

The Double-Edged Associations of Learning-Agility-Related Attributes with Innovative Work Behavior and Job-Hopping Propensity

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ABSTRACT

This study examines the double-edged implications of learning-agility-related attributes by analyzing the relationships of open-mindedness, responsiveness to change, risk-taking courage, and collaboration capability with innovative work behavior and job-hopping propensity among mobility-experienced management-level employees. A quantitative cross-sectional explanatory design was employed using data from 150 management-level employees working in service, trade, and manufacturing companies in Mimika Regency, Central Papua, Indonesia. The data were analyzed using partial least squares structural equation modeling (PLS-SEM). The results show that open-mindedness, responsiveness to change, and collaboration capability are positively and significantly associated with innovative work behavior, whereas risk-taking courage shows no significant relationship. Innovative work behavior is positively and significantly associated with job-hopping propensity, while responsiveness to change also exhibits a significant positive direct relationship with mobility propensity. The mediation analysis further indicates that innovative work behavior mediates the relationships of open-mindedness, responsiveness to change, and collaboration capability with job-hopping propensity, but does not mediate the relationship involving risk-taking courage. These findings reveal an attribute-specific organizational paradox: characteristics associated with stronger innovative work behavior may, through particular pathways, also correspond with greater employee mobility propensity. The study contributes a more differentiated value-creation-mobility perspective by demonstrating that the double-edged pattern is not universal across all learning-agility-related attributes and by positioning innovative work behavior as a behavioral transmission mechanism linking selected adaptive attributes with employee mobility.

ABSTRAK

Penelitian ini mengkaji implikasi bermata dua dari atribut-atribut yang berkaitan dengan learning agility dengan menganalisis hubungan pikiran terbuka, daya tanggap terhadap perubahan, keberanian mengambil risiko, dan kemampuan kerja sama dengan perilaku kerja inovatif serta kecenderungan job hopping pada karyawan level manajemen yang memiliki pengalaman mobilitas kerja. Penelitian menggunakan desain kuantitatif eksplanatori cross-sectional dengan data dari 150 karyawan level manajemen pada perusahaan jasa, dagang, dan manufaktur di Kabupaten Mimika, Papua Tengah, Indonesia. Data dianalisis menggunakan partial least squares structural equation modeling (PLS-SEM). Hasil penelitian menunjukkan bahwa pikiran terbuka, daya tanggap terhadap perubahan, dan kemampuan kerja sama berhubungan positif dan signifikan dengan perilaku kerja inovatif, sedangkan keberanian mengambil risiko tidak menunjukkan hubungan yang signifikan. Perilaku kerja inovatif berhubungan positif dan signifikan dengan kecenderungan job hopping, sementara daya tanggap terhadap perubahan juga menunjukkan hubungan langsung positif yang signifikan dengan kecenderungan mobilitas kerja. Analisis mediasi menunjukkan bahwa perilaku kerja inovatif memediasi hubungan pikiran terbuka, daya tanggap terhadap perubahan, dan kemampuan kerja sama dengan kecenderungan job hopping, tetapi tidak memediasi hubungan keberanian mengambil risiko. Temuan ini menunjukkan paradoks organisasi yang bersifat spesifik pada atribut tertentu: karakteristik yang berkaitan dengan penguatan perilaku kerja inovatif dapat, melalui jalur tertentu, sekaligus berkaitan dengan kecenderungan mobilitas kerja yang lebih tinggi. Penelitian ini berkontribusi dengan menawarkan perspektif penciptaan nilai-mobilitas yang lebih terdiferensiasi, menunjukkan bahwa pola bermata dua tidak bersifat universal pada seluruh atribut terkait learning agility, serta menempatkan perilaku kerja inovatif sebagai mekanisme transmisi perilaku yang menghubungkan atribut adaptif tertentu dengan mobilitas karyawan.



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1. INTRODUCTION

Organizations increasingly depend on employees who can learn rapidly, respond constructively to disruption, and translate experience into workable responses to unfamiliar problems. Digital transformation, intensified competition, regulatory changes, and shifting customer expectations have increased the value of employees who can reconsider established assumptions and adapt their knowledge and behavior to changing circumstances. Within this environment, learning agility has become an important theoretical domain because it concerns the capacity and willingness to learn from experience and apply that learning in new situations. Such capabilities are particularly relevant for management-level employees, who are expected not only to execute established routines but also to interpret environmental changes, coordinate people and resources, and develop effective responses under uncertainty.

The organizational literature has predominantly emphasized the beneficial consequences of learning agility and related adaptive characteristics. Employees who are receptive to alternative perspectives, responsive to change, willing to engage with uncertainty, and capable of working effectively with others possess characteristics that can facilitate learning and workplace innovation. Recent evidence supports this positive pathway. Jo and Hong (2022), for example, found that learning agility was positively related to innovative behavior among corporate employees and that employee engagement served as an important mechanism connecting learning agility with innovation. These findings reinforce the dominant view that learning-related adaptability constitutes a valuable employee resource for organizations operating in dynamic environments.

However, an exclusively positive interpretation may be incomplete. Adaptive characteristics may increase employees' capacity to create organizational value while simultaneously making them more capable of navigating employment opportunities outside their current organizations. Research on adjacent concepts such as career adaptability illustrates this tension. Lee et al. (2021) showed that career adaptability can function as a double-edged resource: highly adaptable employees reported greater turnover intentions when work social support was low but lower turnover intentions when support was high. Similarly, longitudinal evidence reported by Wang et al. (2022) indicated that career adaptability can generate competing pathways toward employee retention and voluntary turnover through different psychological mechanisms. Thus, adaptability should not automatically be interpreted as producing uniformly favorable organizational consequences.

This tension is particularly relevant when adaptive attributes are expressed through innovative work behavior. Innovative work behavior refers to employees' intentional efforts to generate, promote, and implement new ideas that improve work processes, products, services, or organizational practices. Innovative employees can provide substantial value because they question ineffective routines, experiment with alternatives, mobilize support for new ideas, and participate in implementation. Yet the same experiences may also broaden employees' professional capabilities and increase their readiness to operate in different work environments. Importantly, the present study does not directly measure external employability, professional visibility, or perceptions of alternative employment opportunities. These mechanisms are therefore treated only as

plausible theoretical explanations for why innovative behavior may coexist with greater mobility propensity, rather than as empirically established processes.

