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Analysis Of Flexibility And Response To Changes In The Adaptability Of Village Apparatus In Tanjung Pinang, Tanjung Batu District, Ogan Ilir Regency

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Abstract

The development of village governance, marked by regulatory changes, technological advances, and increasing demands for public services, requires village officials to have good adaptability. However, initial observations in Tanjung Pinang Village indicate that the response to change has not been optimal, marked by delays in implementing new policies and obstacles in using the village information system. This study aims to analyze the influence of flexibility and response to change on the adaptability of village officials in Tanjung Pinang Village, Tanjung Batu District. The study used a quantitative approach with a survey method. The study population was 177 village officials, while the study sample was 55 village officials from six adjacent villages. Data collection was carried out using a questionnaire compiled based on indicators for each variable. Data were analyzed using validity tests, reliability tests, classical assumption tests, simple and multiple linear regression analysis, correlation coefficients, coefficients of determination, t-tests, and F-tests. The results of the study are expected to provide an empirical picture of the relationship between flexibility and response to change with the adaptability of village officials. This study is expected to be a basis for village governments in improving the adaptability of village officials by strengthening flexibility and response to change to support more effective governance and public service delivery.

Keywords: Adaptability, Change Response, Flexibility, Public Service, Village Government.

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INTRODUCTION

The development of village governance, marked by regulatory changes, advances in information technology, increasing demands for public services, and dynamic work environments, requires village officials to possess strong adaptability. Adaptability is not only defined as the ability to adjust to change, but also encompasses individual readiness to accept, understand, and implement change effectively. In facing these changes, flexibility is a crucial aspect because it helps village officials adjust their thinking and working methods to meet the evolving demands of the organization. According to Boylan and Turner (2017), adaptability is a form of adjustment to current developments, while Amalia and Pertiwi (2023) emphasize that digital transformation in villages is not merely a technical issue, but also a process of adapting the work culture of village officials. In the context of village governance, regulatory changes are also increasingly evident with the enactment of Law Number 3 of 2024 concerning the second amendment to Law Number 6 of 2014 concerning Villages, which regulates various aspects of village governance, including the term of office of the village head, thus requiring village officials to be able to adapt to the prevailing policy changes.

Responding to change is also a determining factor in an organization's success in facing various challenges. A positive response will accelerate the adjustment process, while a negative response can hinder the organization's ability to achieve its goals. Jayanti (2024) stated that a rapid response is required from all organizational components, including people, technology, and the change process, to enable the organization to overcome various obstacles and achieve a more advanced state. Similarly, Wibowo (2021) explained that the success of change is determined not only by technical strategies but also by open, clear, and consistent communication that can increase acceptance, build trust, and encourage participation in supporting a successful transformation. Therefore, flexibility and responsiveness to change are two factors that play a crucial role in improving the adaptability of village officials to various changes in the work environment.

Based on initial observations in Tanjung Pinang Satu Village, it was found that the village apparatus' response to change has not been optimal. The problem is seen in the low level of individual readiness to face change, requiring strengthening of knowledge, attitudes, skills, and support within the work environment. Furthermore, acceptance of change, active involvement in implementing change, and adjustment of work behavior to new policies, work systems, technology, and the work environment have also not been optimally implemented. This condition indicates that village

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apparatus still face obstacles in implementing the changes necessary to support effective village governance (Source: Village Apparatus in Tanjung Pinang Satu in 2026).

These problems are increasingly evident in the ongoing delays in implementing new policies and obstacles in using village information systems, which should accelerate administrative processes and public services. Another phenomenon suggests that some village officials still feel more comfortable using manual work methods than digital systems, resulting in a slow response to change. This situation results in village officials being less prepared to keep up with evolving government regulations and meet public demands for rapid public services. Theoretically, this condition is influenced by the level of flexibility possessed by village officials. Suharsono (2025) explains that flexibility is the ability of individuals and organizations to adapt to change through a readiness to accept new things and modify work behaviors according to the demands of the situation. Meanwhile, Rismansyah (2024) states that organizational change is a transformation process that affects the structure, strategy, methods, technology, and culture of the organization. While Hidayat and Saputra (2024) emphasize that the success of village government transformation depends heavily on how village officials collectively accept and respond to change.

Based on these conditions, this study aims to analyze the influence of flexibility and responsiveness to change on the adaptability of village officials in Tanjung Pinang Village, Tanjung Batu District, both partially and simultaneously. This research is important because the adaptability of village officials is a factor that supports the success of village government administration amidst changes in regulations, technology, and the ever-growing demands of public services. The urgency of this research is also reinforced by the results of Najwa's (2025) study which shows that a work system that is responsive to change can increase adaptability. The novelty of this research lies in the assessment of the influence of flexibility and responsiveness to change on the adaptability of village officials in Tanjung Pinang Village, Tanjung Batu District, based on real phenomena that indicate that there are still delays in implementing new policies, obstacles in using village information systems, and low readiness of village officials in facing change.

