

Public Challenges and Employee Performance: An Analysis of the Roles of Organizational Adaptation and Human Resource Management Innovation at the Medan City Regional Financial and Asset Management Agency (BKAD)

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This study seeks to examine the impact of public problems, organisational adaptation, and innovations in HR management on employee performance within the BKAD of the Medan Mayor's Office. This research employs a quantitative methodology including a sample of 94 employees. The sampling technique employs saturated samples, utilising the entire population as the sample. Data acquisition was conducted by interviews, surveys, and documentation. The employed analytical approaches comprised validity testing, reliability testing, classical assumption testing, multiple linear regression analysis, coefficient of determination, t-test, and F-test. The findings indicated that societal challenges positively and significantly influenced employee performance, with a significance value of 0.029. Additionally, organisational adaptation positively and significantly affected performance, with a significance value of 0.000, while HR management innovation also had a positive and significant effect, with a significance value of 0.000. Concurrently, public issues, organisational adaptation, and innovations in HR management exert a positive and strong influence on employee performance, evidenced by an F_{cal} value of 62.033, surpassing the F_{table} of 2.710. The adjusted R-squared value of 0.663 signifies that 66.3% of the variance in employee performance is attributable to the three independent variables, and the remaining 33.7% is accounted for by external factors not included in the study. The research findings indicate that public problems, organisational adaptation, and innovation in human resource management positively and significantly impact employee performance at the BKAD of the Medan Mayor's Office.

Keywords: Public Challenges, Organizational Adaptation, HR Management Innovation, Employee Performance

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1. Introduction

Employee performance is a crucial determinant of organizational success, particularly in public sector institutions that bear direct responsibility for delivering services to the community (Nguyen et al., 2021). In governmental organizations, employee performance is not merely measured by the completion of administrative tasks (Muhaimin et al., 2024), but also by the ability of public officers to provide services that are effective, responsive, accountable, and aligned with the demands of a changing work environment (Ridwan et al., 2023). In this research, improving employee performance has become one of the central priorities in strengthening public governance (Hendrik, 2021), including within institutions that perform strategic functions in the management of regional administration, finance, and assets (Natsir et al., 2024). In the context of the Regional Financial and Asset Management Agency (BKAD) of the Medan Mayor's Office, employee performance constitutes an important issue because it is directly related to the quality of

public services as well as the accuracy of managing regional assets and administrative affairs. The thesis emphasizes that employee performance is understood as the level of success achieved by employees in carrying out their duties and responsibilities, both qualitatively and quantitatively, making the quality of human resources a key factor in achieving organizational goals.

The empirical phenomenon identified in the thesis indicates that employee performance at the BKAD of the Medan Mayor's Office improved during the period from January 1 to December 31, 2024. This can be observed from the work achievements of several employees who were able to meet and even exceed the established targets. One employee identified as H.O. was able to prepare job analysis documents, workload analysis, and job evaluation reports for 2024, in addition to completing 12 reports supported by employee attendance data from January to December. Another employee identified as A.S. also demonstrated high performance through the processing of 12,000 files via the official BKAD application and the management of 2,000 incoming letters recorded in the correspondence register. These findings suggest that, descriptively, BKAD employees have demonstrated strong work capacity and have been able to fulfill job demands effectively. This improvement was also supported by the implementation of a reward and punishment system, including the provision of employee performance allowances, job promotions, and non-material appreciation for high-performing employees, as well as sanctions in the form of allowance deductions for employees who failed to meet work targets.

However, behind these achievements, there are problem phenomena that deserve deeper examination. High employee performance does not necessarily indicate that the organization is entirely free from pressure or work-related obstacles (Butar & Girsang, 2024). On the contrary, such achievements may be interpreted as employees' responses to the increasing demands of public services, administrative workloads, system digitalization, and public expectations for faster, more transparent, and more accurate services (F. R. A. Lubis et al., 2023). The thesis explains that public challenges include external pressures such as service demands, digitalization, and public participation that affect the functions of civil servants. This means that even though employee performance appears to have improved, the institution remains in a condition that requires a high degree of adaptability in order to sustain service quality over time (Sumanti, 2018). In this research, the core problem is not merely low employee performance, but rather the need to ensure that this high performance can be maintained amid increasingly complex and dynamic public pressures.

