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Indonesian Adaptation of the Creative Adaptability Scale: A Study of Female Leaders in the Sandwich Generation

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Abstract: *Sandwich Generation female leaders have unique roles and characteristics. One of their most prominent characteristics is their ability to fulfill multiple roles simultaneously, which requires them to adapt creatively to ever-changing dynamics. This creative adaptability is critical for leaders to manage their roles effectively, achieve work-life balance, and maintain overall well-being in the workplace. Therefore, this research aims to adapt the Creative Adaptability Scale measuring tool into an Indonesian version. The respondents in this research were 344 female leaders of the Sandwich Generation. Validity is ensured through assessment by four expert judges who are competent in the field of psychology. Construct validity was explained using Jeffrey's Amazing Statistics Program version 0.19.1. Predictive validity was analyzed using the Workplace Well-Being questionnaire. The ability to adapt creatively was found to correlate positively with well-being at work. Discriminant validity was explained using the Cognitive Flexibility Scale. The results of the Confirmatory Factor Analysis (CFA) show that the Creative Adaptability Scale has a fit model and meets GoF standards. Reliability analysis using the Cronbach Alpha coefficient produces a result of 0.947, while the McDonald coefficient is 0.955. In conclusion, this research shows that the Indonesian version of the Creative Adaptation Scale has adequate validity and reliability for use with samples that have special characteristics of female leaders in the Sandwich Generation.*

Keywords: *creative adaptability, sandwich generation, female leaders*

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Introduction

The prevalence of the Sandwich Generation is rising rapidly within the modern workforce, a trend driven by the increasing life expectancy of the Indonesian population (Badan Pusat Statistik, 2018, 2020, 2021; Harmadi, 2022). In the Indonesian context, the Sandwich Generation is closely linked to the "extended family" culture, referring to the productive young generation responsible for meeting the needs of grandparents, parents, and other relatives, while simultaneously providing for their own children (Djamhari et al., 2021). Interestingly, previous studies have found that the majority of Sandwich Generation respondents are female (Dewi, 2021; Goto, 2021; Kusumaningrum, 2018; Manor, 2021; Sudarji et al., 2022; Williams, 2004). This is further corroborated by findings that the Sandwich Generation in Indonesia is dominated by women (Khalil & Santoso, 2022; Rahman & Wongkaren, 2023; Sudarji et al., 2022). In many cultures, particularly Eastern cultures like Indonesia, women are traditionally assigned the "double role" of wife and mother, bearing primary responsibility for household management. These roles have become increasingly complex as more women enter the professional workforce to support the family economy (Fitriana & Cenni, 2021; Hartono, 2021; Malihah et al., 2021).

Currently, there is a significant increase in women occupying leadership positions, where they are recognized for providing unique perspectives and significant contributions to organizations compared to their male counterparts (Badan Pusat Statistik, 2023; Burke & Fiksenbaum, 2009; Putri, 2023). However,

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behind these positive contributions, female leaders in the Sandwich Generation face unique and complex challenges that organizations often overlook. They must balance high-stakes leadership demands at work with their roles as primary caregivers for children and elderly parents. This condition poses a risk for significant psychological, physical, and emotional strain; if left unmanaged, it can diminish well-being and reduce leadership effectiveness (Carli & Eagly, 2001; Ilyas et al., 2022; Yemiscigil et al., 2022).

Creative adaptability often emerges from the need to overcome problems or manage daily tension and stress (Orkibi, 2021). Creativity requires novelty; individuals must break away from conventional behaviors to respond to sudden challenges creatively and appropriately (Botezat et al., 2023; Leone et al., 2024; Orkibi, 2021). Creativity is also viewed as an individual's fit with their environment—the ability to move between different contexts or even creatively transform an environment to adapt (Cohen, 2012). In short, creative adaptability requires a person to be skilled in learning from past experiences to modify solutions so that recurring problems can be handled more effectively in the future (Babin Dhas & Karthikeyan, 2015; Farcane et al., 2023; Orkibi, 2021). Furthermore, creative adaptability is frequently associated with mental health and overall well-being (Aymerich et al., 2022; WHO & ILO, 2022).

Female leaders in the Sandwich Generation are characterized by the simultaneous management of multiple roles, requiring them to adapt creatively to ever-changing responsibilities (S. J. Jang et al., 2021; Steiner & Fletcher, 2017). This adaptability allows them to manage their roles harmoniously with minimal conflict (Aazami et al., 2018; Greenhaus & Allen, 2011), making it a critical resource for maintaining optimal workplace well-being.