RESEARCH METHODS

This study uses a quantitative approach with a survey method to analyze the influence of flexibility and response to change on the adaptive capacity of village officials in Tanjung Batu District. According to Sugiyono (2022), quantitative research is an approach that uses numerical data to systematically examine the relationship between

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variables to objectively answer the research objectives. The research objects were all village officials in the study area, while the variables analyzed consisted of flexibility as the first independent variable, response to change as the second independent variable, and adaptive capacity as the dependent variable. The operational definition of each variable was compiled based on indicators proposed by Suharsono (2025), Zona (2020), Wibowo (2021), Rismansyah et al. (2024), and Hernawati (2024).

The research instrument used a questionnaire compiled based on indicators for each research variable. The flexibility variable was measured using indicators of structural flexibility, operational flexibility, and strategic flexibility, as described by Suharsono (2025). The response to change variable was measured using individual readiness for change, acceptance of change, support for change, participation in implementing change, and adjustments to work behavior, as described by Wibowo (2021). Meanwhile, adaptability was measured using indicators of the ability to accept environmental conditions and situations, establish social relationships, and accept local culture, as described by Rismansyah et al. (2024) and Hernawati (2024). Respondents' responses were measured using a five-point Likert scale, ranging from strongly disagree to strongly agree (Sugiyono, 2021). Before use, the instrument was tested for validity and reliability. Data analysis was carried out using classical assumption tests, including normality tests, multicollinearity tests, and heteroscedasticity tests. Furthermore, a simple linear regression analysis was conducted to test the influence of each independent variable on adaptive capacity, multiple linear regression analysis to test the influence of both independent variables simultaneously, correlation coefficient analysis, determination coefficient analysis, and hypothesis testing using the t-test and F-test according to the criteria proposed by Sugiyono (2024), Priyatno (2022), Ghozali (2021), Indartini and Mutmaimanah (2024), and Ewing and Park (2020).

The study population included all village officials in Tanjung Batu District, totaling 177 people based on primary data from Tanjung Batu District in 2026. This study used a saturated or census sampling technique with a sample size of 55 village officials from six villages located close to each other. The sample selection was carried out by considering the conditions of village officials facing changes in work systems from manual administration to a more modern and technology-based system so that it is in accordance with the research focus on flexibility, response to change, and adaptability.

The research procedure began with the determination of the research object and the development of instruments based on the indicators of each variable. Next, the researcher collected data through observation, distributed questionnaires to all

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respondents in the research sample, and used documentation as supporting data. The data obtained were then tested for validity and reliability before being analyzed using the classical assumption test. The next stage was to conduct simple linear regression analysis and multiple linear regression analysis to examine the effect of flexibility and response to change on the adaptability of village officials. This was followed by correlation coefficient analysis, coefficient of determination analysis, and hypothesis testing using partial and simultaneous tests to obtain conclusions in accordance with the research objectives.

RESULTS AND DISCUSSION

Respondent Characteristics

1. Respondent Characteristics Based on Gender

Table 1. Respondent Characteristics Based on Gender

No.	Gender	Amount	%
1.	Man	35	63
2.	Woman	20	37
	Amount	**55**	**100%**

Source: Processed Primary Data, 2026

Based on Table 1, it is known that the gender of the respondents was mostly male, namely 35 people or 63%, while the number of respondents was the smallest, namely 20 people or 37%. From all respondents, it can be concluded that based on gender, the majority were male than female.

2. Respondent Characteristics Based on Age

Table 2. Respondent Characteristics Based on Age

No	Age	Amount	Percentage%
1.	20 Years - 30 Years	5	9.1%
2.	31 Years □ 40 Years	20	36.4%
3.	41 Years □ 50 Years	18	32.7%
4.	51 Years □ 60 Years	12	21.8%
	Amount	**55**	**100%**

Source: Processed Primary Data, 2026

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Based on Table 2 above, it shows that the overall age of 20 years - 30 years has a percentage of 9.1%, those aged 31 years - 40 years have a percentage of 36.4%, those aged 41 years - 50 years have a percentage of 32.7%, those aged 51 years - 60 years have a percentage of 21.8%.