The mobility outcome examined in this study is job-hopping propensity, rather than prospective job-hopping intention. Job hopping generally refers to repeated voluntary movement between employers over relatively short employment periods and is conceptually distinct from a single decision to leave one employer. It can reflect an orientation toward interorganizational mobility associated with career development, new experiences, occupational challenges, or the search for more suitable employment environments. Contemporary evidence also indicates that the relationship between adaptive career resources and employee mobility is not straightforward. Some studies report that career adaptability can reduce turnover intention, whereas others identify conditional, non-significant, or competing relationships depending on organizational embeddedness and support. This inconsistency suggests that greater attention should be given to the specific attributes and behavioral pathways through which adaptability becomes associated with mobility.

The present study examines four personal attributes—open-mindedness, responsiveness to change, risk-taking courage, and collaboration capability—that are conceptually related to the broader learning-agility domain. Open-mindedness captures cognitive flexibility and willingness to reconsider existing assumptions. Responsiveness to change reflects readiness to adjust to changing circumstances and unfamiliar demands. Risk-taking courage concerns willingness to act and experiment under uncertainty, while collaboration capability reflects the capacity to communicate, develop trust, share responsibility, and participate effectively in collective problem solving. Importantly, these four variables are not treated as dimensions of an empirically estimated higher-order learning-agility construct. Learning agility serves as the broader theoretical domain, whereas the four attributes are examined as distinct predictors. This distinction preserves the empirical structure of the data and avoids assuming that conceptually related characteristics necessarily constitute a single multidimensional latent construct.

Mimika Regency, Central Papua, provides a relevant setting for examining these relationships. The regional economy includes mining and mining-related activities alongside trade, services, hospitality, construction, transportation, financial services, and other business activities. Management-level employees in this environment frequently operate across organizational settings characterized by technological, economic, and structural change. At the same time, differences in organizational systems, career structures, and employment opportunities make interorganizational mobility relevant for experienced employees. The present sample therefore focuses specifically on mobility-experienced management-level employees, rather than employees in general, because all respondents had previous experience of changing employers. This boundary is important when interpreting the study's findings and their generalizability.

Against this background, three gaps motivate the study. First, although research has increasingly connected learning agility and related adaptive characteristics with positive outcomes such as engagement and innovative behavior, considerably less attention has been given to whether characteristics that facilitate adaptation and innovation may also correspond with mobility-related outcomes. Existing research on career adaptability

suggests that adaptive resources can produce competing retention and turnover pathways, but this double-edged logic has received limited attention at the level of specific learning-agility-related attributes. Second, job-hopping research has largely focused on compensation, career advancement, generational differences, job satisfaction, and turnover-related attitudes, leaving comparatively limited understanding of how innovation-generating personal attributes relate to repeated interorganizational mobility. Third, limited attention has been given to the behavioral mechanism that may connect these two organizational consequences. In particular, innovative work behavior has predominantly been treated as a desirable outcome rather than as a potential transmission mechanism through which selected adaptive attributes may become indirectly associated with mobility propensity.

Accordingly, this study examines whether open-mindedness, responsiveness to change, risk-taking courage, and collaboration capability are associated with innovative work behavior and job-hopping propensity among mobility-experienced management-level employees, and whether innovative work behavior mediates these relationships. Rather than assuming that all agility-related characteristics generate identical consequences, the study proposes an attribute-specific double-edged perspective. Under this perspective, characteristics associated with organizational value creation through innovative work behavior may, through particular pathways, also correspond with greater mobility propensity.

The study contributes in three ways. First, it extends the predominantly positive interpretation of agility-related employee characteristics by introducing a value-creation-mobility perspective, thereby recognizing that organizationally desirable attributes may be associated with different consequences. Second, it positions innovative work behavior not merely as a favorable organizational outcome but also as a potential behavioral transmission mechanism connecting selected agility-related attributes with employee mobility propensity. Third, it differentiates among the four attributes rather than treating them as interchangeable manifestations of a unified learning-agility construct. In doing so, the study provides a more precise explanation of how adaptive employee characteristics may generate distinct innovation and mobility pathways and extends this discussion to a mobility-experienced management-level workforce in an underresearched regional labor-market context.

2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

2.1 Theoretical Foundation: Learning-Agility-Related Attributes and Employee Mobility

Learning agility broadly concerns an individual's capacity and willingness to learn from experience and apply that learning when confronting unfamiliar situations, changing demands, and novel problems. In dynamic organizational environments, prior expertise alone may be insufficient because employees must continuously reconsider established assumptions, integrate new information, and modify their responses as circumstances change. Recent empirical research reinforces the organizational relevance of learning agility. Jo and Hong (2022), for example, found that learning agility was positively associated with

innovative behavior among corporate employees and that employee engagement mediated this relationship.

The present study, however, does not operationalize learning agility as a higher-order latent construct. Instead, it examines four distinct personal characteristics—open-mindedness, responsiveness to change, risk-taking courage, and collaboration capability—that are conceptually related to learning, adaptation, and effective functioning under changing conditions. These characteristics are therefore referred to as learning-agility-related attributes, rather than dimensions of an empirically validated learning-agility construct. Open-mindedness concerns receptiveness to alternative ideas and willingness to reconsider established beliefs; responsiveness to change reflects readiness to adjust to changing conditions; risk-taking courage represents willingness to act and experiment under uncertainty; and collaboration capability reflects the ability to communicate, build trust, share responsibility, and participate in collective problem solving.

Treating these attributes separately is theoretically important because adaptive employee characteristics need not generate identical organizational consequences. Research on adjacent constructs such as career adaptability increasingly suggests that adaptability may operate as a double-edged resource. Lee et al. (2021) showed that highly career-adaptable employees reported higher turnover intention when work social support was low but lower turnover intention when such support was high. Similarly, Wang et al. (2022), using a three-wave design, found that career adaptability generated competing pathways toward retention and voluntary turnover through different psychological processes. These findings support a more differentiated perspective in which characteristics that facilitate adaptation may create organizational value while also being associated, under particular pathways, with greater interorganizational mobility.