The research problem becomes even more important because rising public demands cannot be addressed solely through individual work discipline or through reward and sanction mechanisms. Organizations must also possess the ability to adapt to changes in the environment, organizational structure, and work systems. The thesis states that organizational adaptation refers to the institution's ability to respond and adjust to change so that organizational effectiveness can be maintained. In addition, human resource management innovation is also an important factor, because employee competency development can no longer rely solely on conventional approaches, but must instead be directed through merit-based strategies, digitalization, and competency development that are aligned with organizational needs. Thus, the phenomenon emerging in the BKAD of the Medan Mayor's Office can be understood as a condition in which the institution has shown good performance achievements, while at the same time facing demands to continuously adapt to external changes and renew its human resource management system so that such performance does not remain only temporary.

Based on these conditions, the research problem in this article lies in the unclear extent to which public challenges, organizational adaptation, and human resource management innovation influence employee performance at the BKAD of the Medan Mayor's Office. The thesis also indicates that previous studies on

the effects of these three variables have produced varied results, while studies examining them simultaneously in institutions responsible for regional finance and asset management, particularly at the BKAD of the Medan Mayor's Office, remain limited. Therefore, the research questions are directed toward examining whether public challenges, organizational adaptation, and human resource management innovation affect employee performance both partially and simultaneously. This study is urgent because it can provide an empirical basis for BKAD in formulating policies to improve employee performance that are not solely dependent on work control, but also on the organization's ability to adapt and innovate in human resource management. The novelty of this study lies in its effort to integrate these three variables into a single analytical model within the context of the BKAD of the Medan Mayor's Office, thereby offering a more specific perspective on how public pressure, organizational adaptation, and human resource management innovation jointly shape the performance of public sector employees.

2. Method

This study employed a quantitative approach to analyze the effects of public challenges, organizational adaptation, and human resource management innovation on employee performance at the Regional Financial and Asset Management Agency (BKAD) of the Medan Mayor's Office (Fischer et al., 2023). The research was conducted at the BKAD of the Medan Mayor's Office, located on Jl. Kapten Maulana Lubis No. 2, Medan City, North Sumatra. The population consisted of 94 employees, and the entire population was used as the sample through a saturated sampling technique. Therefore, the total number of respondents in this study was 94. The study used quantitative data derived from both primary and secondary sources (Walliman & Walliman, 2021). Primary data were collected through questionnaires distributed to the respondents, while secondary data were obtained from documentation and relevant literature. In addition to questionnaires, data collection techniques also included interviews and documentation to support the completeness of the research data (Cohen et al., 2018).

The variables examined in this study consisted of public challenges as the first independent variable, organizational adaptation as the second independent variable, human resource management innovation as the third independent variable, and employee performance as the dependent variable. All variables were measured using a Likert scale ranging from 1 to 5. Prior to data analysis, the research instrument was tested using validity and reliability tests to ensure that the questionnaire items were appropriate for use. Furthermore, the data were analyzed using classical assumption tests, including the normality test, multicollinearity test, and heteroscedasticity test (Ghozali, 2011). To test the research hypotheses, multiple linear regression analysis, the coefficient of determination (R^2), the t-test to examine partial effects, and the F-test to examine simultaneous effects of the independent variables on the dependent variable were employed (Field, 2020).

3. Results And Discussion

Result

Descriptive Statistics

Table 1 presents the descriptive statistics.