Table 3. Respondent Characteristics Based on Education Level

Education	(Number of people)	Presentation
Elementary School	5	9.1%
JUNIOR HIGH SCHOOL	8	14.5%
SENIOR HIGH SCHOOL	27	49.1%
BACHELOR	15	27.3%
Amount	**55**	**100%**

Source: Processed Primary Data, 2026

Based on Table 3, it shows that there are 5 people with an elementary school education with a percentage of 9.1%, while there are 8 people with a percentage of 14.5% of junior high school, while there are 27 people with a percentage of 49.1% of high school, while there are 15 people with a percentage of 27.3%.

Table 4. Respondent Characteristics Based on Length of Service

No.	Years of service	Person	Amount Percentage
1.	5 years	38	69.1%
2.	10 years	10	18.2%
3.	15 years	7	12.7%
	Amount	**55**	**100%**

Source: Processed Primary Data, 2026

Based on Table 4, it shows that the most respondents' work period is 5 years, namely 38 people based on a percentage of 69.1%, while 10 years amounted to 10 people based on a percentage of 18.2% while the least number is respondents with a work period of 15 years based on a percentage of 12.7%. From all respondents, it can be concluded that based on the work period of village officials, more than 5 years.

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3. ResponseRespondents

A. Description of Flexibility Variable (X1)

Table 5. Respondent Response Data for Flexibility Variable

Question	Respondents' Responses					Amount	
Question 1	SS	S	RG	TS	STS		
Question 2	F %	F %	F %	F %	F %	F %	
Question 3	23 41%	32 59%	0 0%	0 0 %	0 0%	55	100%
Question 4	25 45%	29 53%	1 2%	0 0%	0 0%	55	100%
Question 5	30 55%	22 40%	3 5%	0 0%	0 0%	55	100%
Question 6	32 58%	22 40%	1 2%	0 0%	0 0%	55	100%
Question 7	30 55%	22 40%	2 3%	1 2%	0 0%	55	100%
Question 8	23 41%	31 57%	0 0%	1 2%	0 0%	55	100%
Question 9	25 45%	32 59%	0 0%	0 0%	0 0%	55	100%
	14 25%	29 53%	8 15%	4 7%	0 0%	55	100%
	16 30%	34 62%	3 5%	2 3%	0 0%	55	100%

Source: Data processing results, 2026

Based on Table 5 above, it can be seen that the most dominant responses to the Flexibility variable, with the average number of respondents answering them were agree (S) and strongly agree (SS). This indicates that Flexibility is considered good and has been implemented by a high number of respondents. However, there were still several respondents who gave uncertain (RR) and disagree (TS) answers to several questions.

B. Description of Response Variable Change (X2)

Table 6. Respondent Response Data Response Variable Change

Question	Respondents' Responses										Amount	
	SS		S		RG		TS		STS			
	F	%	F	%	F	%	F	%	F	%	F	%
Question 1	16	30%	34	62%	3	5%	2	3%	0	0%	55	100%
Question 2	16	30%	37	67%	2	3%	0	0%	0	0%	55	100%
Question 3	18	33%	36	65%	1	2%	0	0%	0	0%	55	100%

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Question 4	16	30%	37	67%	1	2%	1	2%	0	0%	55	100%
Question 5	17	31%	37	67%	0	0%	1	2%	0	0%	55	100%
Question 6	18	33%	37	67%	0	0%	0	0%	0	0%	55	100%
Question 7	19	35%	35	63%	1	2%	0	0%	0	0%	55	100%
Question 8	17	31%	38	69%	0	0%	0	0%	0	0%	55	100%
Question 9	17	31%	38	69%	0	0%	0	0%	0	0%	55	100%
Question 10	17	31%	37	67%	1	2%	0	0%	0	0%	55	100%
Question 11	19	35%	36	65%	0	0%	0	0%	0	0%	55	100%
Question 12	19	35%	35	63%	0	0%	1	2%	0	0%	55	100%

Source: Data processing results, 2026

Based on table 6 above, it can be seen that the respondents' responses to the Change Response variable that were most dominant and on average answered were agree (S) and strongly agree (SS), this shows that the Change Response was considered good and had been implemented well by the respondents, however there were still several respondents who answered doubtful (RR) and disagree (TS) on several questions.