Creative adaptability is defined as an individual's ability to produce novel and effective cognitive-behavioral-emotional responses to stressful situations (Orkibi, 2021). Orkibi developed the Creative Adaptability Scale (CAS), which measures three dimensions: Behavioral Creative Adaptability (B.CA), Cognitive Creative Adaptability (C.CA), and Emotional Creative Adaptability (E.C.A.). The initial 9-item scale was tested during the Covid-19 pandemic and was found to predict lower psychological distress over time. Orkibi (2021) noted that creative adaptability, through creative self-efficacy, ultimately influences well-being, as those who believe in their ability to overcome challenges are more likely to think creatively when solving problems. To generalize the instrument, Orkibi extended its use to samples in Italy, the USA, and China (Leone et al., 2024).

The present study aims to adapt the Creative Adaptability Scale into an Indonesian version, specifically targeting female leaders in the Sandwich Generation. It is assumed that this ability is necessary for these leaders to manage dual roles with minimal conflict and achieve a more harmonious life. Creative adaptability is expected to influence both work-life balance and workplace well-being. Creativity enables adaptation through internal self-transformation, requiring self-sensitivity, openness, and a tolerance for ambiguity (L. M. Cohen, 2012; W. H. Jang & Lee, 2023).

Based on this background, this research seeks to adapt and validate the Indonesian version of the Creative Adaptability Scale. While previous research has focused on career, work, or family adaptation, this study utilizes Workplace Well-Being for predictive validity and the Cognitive Flexibility Questionnaire for discriminant validity to enrich the literature on creative adaptability within the specific context of Indonesian female leaders.

Method

Prior to the adaptation process, permission was obtained from the original author of the Creative Adaptability Scale (Orkibi, 2021). A back-and-forward translation procedure was then conducted to translate the scale into Bahasa Indonesia. Content validity was assessed by four expert judges, all of whom are professionals in clinical and industrial-organizational psychology with English proficiency. Subsequently, the 9-item Indonesian version was administered to 10 respondents for readability testing. This validation procedure followed the guidelines established by the International Test Commission (ITC). To enhance the study, predictive validity was analyzed using the Workplace Well-Being scale (adapted by Maulidina &

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Kadiyono, 2021), and discriminant validity was assessed using the Cognitive Flexibility scale (adapted by Rahayu et al., 2022).

The criteria for participation were: (1) female, (2) having dependent children, (3) having dependent or cared-for parents, in-laws, or other relatives, (4) working in a private company, and (5) holding a leadership position with subordinates. This study utilized a quantitative approach with non-probability purposive sampling. Data were collected online via Google Forms, including informed consent. Ethical clearance was obtained from the Ethics Committee of Universitas Katolik Indonesia Atma Jaya. Over a three-month period, 344 respondents completed the questionnaire.

Statistical analysis was conducted using JASP (Jeffrey's Amazing Statistic Program) version 0.19.1. Confirmatory Factor Analysis (CFA) was employed to test construct validity and determine the model's fit for the Indonesian context. Reliability was assessed using McDonald's ω and Cronbach's α coefficients. Additionally, predictive and discriminant validity analyses were included to provide a comprehensive evaluation of the instrument.

Result and Discussion

Goodness-of-Fit (GoF) criteria were employed to determine the adequacy of the Indonesian version of the Creative Adaptability Scale. The GoF criteria were based on several indices, including: $\chi 2/df < 3$, $p > 0.05$, Comparative Fit Index (CFI) ≥ 0.9, Tucker-Lewis Index (TLI) ≥ 0.9, Bentler-Bonnet Normed Fit Index (NFI) ≥ 0.9, Root Mean Square Error of Approximation (RMSEA) < 0.08, Goodness of Fit Index (GFI) ≥ 0.9 (Hooper et al., 2007; Siste et al., 2021). Based on the results of the Confirmatory Factor Analysis (CFA) for the Indonesian version of the Creative Adaptability Scale, the following values were obtained: $\chi 2/df = 4{,}13$, p-value < 0,001, Comparative Fit Index (CFI) = 0,991, Tucker-Lewis Index (TLI) = 0.983, Bentler-Bonnet Normed Fit Index (NFI) = 0.991, Root Mean Square Error of Approximation (RMSEA) = 0,065, and Goodness of Fit Index (GFI) = 0,991. Consequently, the Creative Adaptability Scale met five of the seven GoF requirements, indicating that the instrument demonstrates an acceptable model fit (Bagaskara & Akmal, 2020). A summary of the GoF model testing for the Indonesian version of the Creative Adaptability Scale is presented in Table 1.