The Theory of Planned Behavior (TPB; Ajzen, 1991) provides an additional interpretive lens for the mobility-related side of the model. TPB proposes that behavior is preceded by behavioral intention, which is shaped by attitudes, subjective norms, and perceived behavioral control. In employee mobility contexts, attributes that make organizational transitions appear more manageable may be associated with lower perceived barriers to changing employers. For example, employees who respond effectively to change may be more confident about adjusting to unfamiliar work systems, while individuals comfortable with uncertainty may perceive employment transitions as less threatening.

Importantly, the present study does not test TPB as a complete empirical model. Attitudes, subjective norms, perceived behavioral control, and prospective job-hopping intention were not directly measured. Moreover, the dependent variable captures a broader job-hopping propensity that incorporates prior mobility experience. TPB is therefore used only as a supplementary theoretical lens for interpreting why particular personal

characteristics may correspond with interorganizational mobility rather than as a directly tested causal mechanism.

2.2 Learning-Agility-Related Attributes and Innovative Work Behavior

Innovative work behavior refers to the intentional generation, promotion, and implementation of new ideas intended to improve products, services, processes, or work methods. Unlike creativity, which principally concerns idea generation, innovative work behavior also involves mobilizing support and translating ideas into organizational practice (Scott & Bruce, 1994; De Jong & Den Hartog, 2007). At the management level, such behavior is particularly important because managers frequently interpret emerging problems, coordinate resources, obtain support for initiatives, and participate directly in implementing organizational change. Contemporary research also supports a positive relationship between learning-related adaptability and innovative behavior. Jo and Hong (2022) found that learning agility was positively related to innovative behavior, reinforcing the argument that the capacity to learn and adapt provides an important personal foundation for innovation.

2.3 Open-Mindedness and Innovative Work Behavior

Open-mindedness enables employees to consider alternative perspectives, question established assumptions, and revise previous judgments in response to new information. Employees who are receptive to competing ideas are less cognitively constrained by existing routines and may therefore be better positioned to identify opportunities for improvement. Tolerance for ambiguity may further support innovation because novel organizational problems rarely provide complete information or immediately obvious solutions. Open-minded employees are also more likely to integrate diverse information and engage constructively with criticism and feedback. These cognitive characteristics support both the generation of alternative ideas and the refinement of those ideas before implementation. Accordingly: H1. Open-mindedness is positively associated with innovative work behavior.

2.4 Responsiveness to Change and Innovative Work Behavior

Responsiveness to change reflects readiness to recognize changing conditions and adjust behavior accordingly. In environments characterized by technological development, shifting customer expectations, regulatory changes, and evolving work systems, employees who respond constructively to change are more likely to reconsider routines that are no longer effective. Adaptability also facilitates experimentation. Employees who can modify their behavior when circumstances change may be more willing to explore alternative work methods and translate environmental signals into practical improvements. This logic is consistent with contemporary evidence showing that adaptive employee resources can

support constructive behavioral responses to changing work environments. Accordingly: H2. Responsiveness to change is positively associated with innovative work behavior.

2.5 Responsiveness to Change and Innovative Work Behavior

Responsiveness to change reflects readiness to recognize changing conditions and adjust behavior accordingly. In environments characterized by technological development, shifting customer expectations, regulatory changes, and evolving work systems, employees who respond constructively to change are more likely to reconsider routines that are no longer effective. Adaptability also facilitates experimentation. Employees who can modify their behavior when circumstances change may be more willing to explore alternative work methods and translate environmental signals into practical improvements. This logic is consistent with contemporary evidence showing that adaptive employee resources can support constructive behavioral responses to changing work environments. Accordingly: H2. Responsiveness to change is positively associated with innovative work behavior.

2.6 Risk-Taking Courage and Innovative Work Behavior

Innovation commonly involves uncertainty because employees must sometimes advocate ideas whose outcomes, acceptance, and feasibility cannot be fully predicted. Risk-taking courage may therefore support innovation by enabling employees to act despite incomplete information, experiment with unfamiliar approaches, and continue developing ideas despite the possibility of failure. However, risk tolerance alone does not guarantee productive innovation. Without adequate information, organizational support, disciplined experimentation, and learning from feedback, risk taking may result in poorly considered actions rather than useful innovation. Nevertheless, because experimentation and implementation necessarily involve some tolerance for uncertainty, a positive relationship is theoretically expected. H3. Risk-taking courage is positively associated with innovative work behavior.

2.7 Collaboration Capability and Innovative Work Behavior

Innovative work behavior rarely depends exclusively on isolated individual creativity. Developing and implementing new ideas often requires communication, knowledge exchange, trust, coordination, and support from other organizational members. Collaboration capability enables employees to discuss incomplete ideas, integrate diverse expertise, receive feedback, and mobilize support for implementation. Collaboration is especially relevant during the promotion and implementation stages of innovation. An employee may generate a valuable idea individually, but transforming that idea into organizational practice usually requires cooperation from colleagues, supervisors, or other functional units. Consequently: H4. Collaboration capability is positively associated with innovative work behavior.

2.8 Learning-Agility-Related Attributes and Job-Hopping Propensity

Job-hopping propensity refers to an orientation toward relatively frequent voluntary movement across organizations rather than a single prospective intention to leave one particular employer. Contemporary career research increasingly recognizes mobility as more than a simple withdrawal outcome. Movement between organizations can also serve learning, skill development, career advancement, and exposure to different organizational environments. Recent scholarship similarly notes that employee mobility has become an important element of contemporary career management rather than merely a retention failure. The same characteristics that facilitate learning and adaptation may therefore have mobility-related implications. However, the relationships are unlikely to be uniform because each attribute can reduce a different barrier associated with changing organizations.

2.9 Open-Mindedness and Job-Hopping Propensity

Open-minded employees are receptive to unfamiliar experiences and alternative perspectives. Such cognitive flexibility may extend beyond problem solving within the current organization to the evaluation of alternative career environments. Employees willing to reconsider established assumptions may also be more willing to question whether their current employer remains the most suitable context for learning and development. Open-mindedness does not imply that employees necessarily leave their organizations. Rather, it may increase receptiveness to organizational alternatives when such alternatives become salient. Accordingly: H5. Open-mindedness is positively associated with job-hopping propensity.