C.DesAdaptability Variable (Y) Thesis

Table 7. Respondent Response Data for Adaptability Variable

Question	Respondents' Responses										Amount	
	SS		S		RG		TS		STS			
	F	%	F	%	F	%	F	%	F	%	F	%
Question 1	19	35%	34	62%	1	2%	1	2%	0	0%	55	100%
Question 2	9	5%	3	0%		%		%		0%	5	100%
Question 3	4	5%	5	3%		%		%		0%	5	100%
Question 4	6	0%	9	0%		%	0	%		0%	5	100%
Question 5	6	0%	5	3%		%		%		0%	5	100%
Question 6	7	1%	3	0%		%		%		0%	5	100%

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Question 7	17	31%	34	62%	4	7%	0	0%	0	0%	55	100%
Question 8	16	30%	39	70%	0	0%	0	0%	0	0%	55	100%
Question 9	18	33%	34	62%	2	3%	1	2%	0	0%	55	100%
Question 10	12	22%	39	70%	1	2%	3	5%	0	0%	55	100%
Question 11	12	22%	40	73%	2	3%	1	2%	0	%	55	100%
Question 12	18	33%	35	63%	2	3%	0	0%	0	0%	55	100%

Source: Data processing results, 2026

Based on Table 7 above, it can be seen that the respondents' responses to the Adaptability variable were most dominant and the average respondents answered were agree (S) and strongly agree (SS), this indicates that Adaptability is considered good and has been implemented well by respondents. However, there were still several respondents who gave uncertain (RR) and disagree (TS) answers to several questions.

4. Data Analysis Results

A. Descriptive Statistics

Table 8. Results of Descriptive Statistical Tests

Variables		N		Descriptive Statistics Minimum	Maximum	Mean	Standard Deviation
Flexibility (X1)		55		30	45		38.82
Response to Change (X2)		55		4.468 41	60		51.75
Adaptability (Y)		55		5.197			
Valid N (listwise)		55		41 5.627	60		50.87

Source: SPSS Data Processing Results Version 26.9, 2026

Based on table 8 above, it shows that the Flexibility variable has a minimum value of 30.00, a maximum value of 45.00, an average of 38.82 with a standard deviation value of 4,468. The Change Response variable has a minimum value of 41.00, a maximum value of 60.00, an average of 51.75 with a standard deviation value of 5,197. The

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Adaptability variable has a minimum value of 41.00, a maximum value of 60.00, an average of 50.87 with a standard deviation value of 5,627.

B. Validity test results

a. Flexibility Validity Test

Table 9. Validity Test X1 FLEXIBILITY

NO.	Item	Sig(2-tailed)	Sig < a		Information
1.	X1.1	0.000			Valid
2.			0.05		Valid
3.	X1.2	0.000			Valid
4.			0.05		Valid
5.	X1.3	0.000			Valid
6.			0.05		Valid
7.	X1.4	0.000			Valid
8.			0.05		Valid
9.	X1.5	0.000			Valid
			0.05		
	X1.6	0.000			
			0.05		
	X1.7	0.000			
			0.05		
	X1.8	0.000			
			0.05		
	X1.9	0.000			
			0.05		

Source: Processed primary data (2026).

Based on Table 9 above, it can be seen that all statement items indicating the Flexibility variable (X1) are declared valid, in accordance with the existing requirements. The question is said to be valid if the significance value is <0.05. Thus, it can be concluded that all items of the Flexibility variable instrument are declared valid and suitable for use in research.

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Table 10.X2 Response Change Validity Test

No.	Item	Sig (2-tailed)	Sig < a	Information
1.	X2.1	0.000	0.05	Valid
2.	X2.2	0.000	0.05	Valid
3.	X2.3	0.019	0.05	Valid
4.	X2.4	0.000	0.05	Valid
5.	X2.5	0.000	0.05	Valid
6.	X2.6	0.000	0.05	Valid
7.	X2.7	0.000	0.05	Valid
8.	X2.8	0.000	0.05	Valid
9.	X2.9	0.000	0.05	Valid
10.	X2.10	0.000	0.05	Valid
11.	X2.11	0.000	0.05	Valid
12.	X2.12	0.000	0.05	Valid

Source: Processed Primary Data (2026)

Based on Table 10 above, it can be seen that all statement items indicating the Change Response variable (X2) are declared valid, in accordance with the existing requirements. The question is said to be valid if the significance value is <0.05. Thus, it can be concluded that all items of the Change Response variable instrument are declared valid and suitable for use in research.