Variable	N	Minimum	Maximum	Mean	Std. Deviation
Public Challenges	94	10	40	33.02	5.931
Organizational Adaptation	94	8	40	31.79	6.661
HR Management Innovation	94	8	40	30.64	7.154
Employee Performance	94	9	40	33.04	5.442

Based on Table 1, all variables were measured from the same number of observations, namely 94 respondents. The public challenges variable had a mean score of 33.02 with a standard deviation of 5.931, indicating that respondents perceived public challenges at a relatively high level. Organizational adaptation had a mean of 31.79 with a standard deviation of 6.661, suggesting that the organization’s ability to adjust to change was considered fairly good. HR management innovation had a mean of 30.64 with a standard deviation of 7.154, indicating relatively greater variation in respondents’ answers compared to the other variables. Meanwhile, employee performance had the highest mean score, namely 33.04 with a standard deviation of 5.442, which indicates that, in general, employee performance at the BKAD of the Medan Mayor’s Office was at a good level.

Normality Test

The normality test results were reported using the One-Sample Kolmogorov–Smirnov test.

Table 2. Normality Test

Indicator	Value
N	94
Test Statistic	0.078
Asymp. Sig. (2-tailed)	0.199

Based on Table 2, the Asymp. Sig. value of 0.199 is greater than 0.05. This indicates that the residual data were normally distributed. Therefore, the regression model in this study met the assumption of normality and was appropriate for further analysis.

Multicollinearity Test

Table 3: Multicollinearity Test Result

Variable	Tolerance	VIF
Public Challenges	0.566	1.765
Organizational Adaptation	0.640	1.562
HR Management Innovation	0.663	1.509

Based on Table 3, all independent variables had tolerance values greater than 0.10 and VIF values lower than 10. The tolerance values were 0.566 for public challenges, 0.640 for organizational adaptation, and 0.663 for HR management innovation, while the corresponding VIF values were 1.765, 1.562, and 1.509. These results indicate that there was no multicollinearity problem in the regression model, meaning that the relationships among the independent variables did not interfere with the estimation process.

Heteroscedasticity Test

Table 4: Heteroscedasticity Test Result

Variable	B	Std. Error	Beta	t	Sig.
Constant	3.238	1.280	–	2.529	0.013
Public Challenges	-0.010	0.047	-0.029	-0.206	0.837
Organizational Adaptation	-0.049	0.040	-0.162	-1.243	0.217
HR Management Innovation	0.032	0.036	0.114	0.893	0.374

Based on Table 4, all independent variables had significance values greater than 0.05, namely 0.837 for public challenges, 0.217 for organizational adaptation, and 0.374 for HR management innovation. These findings indicate that the regression model did not suffer from heteroscedasticity. In other words, the model satisfied the homoscedasticity assumption and was suitable for multiple linear regression analysis.

Multiple Linear Regression Analysis

Tabel 5: The regression analysis results

Variable	B
Constant	7.758
Public Challenges	0.163
Organizational Adaptation	0.314
HR Management Innovation	0.324

The regression equation obtained in this study was:

$$Y = 7.758 + 0.163X_1 + 0.314X_2 + 0.324X_3$$

Based on Table 5, all independent variables had positive coefficients, indicating a positive relationship with employee performance. The constant value of 7.758 suggests that if public challenges, organizational adaptation, and HR management innovation were assumed to be zero, the employee performance score would be 7.758. The coefficient of public challenges was 0.163, meaning that a one-unit increase in public challenges would increase employee performance by 0.163 units. The coefficient of organizational adaptation was 0.314, indicating that better organizational adaptation would increase employee performance by 0.314 units. Meanwhile, HR management innovation had the largest coefficient, namely 0.324, showing that it was the most dominant variable in improving employee performance.

Coefficient of Determination

Table 6. Regression model

Indicator	Value
Adjusted R Square	0.663
Explained Variance	66.3%
Unexplained Variance	33.7%

Based on Table 6, the Adjusted R Square value of 0.663 indicates that 66.3% of the variation in employee performance could be explained by public challenges, organizational adaptation, and HR management innovation. The remaining 33.7% was explained by other variables not included in this research model, such as leadership style, work environment, job satisfaction, and other possible factors. These findings suggest that the model had a relatively strong explanatory capacity.