2.10 Responsiveness to Change and Job-Hopping Propensity

Changing employers normally requires adaptation to new responsibilities, technologies, organizational routines, colleagues, and organizational cultures. Employees who are responsive to change may perceive these transitions as more manageable than individuals who strongly prefer stability. This reasoning is also consistent with recent career-adaptability research. Wang et al. (2022) demonstrated that adaptability can generate competing career consequences, including a pathway toward voluntary turnover, while Lee et al. (2021) showed that adaptable employees may report stronger turnover intention under particular organizational conditions. Thus, adaptability can reduce some of the psychological barriers associated with mobility even though it does not necessarily lead to departure. Accordingly: H6. Responsiveness to change is positively associated with job-hopping propensity.

2.11 Risk-Taking Courage and Job-Hopping Propensity

Changing employers involves uncertainty concerning compensation, role expectations, interpersonal relationships, career progression, organizational culture, and

job security. Individuals with stronger risk-taking courage may be less deterred by these uncertainties and more willing to consider opportunities requiring departure from a familiar organizational environment. Such employees may perceive interorganizational movement as a manageable career risk rather than primarily as a threat to employment stability. Accordingly: H7. Risk-taking courage is positively associated with job-hopping propensity.

2.12 Collaboration Capability and Job-Hopping Propensity

Collaboration capability may generate competing mobility implications. Strong collaborative relationships within the current organization may increase social embeddedness and provide reasons to remain. Conversely, employees who are confident in their capacity to communicate, establish trust, and develop interpersonal networks may expect that they can rebuild such relationships in another organizational environment. The present hypothesis focuses on the latter mechanism. Employees confident in establishing new working relationships may perceive the social costs of changing organizations as lower than employees who depend heavily on familiar interpersonal structures. Nevertheless, because collaboration can simultaneously strengthen attachment to the existing organization, this relationship may be particularly context-dependent. H8. Collaboration capability is positively associated with job-hopping propensity.

2.13 Innovative Work Behavior and Job-Hopping Propensity

Innovative work behavior creates organizational value, but its career consequences may extend beyond the employee's current employer. Employees who repeatedly generate, promote, and implement new ideas accumulate experiences that may expand their professional capabilities and expose them to different developmental possibilities. Contemporary employability research demonstrates a related paradox: employee development can simultaneously strengthen internal employability and external employability, with external employability being associated with stronger turnover intention. This literature provides a plausible theoretical basis for expecting innovative work behavior to coexist with stronger mobility propensity. However, external employability, professional visibility, and awareness of alternative employment opportunities are not measured in the present study. They therefore represent possible explanatory mechanisms rather than empirical findings. Innovative employees may also become more attentive to whether their organizations provide sufficient autonomy, recognition, resources, and opportunities for implementing new ideas. Where such conditions are perceived as inadequate, mobility may become one possible route for pursuing further professional development. Again, the present study does not directly test this organizational comparison process; it examines only whether innovative work behavior is statistically associated with job-hopping propensity. Accordingly: H9. Innovative work behavior is positively associated with job-hopping propensity.

2.14 The Mediating Role of Innovative Work Behavior

The proposed double-edged logic suggests that innovative work behavior may serve as a behavioral transmission mechanism connecting selected learning-agility-related attributes with job-hopping propensity. Open-mindedness can facilitate consideration of alternative ideas; responsiveness to change can facilitate experimentation and adjustment; risk-taking courage can support action under uncertainty; and collaboration capability can facilitate knowledge exchange, idea promotion, and implementation. Each attribute may therefore contribute to innovative work behavior through a different behavioral route. Innovative work behavior may subsequently be associated with mobility propensity because the experiences involved in developing and implementing ideas may broaden employees' capabilities and heighten their sensitivity to environments that either support or constrain continued development. This interpretation is consistent with the broader evidence that employee development and adaptability can generate both organizational benefits and mobility-related consequences. Nevertheless, the specific psychological mechanisms linking innovation with external mobility—such as perceived external employability, professional confidence, or labor-market visibility—are not directly tested and should therefore remain subjects for future research. Importantly, the mediation framework does not assume that all four attributes will produce identical indirect relationships. Rather, innovative work behavior is examined as the common behavioral pathway through which each attribute may become associated with job-hopping propensity. Accordingly:

H10. Innovative work behavior mediates the relationship between open-mindedness and job-hopping propensity.

H11. Innovative work behavior mediates the relationship between responsiveness to change and job-hopping propensity.

H12. Innovative work behavior mediates the relationship between risk-taking courage and job-hopping propensity.

H13. Innovative work behavior mediates the relationship between collaboration capability and job-hopping propensity.

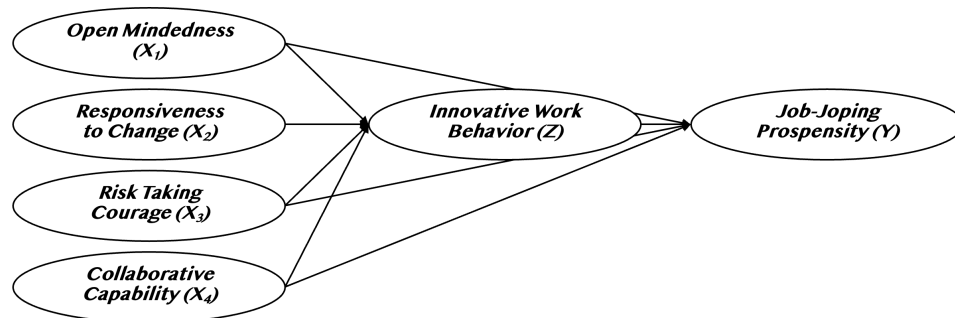


Figure 1 Conceptual Model

3. RESEARCH METHOD

3.1 *Research Design and Setting*

This study employed a quantitative cross-sectional explanatory design to examine the structural associations among four learning-agility-related attributes, innovative work behavior, and job-hopping propensity. The data were obtained from management-level employees working in medium- and large-scale companies in Mimika Regency, Central Papua, Indonesia. The cross-sectional design enabled the examination of the direct and indirect relationships specified in the conceptual model; however, because all variables were measured at a single point in time, the estimated relationships are interpreted as structural associations rather than definitive evidence of temporal causality. The study examined four distinct learning-agility-related attributes: open-mindedness, responsiveness to change, risk-taking courage, and collaboration capability. These constructs were analyzed separately rather than combined into a higher-order learning-agility construct. Accordingly, learning agility is used as the broader theoretical domain of the study rather than as an empirically estimated latent construct.