Table 11. Validity Test Y ADAPTATION ABILITY

No.	Item	Sig (2-tailed)	Sig < a	Information
1.	Y1.1	0.000	0.05	Valid
2.	Y1.2	0.000	0.05	Valid
3.	Y1.3	0.000	0.05	Valid
4.	Y1.4	0.000	0.05	Valid
5.	Y1.5	0.000	0.05	Valid
6.	Y1.6	0.000	0.05	Valid
7.	Y1.7	0.000	0.05	Valid
8.	Y1.8	0.000	0.05	Valid
9.	Y1.9	0.000	0.05	Valid
10.	Y1.10	0.000	0.05	Valid

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11.	Y1.11	0.000	0.05	Valid
12.	Y1.12	0.000	0.05	Valid

Source: Processed data (2026)

Based on Table 11 above, it can be seen that all statement items to indicate the Adaptability (Y) variable are declared valid, in accordance with the existing requirements, the question is said to be valid if the significance value is <0.05. Thus, it can be concluded that all items of the Change Response variable instrument are declared valid and suitable for use in research.

b. Reliability Test

Table 12. Reliability Test

Variables	Cronbach's > Alpha (a)		Information
Flexibility	0.938	0.60	Reliable
Response to Change	0.943	0.60	Reliable
Adaptability	0.948	0.60	Reliable

Source: Data processed by SPSS, 2026

Based on Table 12 above, it is known that the Cronbach's Alpha value for the Flexibility variable is 0.938. The Cronbach's Alpha value for Response to Change is 0.943. The Cronbach's Alpha value for Adaptability is 0.948. The reliability test results show that the Cronbach's Alpha value is > 0.60. This indicates that the instrument used in this study is reliable.

4. Classical Assumption Test

A. Normality Test

Table 13. Results of the Normality Test Using the Swekness and Kurtosis Methods (After Outliers)

Variables		Sample			Skewness	Kurtosis
LN_CR_X1		30			0.277 427	-1.015 833
LN_TATO_X2		30			0.620 427	-803 833
LN_ROA Y		30			0.405 427	-884 833

Source: Primary data processed by SPSS, 2026

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Based on the results of the normality test, the initial research data consisted of 61 samples. The test results indicated that the data were not normally distributed due to outliers, which caused distribution deviations. Therefore, we had to remove outliers according to the established criteria. Therefore, after removing the outliers, the number of samples used in the analysis was 30.

Based on Table 13, the results of the Normality test using the Skewness and Kurtosis values, the significant value of Flexibility skewness (X1) = 0.277 while the significant value of Kurtosis is -1.015, so the results of the calculation of the skewness requirement test value with a range of -2 < 0.277 < + 2, while the results of the calculation of the kurtosis value with the requirement test -2 < 0.277 < + 2, it can be stated that the Flexibility variable is declared normal.

The significant value of skewness of Response Change (X2) = 0.620 while the significant value of Kurtosis is -803, so the result of the calculation of the skewness requirement test value with a range of -2 < -738 < + 2, while the result of the calculation of the kurtosis value with the requirement of -2 < -738 < + 2, it can be stated that the Response Change variable is declared normal.

The significant value of skewness of Adaptability (Y) = 0.405 while the significant value of Kurtosis is -884, so the result of the calculation of the skewness requirement test value with a range of -2 < -884 < + 2, while the result of the calculation of the kurtosis value with the requirement of -2 < -884 < + 2, it can be stated that the Adaptability variable is normal.

B. Multicollinearity Test

Table 14. Multicollinearity Test

Variables	Collierty Statistics		
	Tolance	VIF	Description
Flexibility (X1)	0.944	1.059	No Multicollinearity occurs
Response Change (X2)	0.944	1.059	No Multicollinearity occurs

Source: Primary data processed by SPSS, 2026

Based on the test results in table 14 Coefficients, the tolerance value for the Flexibility variable (X1), Change Response (X2) each obtained 0.944 > 0.10 and a VIF value <10, for both variables, which means it is greater than the minimum limit of 0.10. In line with that, the Variance value shows the number 1.059, which means it is much

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smaller than the maximum limit of 10. Thus, it can be concluded that there is no multicollinearity.

C. Heteroscedasticity Test

Table 15.Heteroscedasticity Test

Variables				Sig	a=0.05	Description
Flexibility (X1)			Occurs	0.860	> 0.05	No Heteroscedasticity
Response to Change (X2)			occurs	0.873	> 0.05	No heteroscedasticity

Source: SPSS Data Processing Results Version 25, 2026

Based on table 15 above, it can be seen that the significance value of the Flexibility variable (X1) is 0.860 and the Response to Change (X2) is 0.873. Because the significance value of both variables is greater than 0.05, it can be concluded that there is no heteroscedasticity symptom in this regression model, so the model is suitable for use for further testing.

5. Simple linear regression analysis

A Flexibility (X1) Against Adaptability (Y)

Table 16. Simple Linear Regression Test Results

Variables		B	T count	Sig	Description
Constant		22,730	4,238	0.000	
Flexibility (X1)		0.724	5.251	0.000	Significant

Source: SPSS Data Processing Results, 2026

Based on the results of simple linear regression, the regression equation obtained is: Y = 22,730 +0.724 X1. The constant value of 22,730 means a positive influence on adaptability, that every 1 unit increase in Flexibility will increase adaptability. Assuming other variables are considered constant. The t-test results show that the Flexibility variable has a significant value of 0.000 which is smaller than 0.05.

