1.96) with a p-value of 0.054 (>0.05). This indicates that Job Engagement mediation is not significant in the relationship between Perceived Innovativeness and Service Offering Adaptive Behavior among cafe employees in Banda Aceh City. Although the original sample estimate value is positive at 0.141, which theoretically indicates that every one unit increase in Perceived Innovativeness can increase Service Offering Adaptive Behavior by 0.141 units through Job Engagement, this effect does not reach statistical significance at the 95% confidence level. Thus, it can be concluded that Job Engagement does not act as an effective mediator in transmitting the influence of Perceived Innovativeness on Service Offering Adaptive Behavior in the context of this study. Based on these results, H_0 is accepted (there is no significant mediation effect) and H_a is rejected (there is a significant mediation effect).

Discussion

The Influence of Perceived Innovativeness on Interpersonal Adaptive Behavior

Based on the results of this study, it is proven that Perceived Innovativeness has a significant effect on Interpersonal Adaptive Behavior in cafe employees in Banda Aceh. The results of this study indicate that the higher the Perceived Innovativeness, the higher the Interpersonal Adaptive Behavior in cafe employees in Banda Aceh. The results of this study are in line with research [14] who found that employee perceptions of innovation positively influenced interpersonal adaptability in a financial services context. A positive coefficient indicates that the higher the employee's perception of innovation, the better their ability to adapt interpersonally to customers.

The Influence of Perceived Innovativeness on Service Offering Adaptive Behavior

The results of this study demonstrate that Perceived Innovativeness significantly influences Service Offering Adaptive Behavior among cafe employees in Banda Aceh. The results indicate that higher Perceived Innovativeness leads to higher Service Offering Adaptive Behavior among cafe employees in Banda Aceh. These findings align with research conducted by [15] which states that employees with high perceived innovation tend to be more adaptive in developing and offering new services. The large coefficient indicates that Perceived Innovativeness is a strong predictor of service adaptation.

The Influence of Perceived Innovativeness on Job Engagement

The findings of this study indicate that Perceived Innovativeness has a significant effect on Job Engagement among cafe employees in Banda Aceh City. These results indicate that the higher the perception of innovation, the greater the level of work engagement demonstrated by employees.

This research aligns with the findings of [16] which confirms that perceptions of innovation within an organization can increase employee work engagement. The positive scores obtained indicate that an innovative work environment plays a significant role in encouraging employee motivation and engagement in their work.

The Influence of Job Engagement on Interpersonal Adaptive Behavior

The results of this study prove that job engagement has a significant effect on interpersonal adaptive behavior among cafe employees in Banda Aceh. The results of this study indicate that higher job engagement will increase interpersonal adaptive behavior among cafe employees in Banda Aceh. These results are in line with research conducted by [17] on the role of work engagement in enhancing employee adaptive behavior. Although the effect is smaller than the direct influence of Perceived Innovativeness, this finding is still important in understanding the mechanisms of employee adaptation.

The Influence of Job Engagement on Service Offering Adaptive Behavior

The results of this study demonstrate that job engagement has a significant influence on service offering adaptive behavior among cafe employees in Banda Aceh City. These findings indicate that the higher the level of job engagement, the greater the tendency for employees to display adaptive behavior in providing services. This research is consistent with the findings of [18] which revealed that employees with high work engagement tend to be more innovative in service delivery. The coefficient values obtained confirm that work engagement is a crucial factor in supporting service adaptability.

The Influence of Perceived Innovativeness on Interpersonal Adaptive Behavior through Job Engagement

The results of this study demonstrate that Job Engagement does not significantly mediate the influence of Perceived Innovativeness on Interpersonal Adaptive Behavior among cafe employees in Banda Aceh. This finding differs from several previous studies, such as [19], which found a significant mediation effect. However, this result is in line with several other studies that also reported insignificant or even negative mediation effects of Job Engagement in certain contexts, research by [20] found that in work environments with high emotional demands, job engagement is not always an effective mediator between perceived innovation and interpersonal adaptive behavior. They argued that when employees face excessive emotional stress, job engagement can actually reduce adaptive capacity due to psychological exhaustion.

The Influence of Perceived Innovativeness on Service Offering Adaptive Behavior through Job Engagement

The results of this study demonstrate that Job Engagement does not significantly mediate the effect of Perceived Innovativeness on Service Offering Adaptive Behavior among cafe employees in Banda Aceh. This finding supports several previous studies that also found insignificant or even negative effects in similar mediation relationships.

Research by [15] In the context of the financial services industry, it was found that in a work environment with high performance pressure, Job Engagement can actually become a cognitive burden that reduces the positive impact of innovation on service adaptation. Their study explains that when employees focus too much on job engagement, they may lose the flexibility to develop truly innovative service solutions and research by [21] In a study of the conventional banking industry, they found that among employees with very high levels of job engagement, the influence of perceived innovativeness on service adaptation was actually weakened, possibly due to the emergence of rigidity in the implementation of work procedures.

CONCLUSION

The results of the study show that Perceived Innovativeness has a significant effect on Interpersonal Adaptive Behavior in cafe employees in Banda Aceh City. Perceived Innovativeness has a significant effect on Service Offering Adaptive Behavior in cafe employees in Banda Aceh City. Perceived Innovativeness has a significant effect on Job Engagement in cafe employees in Banda Aceh City. Job Engagement has a significant effect on Interpersonal Adaptive Behavior in cafe employees in Banda Aceh City. Job Engagement has a significant effect on Service Offering Adaptive Behavior in cafe employees in Banda Aceh City. Job Engagement mediates the influence between Perceived Innovativeness on Interpersonal Adaptive Behavior insignificantly. Job Engagement mediates the influence between Perceived Innovativeness on Service Offering Adaptive Behavior insignificantly.

Cafe management in Banda Aceh is expected to create a work environment that encourages innovation, such as providing space for employees to express their opinions, involving them in decision-making for new services, and providing regular training that hones creativity and adaptability. This aims to increase perceived innovativeness, which has a positive impact on adaptive interpersonal behavior and service.

Cafe employees are expected to recognize the importance of openness to change and innovation in their work. This innovative nature not only enhances personal qualities but also enhances interpersonal adaptability and customer service, ultimately impacting customer satisfaction and the sustainability of the cafe's business.

For further research, it is recommended that researchers expand the scope of the study, for example by reaching employees in other cities or regions to compare the results. Furthermore, researchers can include other variables such as organizational culture, transformational leadership, or employee empowerment as additional moderating or mediating variables to identify other factors that might strengthen the relationship between the variables.

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