3.2 *Population, Sampling, and Respondent Characteristics*

The target population comprised active management-level employees working in medium- and large-scale companies in the service, trade, and manufacturing sectors in Mimika Regency. Purposive sampling was employed to obtain respondents with sufficient organizational and career experience to evaluate workplace adaptation, innovation, and interorganizational mobility. Eligible respondents were required to meet the following criteria: they were currently employed in a management-level position, including lower-, middle-, or top-management roles; had accumulated at least four years of total work experience; and had changed employers at least once during their working career. The original study also included respondents from Generations X, Y, and Z. These criteria ensured that participants had direct experience with both managerial responsibilities and interorganizational mobility rather than evaluating employer change solely as a hypothetical career decision. The original dissertation confirms the requirement of at least one previous employer change and a minimum of four years of work experience.

A total of 150 usable responses were analyzed, comprising 50 respondents from each of the service, trade, and manufacturing sectors. The sample included 96 male and 54 female respondents. By generation, 39 respondents were classified as Generation Z, 91 as Generation Y, and 20 as Generation X. By managerial level, 27 respondents occupied top-management positions, 54 were middle managers, and 69 were lower-level managers. The prior-mobility criterion places an important boundary on interpretation. The sample represents mobility-experienced management-level employees and should not be considered representative of employees who have never changed organizations. Consequently, the dependent variable is interpreted as job-hopping propensity among

employees with prior interorganizational mobility experience rather than as a purely prospective intention to leave a current employer.

3.3 Measurement of Constructs

The study employed a structured questionnaire. Perceptual indicators were assessed using five ordered response categories ranging from strong agreement to strong disagreement. The four learning-agility-related attributes were operationalized as separate constructs. Open-mindedness was measured using four indicators reflecting openness to new ideas, willingness to revise existing opinions, tolerance for ambiguity, and receptiveness to criticism or alternative perspectives. Responsiveness to change was measured through speed of response to changing circumstances, flexibility, composure under uncertainty, and critical-creative problem solving. Risk-taking courage captured decision making under incomplete information, willingness to experiment with unfamiliar approaches, constructive responses to failure, and confidence in dealing with risk. Collaboration capability was represented by effective communication, interpersonal trust, shared responsibility, and active participation in collective problem solving. The original questionnaire confirms that each of these constructs was represented by four indicators using ordered response options. Innovative work behavior was measured using four indicators reflecting the frequency of generating new ideas, the perceived quality and usefulness of those ideas, involvement in brainstorming or idea-development activities, and efforts to mobilize support for new ideas. These indicators capture both idea generation and the social and implementation-oriented aspects of innovative work behavior.

3.4 Measurement and Coding of Job-Hopping Propensity

Job-hopping propensity was operationalized using four indicators: frequency of previous employer changes, average employment duration across previous employers, voluntariness of interorganizational movement, and career-development motives associated with mobility. The construct therefore combines behavioral mobility history with respondents' orientation toward voluntary career-related movement rather than measuring a purely prospective intention to leave the current organization. For employer-change frequency (JH1), respondents selected one of five ordered categories: more than four previous employer changes, four changes, three changes, two changes, or one change. The categories were oriented so that more frequent employer changes represented stronger job-hopping propensity. For average employment duration (JH2), the five ordered categories were less than two years, two years, three years, four years, and more than four years. This indicator was oriented in the opposite temporal direction, such that shorter average tenure represented stronger job-hopping propensity.

The third indicator, voluntary mobility (JH3), assessed the extent to which previous employer changes occurred because respondents themselves wished to move rather than because of external pressure, compulsion, or organizational problems. The fourth indicator,

career-development motive (JH4), assessed whether respondents believed that changing employers would provide better career-development opportunities. Both indicators used five ordered agreement categories ranging from strong agreement to strong disagreement. Higher-oriented responses therefore reflected stronger voluntary and career-development-related mobility propensity. Taken together, higher job-hopping propensity reflects a pattern characterized by more frequent employer changes, shorter average tenure across previous employers, stronger voluntariness of mobility, and stronger career-development motives associated with employer change. Because these indicators combine behavioral history and motivational orientation, the construct should not be interpreted as equivalent to a conventional prospective job-hopping intention scale. This measurement boundary is retained throughout the interpretation of the study.

Table 1 *Operational Definition of Variables*

Construct	Code	Operational content	Primary theoretical basis
Open-mindedness	OM1-OM4	Openness to new ideas; willingness to revise opinions; tolerance for ambiguity; receptiveness to alternative perspectives	Soomro et al. (2024); Liu & Sun (2025)
Responsiveness to change	RC1-RC4	Speed of response; flexibility; composure under uncertainty; critical and creative problem solving	Lin & Liu (2025); Li et al. (2025)
Risk-taking courage	RT1-RT4	Decision making under uncertainty; experimentation; response to failure; confidence in managing risk	Elsayed et al. (2023); Wang et al. (2025)
Collaboration capability	CC1-CC4	Communication; trust; shared responsibility; active involvement	Liu & Sun (2025); Samimi Dehkordi et al. (2026)
Innovative work behavior	IWB1-IWB4	Idea generation; idea quality; brainstorming involvement; mobilization of support for new ideas	Parnitvitidkun et al. (2024); Phanniphong & Na-Nan (2025)
Job-hopping propensity	JH1-JH4	Previous employer-change frequency; average employment duration; voluntary mobility; career-development motive	Tran et al. (2025); Chand et al. (2026)

Source: adapted from various previous studies by researchers (2026)

4. RESULT and DISCUSSION

4.1 Result

4.1.1 Result Respondent Characteristics

The demographic and organizational characteristics of the 150 respondents are presented in Table 2. Male respondents accounted for 64.0% of the sample, whereas female respondents represented 36.0%. Generation Y constituted the largest generational group (60.7%), followed by Generation Z (26.0%) and Generation X (13.3%). With respect to managerial level, 46.0% of respondents occupied lower-management positions, 36.0% were middle managers, and 18.0% held top-management positions. Respondents were equally distributed across the service, trade, and manufacturing sectors, with 50 respondents (33.3%) representing each sector.