Table 1. Goodness of Fit (GoF) for the Indonesian Version of the Creative Adaptability Scale

	Result	GoF Standard	Conclusion
$\chi 2/df$	4.13	< 3	Non-Fit
p value	<.001	> 0.05	Non-Fit
CFI	0.991	≥ 0.9	Fit
NFI	0.991	≥ 0.9	Fit
TLI	0.983	≥ 0.9	Fit
RMSEA	0.065	< 0.08	Fit
GFI	0.991	≥ 0.9	Fit

Below, figure 1 presents the model plot for the Indonesian version of the Creative Adaptability Scale, while Table 2 details the loading factors for the underlying dimensions of creative adaptability. Based on the loading factor results, the nine items of the Creative Adaptability Scale are distributed across three factors, with each factor represented by three items. All items demonstrate strong standardized estimates, with values > 0.4.

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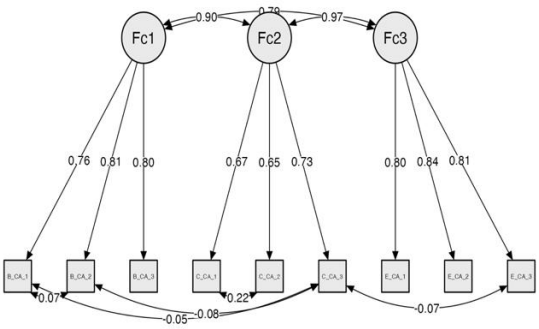

Figure 1. Model Plot Creative Adaptability
Note: FC 1 (factor 1), FC 2 (factor 2), FC 3 (factor 3)

Table 2. *Loading Factor*

		95% Confident Interval			
Factor	Indica-tor	Est.	Std. Error	z-value	p
Factor 1	BCA1	0.788	0.043	18.217	<.001
	BCA2	0.877	0.045	19.322	<.001
	BCA3	0.952	0.038	24.832	<.001
Factor 2	CCA1	0.809	0.041	19.891	<.001
	CCA2	0.785	0.038	20.826	<.001
	CCA3	0.072	0.037	20.918	<.001
Factor 3	ECA1	0.791	0.039	20.232	<.001
	ECA2	0.719	0.041	17.558	<.001
	ECA3	0.852	0.040	21.332	<.001

Note: BCA (Behavioral Creative Adaptability), CCA (Cognitive Creative Adaptability), ECA (Emotion Creative Adaptability)

Table 3. Reliability

	McDonald's ω	Cronbach's α
Factor 1	0.085	0.924
Factor 2	0.768	0.083
Factor 3	0.926	0.923
Total	0.955	0.947

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Table 4. Inter-correlation

	Pearson's r	p
BCA1-BCA2	0.832	***<.001
BCA1-BCA3	0.755	***<.001
BCA1-CCA1	0.595	***<.001
BCA1-CCA2	0.573	***<.001
BCA1-CCA3	0.538	***<.001
BCA1-ECA1	0.566	***<.001
BCA1-ECA2	0.539	***<.001
BCA1-ECA3	0.566	***<.001
BCA2-BCA3	0.819	***<.001
BCA2-CCA1	0.664	***<.001
BCA2-CCA2	0.619	***<.001
BCA2-CCA3	0.583	***<.001
BCA2-ECA1	0.666	***<.001
BCA2-ECA2	0.615	***<.001
BCA2-ECA3	0.636	***<.001
BCA3-CCA1	0.632	***<.001
BCA3-CCA2	0.632	***<.001
BCA3-CCA3	0.677	***<.001
BCA3-ECA1	0.637	***<.001
BCA3-ECA2	0.664	***<.001
BCA3-ECA3	0.643	***<.001
CCA1-CCA2	0.867	***<.001
CCA1-CCA3	0.658	***<.001
CCA1-ECA1	0.691	***<.001
CCA1-ECA2	0.656	***<.001
CCA1-ECA3	0.636	***<.001
CCA2-CCA3	0.622	***<.001
CCA2-ECA1	0.637	***<.001
CCA2-ECA2	0.627	***<.001
CCA2-ECA3	0.636	***<.001
CCA3-ECA1	0.739	***<.001
CCA3-ECA2	0.762	***<.001
CCA3-ECA3	0.647	***<.001
ECA1-ECA2	8.12	***<.001
ECA1-ECA3	0.076	***<.001
ECA2-ECA3	0.813	***<.001

Furthermore, Table 5 presents the predictive validity of the Indonesian version of the Creative Adaptability Scale, using the Workplace Well-Being Scale adapted by Maulidina and Kadiyono (2021). Additionally, Table 6 details the discriminant validity tested using the Cognitive Flexibility Scale adapted by Rahayu et al. (2022).