Simultaneous Test (F-test)

Table 7. The F-test Result

Indicator	Value
F-value	62.033
F-table	2.710
Significance	0.000

Based on Table 7, the calculated F-value was 62.033, which was greater than the F-table value of 2.710, with a significance value of 0.000. This indicates that public challenges, organizational adaptation, and HR management innovation simultaneously had a positive and significant effect on employee performance. In other words, all independent variables jointly contributed to explaining employee performance at the BKAD of the Medan Mayor's Office.

Partial Test (t-test)

Table 8. the t-test Result

Variable	t-value	t-table	Sig.	Interpretation
Public Challenges	2.223	1.986	0.029	Positive and significant
Organizational Adaptation	5.108	1.986	0.000	Positive and significant
HR Management Innovation	5.759	1.986	0.000	Positive and significant

Based on Table 8, public challenges had a t-value of 2.223, which was higher than the t-table value of 1.986, with a significance value of $0.029 < 0.05$. This means that public challenges had a positive and significant effect on employee performance. Organizational adaptation had a t-value of 5.108 with a significance value of 0.000, indicating a positive and significant effect on employee performance. HR management innovation had the highest t-value, namely 5.759, with a significance value of 0.000, which means that it was the strongest variable affecting employee performance among the three independent variables. Therefore, all partial hypotheses in this study were accepted.

Discussion

The Effect of Public Challenges on Employee Performance

The results of this study indicate that public challenges have a positive and significant effect on employee performance. This is evidenced by the t-value of 2.223, which is higher than the t-table value of 1.986, and the significance value of 0.029, which is lower than 0.05. This finding confirms that the greater the ability of employees and institutions to respond to public pressure, the better the resulting employee performance. In the context of the BKAD of the Medan Mayor's Office, such pressure emerges in the form of service demands, work process digitalization, and increasing public participation and expectations for faster, more accurate, and more accountable public services. This finding is relevant because the background of the thesis also explains that BKAD operates in a work environment characterized by high performance demands, reflected in large work targets, the management of thousands of files and letters, and the implementation of a reward and punishment system to maintain employee performance.

Theoretically, this result is supported by the concept of public challenges as external pressures, such as service demands, digitalization, and public participation, which affect the performance functions of civil servants (Overman & Schillemans, 2022). The research framework also emphasizes that external pressure and digitalization require employees to improve their work standards in order to meet public expectations. Public challenges should not always be viewed as obstacles that reduce performance, but may also function as organizational stimuli that encourage employees to become more responsive, more disciplined, and more results-oriented. In public organizations, when public demands increase, employees tend to be driven to improve work accuracy, service speed, and accountability in task implementation, which in turn enhances performance.

This finding is consistent with previous studies cited in the thesis. The table of previous studies shows that (Sofiyani et al., 2026) found that digitalization significantly affects employee performance functions. In addition, the discussion section of the thesis states that this result is also consistent with the findings of (Y. Lubis et al., 2024)(Syaifuddin et al., 2024)(Sumampouw, 2024) found that public challenges have a positive and direct impact on staff performance. This consistency strengthens the argument that public pressure, when managed properly, can improve employees' work orientation, especially when the organization is able to adjust its work processes to evolving public service needs.

The managerial implication of this finding is that BKAD should not merely maintain work discipline, but also needs to build a more structured response system to public challenges. Management should strengthen

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service standards, accelerate the digitalization of administrative processes, clarify follow-up mechanisms for public needs, and ensure that employees receive operational support when service demands increase. In addition, the existing reward and punishment system should be directed not only toward achieving quantitative targets, but also toward encouraging service quality, response accuracy, and employees' ability to deal with changing public demands.