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The regression coefficient value of 0.724 indicates a positive effect on adaptability, meaning that every 1 unit increase in Flexibility will increase adaptability. This assumes other variables are held constant. The t-test results show that the Flexibility variable has a significance value of 0.000, which is less than 0.05.

B Response to Change (X2) to Adaptability (Y)

Table17. Simple Linear Regression Test Results

Variables	B	T count	Sig	Description
Constant	18,570	3.730	0.000	
Response to Change (X2)	627	6.492	0.000	Significant

Based on the results of simple regression analysis, the regression equation obtained is: Y = 18,570 + 0.627 X2. The constant value of 18,570 means a positive influence on adaptability, that every 1 unit increase in Change Response will increase adaptability. Assuming other variables are considered constant. The t-test results show that the Change Response variable has a significant value of 0.000 which is smaller than 0.05.

The regression coefficient value of 0.627 indicates a positive effect on adaptability, meaning that every 1-unit increase in Change Response will increase adaptability. This assumes other variables are held constant. The t-test results indicate that the Change Response variable has a significance value of 0.000, which is less than 0.05.

6. Correlation Coefficient Analysis

Table 18. Response to Change in Adaptability

Variables		RR	Square	Description
Flexibility Response to Change (X2) Adaptability (Y)		0.570	0.325	Enough

Source: SPSS Data Processing Results, (2026)

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Based on table 18 above, it can be seen that the r value of 0.570 is in a certain range of values, this can indicate that the relationship between the variables of Flexibility and Response to Change on Adaptability is at a sufficient level and the R Square value of 0.325 means that Flexibility and Response to Change on Adaptability have an effect of 32.5%, while the remaining 67.5% is influenced by other factors outside the research that were not examined.

7. Multiple Linear Regression Analysis

Table 19. Multiple linear regression analysis

Variables		B	Sig	Description
Constant		4. 102	000	
Flexibility (X1)		1. 284	000	Significant
Response to Change (X2)		-0.055	555	Not Significant

Source: Results of SPSS Data Processing Version 26.0, 2026

Based on table 19 of the results of the multiple linear regression test, the following multiple linear regression equation was obtained:

Y = 4.102 + X1 1.284 x -0.055 X2

Based on this equation, it can be interpreted as follows:

a. Constant Value = 4.102: The flexibility constant value of 4.102 is positive. This indicates that if the flexibility variable (X1) is zero, then the adaptive capacity value of the Tanjung Pinang village apparatus is 4.102 units. Assuming other variables are held constant.
b. The regression coefficient value of the Flexibility variable (X1) is 1.284 (positive): this indicates that Flexibility has a positive effect on Adaptability. This means that for every one unit increase in the Flexibility variable, Adaptability will increase by 1.284, assuming the other variables.
c. The regression coefficient value of the Change Response variable (X2) is -0.055 (negative): this indicates that the Change Response has no effect on Adaptability. This means that for every one unit increase in the Change Response variable, Adaptability will decrease by -0.055 assuming other variables. Therefore, the reason X1 Flexibility is more dominant than X2 Change Response is because Flexibility is more significant in the village apparatus than Change Response.

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Based on the coefficient level for each factor, it can be seen that the Change Response variable (X2) has a coefficient value of -0.055 which is slightly larger than the Flexibility variable which has a coefficient value of 1.284. This indicates that Flexibility has a more dominant influence in determining the ability to work in Tanjung Pinang village officials compared to the Change Response variable.

8. Coefficient of Determination

Table 20. Results of the Determination Coefficient

Variables		Adjusted R Square	Description
Flexibility (X1) Response to Change (X2) On Adaptability (Y)		0. 302	is enough

Source: Results of processing SPSS data version 26.0, 2026

Based on table 20 above, it can be seen that the coefficient of determination value is 0.302 which is categorized as sufficient for the Flexibility and Response to Change variables of 30.2%, while the remaining 69.8% is influenced by other factors outside the research.

9. Hypothesis Testing

A. t-Test (Partial)

Table 21. Results of the t-test of Flexibility (X1) on Adaptability (Y)

Variables		Significant	a=0.05	Description
Flexibility (X1)		000	0.000	Significant

Source: SPSS Data Processing Results Version 26.0.2026

Analysis of Flexibility on Adaptability Based on Table 21 above, Flexibility can obtain a sig value smaller than 0.05, thus Ho is rejected and Ha is accepted. Therefore, it can be concluded that Flexibility has a positive and significant effect on Adaptability.