Table 2 *Respondent Demographic*

Category	Group	Frequency	Percent
Gender	Male	96	64
	Female	54	36
Generation	Generation Z	39	26
	Generation Y	91	60.7
	Generation X	20	13.3
Management level	Top management	27	18.0
	Middle management	54	36.00
	Lower management	69	46.0
Industry	Service	50	33.3
	Trade	50	33.3
	Manufacturing	50	33.3

The respondent profile therefore reflects a mobility-experienced management-level sample concentrated primarily among Generation Y and lower- to middle-management employees. The equal representation of the three industry groups also provides a balanced sectoral composition for the additional group comparisons reported later in the analysis.

4.1.2 Measurement Model Assessment

The measurement model was evaluated through indicator reliability, internal consistency reliability, convergent validity, and discriminant validity. As shown in Table 3, all indicator loadings exceeded 0.70, ranging from 0.723 to 0.884 across the six constructs. Cronbach's alpha values ranged from 0.766 to 0.869, while composite reliability values ranged from 0.849 to 0.910, exceeding the commonly recommended threshold of 0.70. Average variance extracted (AVE) values ranged from 0.585 to 0.716 and were therefore above the recommended threshold of 0.50. These results indicate satisfactory indicator reliability, internal consistency, and convergent validity.

Table 3 *Measurement Model Assessment*

Construct	Loading Range	Cronbach's α	Composite Reliability	AVE	Assessment
Open-mindedness	0.787–0.884	0.869	0.910	0.716	Satisfactory
Responsiveness to change	0.739–0.782	0.774	0.854	0.594	Satisfactory
Risk-taking courage	0.735–0.787	0.766	0.849	0.585	Satisfactory
Collaboration capability	0.723–0.839	0.789	0.863	0.612	Satisfactory
Innovative work behavior	0.737–0.815	0.776	0.855	0.597	Satisfactory
Job-hopping propensity	0.729–0.851	0.790	0.862	0.610	Satisfactory

Note: Loading range reports the minimum and maximum outer loading for the four indicators of each construct.

4.1.3 Structural Model Assessment

The explanatory and predictive relevance of the structural model was assessed using the coefficient of determination (R^2), adjusted R^2 , and Stone–Geisser's Q^2 values. The results are presented in Table 4.

Table 4 *Measurement Model Assessment*

Endogenous Construct	R^2	Adjusted R^2	Q^2	Interpretation
Innovative work behavior	0.405	0.388	0.214	Substantial unexplained variance remains, but the model demonstrates predictive relevance
Job-hopping propensity	0.164	0.135	0.082	Limited explanatory capacity with positive predictive relevance

The four learning-agility-related attributes jointly explained 40.5% of the variance in innovative work behavior. In contrast, the complete structural model explained 16.4% of the variance in job-hopping propensity. Both Q^2 values were greater than zero, indicating predictive relevance for the two endogenous constructs. The considerably lower R^2 and Q^2 values for job-hopping propensity suggest that mobility propensity is only partially explained by the variables incorporated in the present model.

4.1.4 Direct Effects and Hypothesis Testing

The direct structural relationships are reported in Table 5. Three of the four learning-agility-related attributes were positively and significantly associated with innovative work behavior. Collaboration capability exhibited the largest standardized coefficient ($\beta = 0.364$, $p < 0.001$), followed by open-mindedness ($\beta = 0.249$, $p = 0.001$) and responsiveness to

change ($\beta = 0.198$, $p = 0.010$). Risk-taking courage was not significantly associated with innovative work behavior ($\beta = 0.054$, $p = 0.580$). Accordingly, H1, H2, and H4 were supported, whereas H3 was not supported.

Table 5 *Direct Effects and Hypothesis Testing*

Hyp.	Relationship	β	t	p	Decision
H1	Open-mindedness $\rightarrow$ IWB	0.249	3.419	0.001	Supported
H2	Responsiveness to change $\rightarrow$ IWB	0.198	2.596	0.010	Supported
H3	Risk-taking courage $\rightarrow$ IWB	0.054	0.554	0.580	Not supported
H4	Collaboration capability $\rightarrow$ IWB	0.364	3.826	<0.001	Supported
H5	Open-mindedness $\rightarrow$ JHP	-0.021	0.236	0.813	Not supported
H6	Responsiveness to change $\rightarrow$ JHP	0.235	2.283	0.023	Supported
H7	Risk-taking courage $\rightarrow$ JHP	0.020	0.215	0.830	Not supported
H8	Collaboration capability $\rightarrow$ JHP	-0.197	1.829	0.068	Not supported
H9	IWB $\rightarrow$ JHP	0.335	3.664	<0.001	Supported

Note: IWB = innovative work behavior; JHP = job-hopping propensity

With respect to job-hopping propensity, responsiveness to change exhibited a significant positive association ($\beta = 0.235$, $p = 0.023$), supporting H6. Innovative work behavior was also positively associated with job-hopping propensity ($\beta = 0.335$, $p < 0.001$), supporting H9. In contrast, open-mindedness ($\beta = -0.021$, $p = 0.813$), risk-taking courage ($\beta = 0.020$, $p = 0.830$), and collaboration capability ($\beta = -0.197$, $p = 0.068$) were not significantly associated with job-hopping propensity. H5, H7, and H8 were therefore not supported. Although the coefficient for collaboration capability was negative ($\beta = -0.197$), its p value of 0.068 exceeded the predetermined 5% significance threshold. Accordingly, the result does not provide sufficient evidence of a direct negative relationship between collaboration capability and job-hopping propensity and should not be interpreted as a retention effect.

4.1.5 Indirect Effects and Mediation Analysis

The mediating role of innovative work behavior was assessed using the specific indirect effects presented in Table 6.