The Effect of Organizational Adaptation on Employee Performance

The results of this study indicate that organizational adaptation has a positive and significant effect on employee performance. This is demonstrated by the t-value of 5.108, which is higher than the t-table value of 1.986, as well as the significance value of 0.000, which is lower than 0.05. Among the three independent variables, organizational adaptation has a relatively strong effect, indicating that the institution's ability to adjust to changes in the environment, structure, and work systems plays a major role in improving employee performance (Rahmadi, 2025). This finding suggests that, in public organizations, employees will be more capable of achieving their work targets when the organization provides flexible work systems, relevant procedures, and institutional support that align with task dynamics (Bhastary et al., 2024).

From a theoretical perspective, this result is supported by (Deng Wei, 2025) view that organizational adaptation refers to the institutional capacity to adjust to changes in both the internal and external environment in order to maintain organizational effectiveness. The research framework also states that the institution's ability to adjust its structure and new work systems will facilitate employees in achieving performance targets (Syaifuddin et al., 2023). Conceptually, organizational adjustment to change has a direct impact on work efficiency, role clarity, coordination, and employees' ability to perform tasks appropriately. In a governmental environment that is increasingly moving toward more digital and responsive services, organizations that are slow to adapt risk creating work barriers, whereas adaptive organizations create working conditions that are more supportive of performance achievement (Hasrul Azwar Hasibuan et al., 2022).

This finding is also supported by previous studies presented in the thesis. In the table of previous studies, (Juniansyah et al., 2025) is reported to have found that organizational or technological adaptation can improve productivity. In the discussion section, the thesis also notes that this result is in line with the study of (Hafizh et al., 2024)(Cullen et al., 2013) which found that organizational adaptability substantially affects employee performance. Support from these previous findings demonstrates that organizational adaptation is not merely a normative concept, but a real factor that determines employees' ability to achieve better work performance (Faris et al., 2024).

The managerial implication is that BKAD needs to position organizational adaptation as a strategic agenda rather than a temporary response. This can be achieved through refining the work structure, adjusting service flows, strengthening interdepartmental coordination, increasing the flexibility of administrative procedures, and ensuring leadership support for changes in work systems. In addition, the organization must ensure that every procedural or technological change is properly understood by employees through socialization, guidance, and regular evaluation. If the organization is able to adapt quickly and systematically, employees will not only be required to work better, but will also be provided with a work environment that enables them to achieve optimal and sustainable performance.

The Effect of HR Management Innovation on Employee Performance

The results of this study show that HR management innovation has a positive and significant effect on employee performance. This is evidenced by the t-value of 5.759, which is higher than the t-table value of 1.986, and the significance value of 0.000, which is lower than 0.05. In addition to being significant, this

variable also has the largest regression coefficient, namely 0.324, which suggests that it is the most dominant variable affecting employee performance compared with public challenges and organizational adaptation. This finding confirms that improvements in employee performance are strongly determined by the extent to which the organization renews its HR management strategies, particularly in terms of the merit system, digitalization, and employee competency development.

Theoretically, this finding is consistent with (Susanto et al., 2025), who explain that HR management innovation refers to the renewal of strategies in managing employee performance through merit systems, digitalization, and competency development based on organizational needs. The research framework also emphasizes that merit-based strategies and digital competency development ensure that employees possess capabilities relevant to their tasks (Lestari & Nasib, 2021). Thus, HR management innovation contributes to performance because it improves the fit between job demands and employee capacity (Sari et al., 2023). When employees are assigned, developed, and evaluated using more modern and needs-based approaches, productivity, work accuracy, and employee engagement tend to increase (Susanto, 2025).

This finding is also supported by previous studies used in the thesis. In the table of previous studies, (Fadli, 2024) show that assessment centers influence employee motivation and performance. In the discussion section, the thesis also states that this result is in line with (Andika, 2021)(Novirsari et al., 2022), who found that innovation in HR management substantially affects employee performance. This support strengthens the understanding that employee performance in the modern bureaucratic era cannot rely solely on routine work, but requires the renewal of HR management systems that are capable of following organizational needs and changes in the work environment (Astika et al., 2022).