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Table 22. Results of the t-Test of Response to Change (X2) on Adaptability

Variables				Significant	a=0.05	Description
Response to Change (X2)				000	0.05	Significant

Source: SPSS Data Processing Results Version 26.0.2026

Analysis of Change Response on Adaptability based on table 22 above, the Change Response can be obtained a sig value of 0.000 which means the sig value is smaller than 0.05, thus Ho is rejected and Ha is accepted. Thus, it can be concluded that Change Response has a positive and significant effect on Adaptability.

B. F Test (Simultaneous)

Table 23. Analysis of Flexibility (X1) and Response to Change (X2) on Adaptability (Y)

Variables		F count	Sig	Description
Flexibility (X1) Response to Change (X2) Adaptability (Y)		13,965	000	Significant

Source: SPSS Data Processing Results Version 26.0, 2026

Based on the F-test results in Table 23, the calculated F-value was 13.965 with a significance value of 0.00 < 0.05. This indicates that the Flexibility and Response to Change variables significantly influence Adaptability. Therefore, it can be concluded that the regression model in this study is suitable for explaining the influence of the independent variables on the dependent variable.

Discussion of Research Results

Based on the characteristics of the respondents, this study was dominated by men as many as 35 people or 63% while women as many as 37% then the majority of respondents were in the range of 20 years - 30 years at 9.1%, aged 31-40 years at 36.4%, aged 41 years - 50 years at 32.7% and 51 years - 60 years at 21.8%. The condition shows that most of the village officials are in the productive age and have quite good work experience in carrying out the duties and responsibilities of the job. Judging

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from the last education, the majority of respondents had elementary school at 9.1%, junior high school at 14.5%, high school at 49.1%, and bachelor's degree at 27.3%. This shows that the village officials have an educational background. Furthermore, based on the length of service, the majority of respondents had a work period of 5 years at 69.1%, 10 years at 18.2% and 15 years at 12.7%.

Based on the results of descriptive statistical analysis with 55 respondents, the Flexibility variable showed an average value of 38.82 with a standard deviation of 4,468, the Change Response variable showed an average of 51.75 with a standard deviation of 5,197, and the Adaptability variable showed an average of 50.87 with a standard deviation of 5,627. The instrument in this study has also met the requirements as evidenced by the validity test that all statements in the Flexibility, Change Response, and Adaptability variables have a significant value of less than 0.05 so that all statement items in this study are declared valid. Furthermore, the results of the reliability test show that all variables have a Cronbach's Alpha value greater than 0.60 so that the research instrument is declared reliable and has a good level of consistency.

This study has fulfilled all the classical assumption tests that can be proven by the normality test using the skewness and kurtosis method showing the value of the Flexibility variable (X1) skewness of 0.277 and its kurtosis of -1.015, the Change Response variable (X2) skewness of 0.620 and its kurtosis of -803 and the Adaptability variable (Y) skewness of 0.405 and its kurtosis of -884. Multicollinearity test with a VIF value (1.059) which is less than 10 and its tolerance of 0.944 Flexibility (X1), Change Response (X2) then there is no multicollinearity, and is free from heteroscedasticity with a significant value in the Flexibility variable of 0.860 and Change Response of 0.873 all variable values are above 0.05.

Flexibility Analysis of Adaptability

Based on the results of the simple linear regression test, the constant value is 22,730 and B is 0.724, indicating that each unit of Flexibility will increase Adaptability by 0.724, and the correlation coefficient value between Flexibility and Adaptability gets an R value of 0.570, which means the level of correlation is sufficient. The results of the t-test that have been carried out, obtained that the variable has a value of 0.000 <0.05, which means Ho is rejected and Ha is accepted, this indicates that Flexibility has a positive and significant effect on Adaptability.

Based on the results of respondents' responses to the Flexibility variable, the majority of village officials respondents gave answers that agreed and strongly agreed

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to most of the statement items. This shows that flexibility in village officials in Tanjung Pinang is generally considered good and is able to provide comfort for village officials. However, there are still some respondents who gave answers that disagreed and were hesitant to several Flexibility statement items, this condition is supported by the results of respondents' responses that answered hesitant by 15%, and disagree by 6%. This shows that there are still some village officials who feel that flexibility is not yet fully optimal. service procedures, adjustments to work methods and quick responses to changes.

According to Oktavia (2025), the results of this study indicate that flexibility is the ability to quickly adapt to changes in the work environment, whether structural, policy, or organizational. Furthermore, the research conducted indicates that flexibility has a significant positive effect on the adaptability of Tanjung Pinang village officials.