Table 6 *Indirect Effects and Mediation Analysis*

Hyp.	Indirect Relationship	β	t	p	Decision
H10	Open-mindedness $\rightarrow$ IWB $\rightarrow$ JHP	0.083	2.452	0.015	Supported
H11	Responsiveness to change $\rightarrow$ IWB $\rightarrow$ JHP	0.066	1.973	0.049	Supported
H12	Risk-taking courage $\rightarrow$ IWB $\rightarrow$ JHP	0.018	0.495	0.621	Not supported
H13	Collaboration capability $\rightarrow$ IWB $\rightarrow$ JHP	0.122	2.595	0.010	Supported

Innovative work behavior significantly mediated the relationship between open-mindedness and job-hopping propensity ($\beta = 0.083$, $p = 0.015$). Because the corresponding direct relationship between open-mindedness and job-hopping propensity was not statistically significant, the result is consistent with an indirect-only mediation pattern.

A significant indirect relationship was also observed for responsiveness to change through innovative work behavior ($\beta = 0.066$, $p = 0.049$). Because both the direct relationship between responsiveness to change and job-hopping propensity and its indirect relationship through innovative work behavior were positive and statistically significant, the result is consistent with complementary mediation. Given that the indirect effect was close to the predetermined 0.05 significance threshold, this finding should be interpreted cautiously.

Risk-taking courage did not exhibit a significant indirect relationship with job-hopping propensity through innovative work behavior ($\beta = 0.018$, $p = 0.621$). H12 was therefore not supported.

Collaboration capability demonstrated a significant positive indirect relationship with job-hopping propensity through innovative work behavior ($\beta = 0.122$, $p = 0.010$), whereas its direct relationship with job-hopping propensity was not statistically significant. This result is consistent with an indirect-only mediation pattern.

Taken together, the mediation results provide qualified support for the proposed double-edged mechanism. Open-mindedness and collaboration capability were associated with job-hopping propensity only indirectly through innovative work behavior, whereas responsiveness to change demonstrated both direct and indirect mobility-related relationships. Risk-taking courage showed neither a significant direct nor indirect pathway to job-hopping propensity. The results therefore indicate that the double-edged pattern is attribute-specific rather than uniform across all learning-agility-related attributes.

4.1.6 Additional Group Comparisons

Additional analyses examined whether innovative work behavior and job-hopping propensity differed according to gender or industry type. The results are presented in Table 7 below.

Table 7 Additional Group Comparisons

Outcome	Grouping Variable	F	p	Conclusion
Innovative work behavior	Gender	0.249	0.618	No significant difference
Job-hopping propensity	Gender	0.049	0.825	No significant difference
Innovative work behavior	Industry type	1.287	0.279	No significant difference
Job-hopping propensity	Industry type	2.954	0.065	No significant difference at 5%

4.2 Discussion

The Innovation-Generating Side of Learning-Agility-Related Attributes

The findings demonstrate that learning-agility-related attributes are not uniformly associated with innovative work behavior. Open-mindedness, responsiveness to change, and collaboration capability were positively associated with innovative work behavior, whereas risk-taking courage showed no significant relationship. This differentiated pattern reinforces the importance of treating the four attributes as distinct characteristics rather than as interchangeable manifestations of a single capability. Open-mindedness was positively associated with innovative work behavior. Employees who are receptive to alternative perspectives, willing to reconsider established assumptions, and comfortable with ambiguity may be better positioned to identify opportunities for improvement and develop alternatives to existing routines. This finding supports the view that cognitive openness provides an important foundation for innovation because employees must often question established practices before new ideas can emerge.

Responsiveness to change was also positively associated with innovative work behavior. This result highlights the adaptive character of innovation. Employees who respond constructively to changing technologies, work systems, customer expectations, or organizational demands are more likely to reconsider existing routines and explore alternative approaches. Responsiveness to change may therefore provide the behavioral flexibility required to translate environmental change into workplace innovation. Collaboration capability exhibited the largest standardized coefficient among the four attributes associated with innovative work behavior. This result emphasizes that innovation is not exclusively an individual cognitive process. Generating an idea represents only one component of innovative work behavior; employees must also communicate ideas, obtain feedback, mobilize support, coordinate expertise, and facilitate implementation. Employees with stronger collaboration capability may therefore be better able to transform individually generated ideas into collective organizational action.

In contrast, risk-taking courage was not significantly associated with innovative work behavior. This finding qualifies the assumption that willingness to tolerate uncertainty necessarily generates innovation. Risk-taking may contribute to innovation only when accompanied by other conditions such as information availability, structured experimentation, organizational support, learning from failure, and opportunities for implementation. The result therefore suggests that risk-taking courage alone should not be treated as sufficient evidence of innovative behavior. Overall, the findings indicate that the innovation-generating side of the model depends more strongly on cognitive openness, adaptive responsiveness, and collaborative capability than on generalized willingness to accept risk.

The Mobility-Risk Side of the Model

The mobility-related findings provide qualified support for the proposed double-edged perspective. Innovative work behavior was positively associated with job-hopping propensity, while responsiveness to change was the only learning-agility-related attribute with a significant positive direct relationship with job-hopping propensity. Open-mindedness and collaboration capability were related to mobility only indirectly through innovative work behavior, whereas risk-taking courage showed neither a significant direct nor indirect relationship. The positive relationship between innovative work behavior and job-hopping propensity represents the central empirical connection between the value-creation and mobility sides of the model. Employees who generate, promote, and implement new ideas may develop capabilities and experiences that make alternative organizational environments appear more manageable or attractive. However, external employability, professional visibility, perceived competence, and awareness of alternative opportunities were not directly measured. These factors should therefore be regarded only as plausible explanatory mechanisms, rather than as empirically demonstrated processes.

Accordingly, the result should not be interpreted as evidence that innovative behavior causes employees to leave their organizations. Rather, among the mobility-experienced management-level employees examined in this study, stronger innovative work behavior was associated with stronger job-hopping propensity. Responsiveness to change showed the clearest direct mobility-related relationship. Employees who are accustomed to adapting to unfamiliar tasks, technologies, procedures, and organizational conditions may perceive transitions between employers as more manageable. This interpretation is broadly consistent with the logic of perceived behavioral control in the Theory of Planned Behavior. However, perceived behavioral control was not measured directly; TPB therefore provides an interpretive lens rather than an empirically tested mechanism.