The managerial implication of this result is particularly strong. BKAD should make HR management innovation a top priority in its employee performance improvement strategy. Practically, this may be implemented through job-based training programs, digital competency development, the strengthening of merit-based appraisal systems, the use of technology in personnel administration, and the establishment of more objective and sustainable performance evaluation mechanisms. Considering that the research background also shows that employee performance achievements are driven by a reward and punishment system, future HR innovation should be directed not only toward evaluating work output, but also toward developing employee capacity, readiness to face change, and the quality of contributions to public service.

The Simultaneous Effect of Public Challenges, Organizational Adaptation, and HR Management Innovation on Employee Performance

The results of this study indicate that public challenges, organizational adaptation, and HR management innovation simultaneously have a positive and significant effect on employee performance. This is proven by the F-value of 62.033, which is higher than the F-table value of 2.710, with a significance value of 0.000. In addition, the adjusted R square value of 0.663 indicates that 66.3% of the variation in employee performance can be explained by these three variables, while the remaining 33.7% is explained by other factors outside the model. This finding suggests that employee performance at BKAD is not the result of a single factor, but rather an outcome of the interaction among external pressures, the organization's capacity to adapt, and the quality of renewal in HR management.

Theoretically, this result is in line with the research framework, which states that these three characteristics are believed to affect employee performance both individually and collectively (Tidd, 2023)(Sinaga, 2022)(Anandita, 2023). Public challenges provide external pressure that pushes the organization to improve work standards, organizational adaptation provides the institutional capacity to adjust to change,

and HR management innovation ensures that employees possess the competencies and work systems necessary to achieve targets (Overman & Schillemans, 2022). When these three factors operate simultaneously, the organization possesses a more complete combination: pressure for change as a driving force, organizational adaptation as the adjustment mechanism, and HR innovation as the instrument for strengthening employee capacity (Hou et al., 2022).

Regarding support from previous studies, the thesis does not present a single study that identically examines these three variables simultaneously in the context of BKAD, and this is precisely where the novelty of the study lies. However, the table of previous studies and the discussion section show that each variable has been supported by earlier findings, (AIDhaheri et al., 2022) for public challenges, (Rahmadi, 2025) for organizational adaptation, and (Tidd, 2023)(Ridwan et al., 2023) for HR management innovation. Because each variable has been shown to contribute positively to performance, the simultaneous finding of this study logically and empirically strengthens the conclusion that employee performance in the public sector is shaped by the integrated combination of external, organizational, and HR managerial factors (Gulo et al., 2026).

The managerial implication of this simultaneous finding is that BKAD needs to implement an integrated employee performance improvement strategy. A partial approach, such as focusing only on employee discipline without improving organizational systems or renewing HR management, is likely to be less effective. BKAD leadership should formulate policies that connect these three aspects within a single framework: actively identifying public demands, adaptively adjusting organizational structures and procedures, and strengthening HR management through merit systems, digitalization, and competency development.

4. Conclusion

In conclusion, this study demonstrates that public challenges, organizational adaptation, and human resource management innovation have positive and significant effects on employee performance at the BKAD of the Medan Mayor's Office. Partially, public challenges were found to significantly improve employee performance, indicating that increasing external demands can encourage employees to work more responsively and effectively. Organizational adaptation also had a significant positive effect, showing that the institution's ability to adjust to environmental, structural, and work system changes plays an important role in supporting performance improvement. In addition, HR management innovation emerged as the most dominant variable, which confirms that merit-based practices, digitalization, and competency development are crucial in strengthening employee performance. Simultaneously, the three independent variables significantly influenced employee performance, with an F-value of 62.033 and an adjusted R square of 0.663, indicating that 66.3% of the variation in employee performance can be explained by the model. These findings imply that improving employee performance in the public sector requires an integrated strategy that not only responds to public pressure, but also strengthens organizational adaptability and renews HR management practices in a sustainable manner.

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