According to Nora (2023), flexibility theory is an organization's strategic adjustment to face change, the ability to adapt quickly and efficiently to new circumstances. Therefore, the greater the flexibility possessed, the greater the ability of an individual or organization to face change.That the research that has been conducted states that flexibility has a significant influence on the adaptability of the Tanjung Pinang village apparatus.

Analysis of Change Response to Adaptability

Based on the results of the simple linear regression test, the constant value is 18,570 and B is 0.627, indicating that each unit of Change Response is 0.627 and the results of the correlation coefficient test between the change response and the ability to adapt get an R value of 0.570, which means the level of correlation is sufficient. The results of the t-test that has been carried out, obtained that the Change Response variable has a value of 0.000 <0.05, which means Ho is rejected and Ha is accepted, this can indicate that the change response has a positive and significant effect on the ability to adapt.

Based on the respondent response data on the Change Response variable, the majority of village officials gave answers that agreed and strongly agreed to each statement. This shows that village officials have a good change response in completing work, such as responsibility, discipline, helping the community in overcoming problems. However, there are still some respondents who gave doubtful answers to several statements 1 by 4%, and disagreed with statement 1 by 2%. This condition shows that

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there are still some village officials who are not optimal in carrying out their duties. However, overall the change response in Tanjung Pinang village officials is quite good.

The results of this study with Wibowo's theory (2021) Response to change is readiness, support, and participation in the readiness of village officials to changes in regulations, administrative procedures, and public service systems based on acquisition have a significant influence on the ability to adapt in Tanjung Pinang village officials.

Analysis of Flexibility and Response to Change on Adaptability

Based on the results of multiple linear regression analysis between flexibility and response to change on adaptability, it has been shown that the value of the equation of multiple linear regression Y = 4.102 +1.284X1 + -0.055 X2 constant value of the meaning of this equation is different which affects other variables. And the results of the determination coefficient test (R) at the Adjusted r Square value of 0.302 which shows that the determination model is sufficient. This shows that the variables of flexibility and response to change on adaptability have an influence of 30.2%, while the remaining 69.8% is influenced by factors outside the study.

The results of the F (Simultaneous) test that have been carried out can be obtained significant values from the flexibility variables and response to changes in adaptability have a value of 0.000 which means that the value is smaller than 0.05, this can indicate that both flexibility variables and response to changes in adaptability simultaneously have a significant effect on the adaptability of village officials in Tanjung Pinang.

Flexibility and responsiveness to change are two distinct yet interrelated concepts. If an agency demonstrates good flexibility and responds quickly and responsively to change, its adaptability can also improve. Village officials feel comfortable at work and demonstrate discipline and responsibility in completing their work. Increased job satisfaction can also positively impact village officials.

Based on this research that has been done, this is also strengthened by previous research that has been done by according to Oktavia (2025) shows that flexibility and response to change simultaneously have a significant effect on adaptability, and also the same as According to Rismansyah, et al,. (2024) Adaptability is forming individuals, groups or organizations to adapt to the environment of flexible conditions and readiness for organizational change. Based on the findings of the research, both flexibility and response to change variables have a simultaneous effect. Based on the findings from the research conducted, the flexibility and response to change variables have a

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significant influence on adaptability in Tanjung Pinang village officials. Because flexibility and response to change can be directly linked to each other through work systems, innovation values, collaboration, and learning so that development in village officials in the community will be faster in providing services and helping the community.

CONCLUSION

This study focuses on the analysis of flexibility and responsiveness to change as factors related to the adaptability of village officials in Tanjung Pinang Village, Tanjung Batu District. The research is based on the phenomenon of the still less than optimal readiness of village officials in facing regulatory changes, the implementation of village information systems, and the growing demands of public services. Furthermore, there are still delays in implementing new policies, low acceptance of change, and a tendency for some village officials to maintain manual work patterns. Through this study, it is hoped to obtain an empirical picture of the relationship between flexibility and responsiveness to change with the adaptability of village officials, so that it can serve as a basis for efforts to improve the quality of village governance.

This study has limitations because its scope only covers village officials in six villages in Tanjung Batu District, so the results will have limited generalization to other areas with different characteristics. Furthermore, the study only focused on the variables of flexibility and response to change, so there are still other factors that could potentially influence the adaptability of village officials. Future research is recommended to expand the scope of the study area, increase the number of respondents, and include other relevant variables to produce a more comprehensive understanding. Practically, the results of this study are expected to provide input for village governments in increasing the flexibility, readiness to face change, and adaptability of village officials through strengthening competencies, utilizing technology, and developing a work culture that is more responsive to change.

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