Open-mindedness did not exhibit a significant direct relationship with job-hopping propensity. Its mobility-related association emerged only through innovative work behavior. This pattern suggests that cognitive openness should not be interpreted as inherently mobility enhancing. Instead, its relevance to mobility appears to depend on how that openness is behaviorally expressed through innovation. Collaboration capability displayed a similar indirect pattern. Its direct coefficient for job-hopping propensity was negative but did not reach the predetermined 5% significance threshold. Consequently, this result should not be interpreted as evidence that collaboration capability directly reduces mobility propensity. The significant indirect pathway through innovative work behavior instead suggests that collaboration capability becomes relevant to mobility through the innovative behavior it facilitates.

Risk-taking courage showed neither a significant direct nor indirect relationship with job-hopping propensity. This finding further demonstrates that employee mobility cannot be explained simply by a generalized willingness to accept uncertainty. Job-hopping

propensity is likely to involve broader career, organizational, personal, and labor-market considerations.

Innovative Work Behavior as a Mediating Mechanism

The mediation results provide the strongest evidence for the differentiated double-edged mechanism proposed in this study. Innovative work behavior significantly mediated the relationships of open-mindedness, responsiveness to change, and collaboration capability with job-hopping propensity, whereas the indirect relationship involving risk-taking courage was not significant. For open-mindedness, the significant indirect effect combined with a non-significant direct effect is consistent with an indirect-only mediation pattern. Open-mindedness was associated with stronger innovative work behavior, which in turn was associated with greater job-hopping propensity. The mobility relevance of open-mindedness therefore appears to emerge through its behavioral expression in innovation rather than through a direct relationship with mobility.

Collaboration capability exhibited the same indirect-only pattern. It showed the largest standardized relationship with innovative work behavior, and innovative work behavior subsequently showed a positive relationship with job-hopping propensity. This finding is important because it indicates that a characteristic strongly associated with organizational value creation may also become indirectly associated with mobility through the behavior it facilitates. Responsiveness to change showed a different structural configuration. Both its direct relationship with job-hopping propensity and its indirect relationship through innovative work behavior were positive and statistically significant. This pattern is consistent with complementary mediation and represents the clearest empirical example of the double-edged mechanism in the present model. Responsiveness to change was associated with stronger innovative work behavior while simultaneously exhibiting a direct mobility-related relationship.

Nevertheless, the indirect relationship for responsiveness to change was close to the conventional significance threshold ($p = 0.049$). It should therefore be interpreted cautiously and would benefit from replication with larger and more heterogeneous samples. Taken together, the mediation results demonstrate that the proposed double-edged mechanism is attribute-specific rather than universal. Open-mindedness and collaboration capability exhibit indirect mobility-related pathways through innovative work behavior, responsiveness to change exhibits both direct and indirect pathways, and risk-taking courage exhibits neither. The findings therefore do not support a generalized conclusion that “learning agility increases job hopping.” Instead, they support a differentiated explanation in which distinct agility-related attributes follow different innovation and mobility pathways.

Explanatory Boundaries of the Model

The difference in explanatory power between the two endogenous constructs further clarifies the boundaries of the proposed framework. The four learning-agility-related attributes explained 40.5% of the variance in innovative work behavior, whereas the full model explained only 16.4% of the variance in job-hopping propensity. The framework therefore provides considerably greater explanatory value for innovative work behavior than for employee mobility. This pattern indicates that learning-agility-related attributes and innovative work behavior represent only one set of factors associated with job-hopping propensity. A substantial proportion of mobility variation remains outside the present model.

Potential extensions include perceived external employability, internal career opportunities, job embeddedness, compensation fairness, organizational support for innovation, leadership, family considerations, and labor-market conditions. These variables were not measured in the current study and should therefore be treated as directions for future research rather than explanations established by the present findings. The relatively limited explanatory power for job-hopping propensity also places an important boundary on the double-edged argument. The model identifies a specific capability-behavior-mobility pathway; it does not provide a comprehensive explanation of why employees move between organizations.

5. CONCLUSION, REMARKS & IMPLICATION

This study examined how four learning-agility-related attributes – open-mindedness, responsiveness to change, risk-taking courage, and collaboration capability – are associated with innovative work behavior and job-hopping propensity among mobility-experienced management-level employees in Mimika Regency, Central Papua. The findings support an attribute-specific double-edged perspective. Open-mindedness, responsiveness to change, and collaboration capability were positively associated with innovative work behavior, whereas risk-taking courage was not. Innovative work behavior was positively associated with job-hopping propensity, while responsiveness to change was the only attribute with a significant direct relationship with mobility propensity. The mediation results further show that innovative work behavior mediated the relationships of open-mindedness, responsiveness to change, and collaboration capability with job-hopping propensity, but not that of risk-taking courage. Responsiveness to change therefore represents the clearest double-edged pattern because it was associated with mobility propensity through both direct and indirect pathways.

These findings contribute to a more differentiated understanding of how learning-agility-related attributes may generate both organizational value and mobility-related consequences. Innovative work behavior emerges not only as a desirable organizational outcome but also as a behavioral transmission mechanism linking selected adaptive

attributes with job-hopping propensity. The findings therefore reinforce the importance of treating agility-related attributes as distinct rather than interchangeable characteristics. From a managerial perspective, organizations should continue developing adaptive, collaborative, and innovative employees while simultaneously creating meaningful internal opportunities for capability utilization through recognition, autonomy, developmental assignments, internal career mobility, participation in strategic projects, and support for idea implementation.

The findings should nevertheless be interpreted within the study's methodological boundaries. The cross-sectional design does not establish temporal or definitive causal relationships, the sample was limited to 150 mobility-experienced management-level employees, and job-hopping propensity combines previous mobility behavior with motivational orientation rather than representing a purely prospective intention to leave. Moreover, the four attributes were modeled separately rather than as dimensions of a higher-order learning-agility construct. Future research should employ longitudinal designs, validated prospective mobility measures, broader samples, and additional mechanisms such as perceived external employability, internal career opportunities, job embeddedness, and organizational support for innovation to further explain when adaptive and innovative employees remain within or move across organizations.

STATEMENT OF USE OF GENERATIVE AI

During the preparation of this manuscript, generative AI tools were used solely to assist with language refinement, structural organization, and formatting. The authors reviewed and verified all AI-assisted content and remain fully responsible for the accuracy of the empirical results, theoretical arguments, references, interpretations, and final manuscript content.

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