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Table 5. Predictive Validity

	Pearson r	p	Spearman rho	p
Creative Adaptability-Workplace Well-Being	0.284	*** <.001	0.331	*** <.001

Based on the predictive validity results in Table 5, it can be concluded that creative adaptability has a positive correlation with workplace well-being, with a Pearson correlation coefficient of 0.284. Although the correlation strength is modest, the positive direction indicates that creative adaptability serves as a predictor of well-being in the workplace. Generally, creative adaptability is predicted to enhance workplace well-being because it enables individuals to respond to life's challenges and changes through creative problem-solving (Botezat et al., 2023; Litchfield, 2021; Page, 2005).

Table 6. Discriminant Validity

	Pearson r	p	Spearman rho	p
Creative Adaptability-Cognitive Flexibility	0.329	*** <.001	0.380	*** <.001

Based on the data processing results in Table 6, specifically the discriminant validity analysis using the Cognitive Flexibility Scale, it was found that creative adaptability has a positive correlation with cognitive flexibility, with a Pearson correlation coefficient of 0.329. Since the correlation value < 0.7, it can be concluded that the creative adaptability construct does not have a redundant relationship with cognitive flexibility and functions as an independent construct (Chizanah et al., 2011).

Table 7. Items of the Indonesian Version of the Creative Adaptability Scale

Factor		Item
Behavioral	1.	I adopt new behaviors that help me face stressful situations.
	2.	I behave in new ways to better handle stressful situations.
	3.	I act in new ways to adapt to stressful situations.
Cognitive	4.	I consider new perspectives to overcome stressful situations.
	5.	I think of new ways to better face stressful situations.
	6.	I find a number of new ideas to effectively handle stressful situations.
Emotional	7.	I generate new emotions that are more beneficial for facing stressful situations.
	8.	I respond emotionally in new ways to better overcome problems.
	9.	I apply new emotional responses to better face stressful situations.

Based on the research results, the adaptation of the Creative Adaptability Scale into the Indonesian version shows strong performance and can be utilized to measure creative adaptability among female leaders in the Sandwich Generation. While the original English version utilized a sample of adolescents and adults to measure the role of creative adaptability in managing stress during the COVID-19 pandemic, this study focused on the specific sample of Sandwich Generation female leaders. These leaders inevitably experience numerous life changes and unexpected challenges due to the multiple roles they play (Khalil & Santoso, 2022; Kusumaningrum, 2018; Sudarji et al., 2022). Consequently, it is vital for them to possess

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creativity in facing these demands so that all roles can be managed harmoniously, maintaining their psychological well-being. Creative adaptability is assumed to be a prominent personal factor determining the effectiveness of role balance for these leaders.

Confirmatory Factor Analysis (CFA) was conducted to ensure the empirical data aligned with the conceptual framework proposed by Orkibi (2021). The results showed that model fit was achieved with Goodness of Fit (GoF) indices meeting the standards, indicating the scale matches the expected factor structure. Factor loadings for each item were above 0.4, demonstrating good construct validity. This indicates the tool accurately measures creative adaptability within this specific sample. Furthermore, reliability was tested using McDonald's ω and Cronbach's α. Reliability for the three factors ranged from 0.768 to 0.926 for McDonald's ω, and 0.783 to 0.924 for Cronbach's α. Overall reliability was very high (0.955 for ω and 0.947 for α), indicating excellent internal consistency.

The study also tested predictive and discriminant validity. Predictive validity results showed a significant positive correlation (0.284) between creative adaptability and workplace well-being. This indicates that creative adaptability can predict well-being at work for Sandwich Generation female leaders. Creative adaptability allows individuals to respond to challenges more effectively, reducing stress and uncertainty (Czerw, 2019; Singh et al., 2019). This aligns with Orkibi's (2021) finding that creative adaptability helps individuals find creative solutions in uncertain situations, contributing to increased psychological well-being. Additionally, creative adaptability encourages higher work engagement, as leaders view challenges as opportunities for growth rather than obstacles (Chan et al., 2017; Joo & Lee, 2017).

Furthermore, creative adaptability enables leaders to find innovative solutions to workplace problems, reducing potential conflicts arising from their various responsibilities (Neal & Hammer, 2009). This increases their self-confidence and feelings of competence, which correlates positively with psychological well-being (Ryan & Deci, 2000). Moreover, it helps manage job demands more effectively, reducing the risk of burnout. Personal resources like creativity and resilience act as protective factors against burnout and excessive anxiety (Bakker & Demerouti, 2007).

Discriminant validity results showed that creative adaptability is an independent construct, separate from cognitive flexibility. While both involve effective responses to change and complex problem-solving (Dennis & Vander Wal, 2010; Orkibi, 2021), they are conceptually distinct. This study confirms that the Indonesian version of the Creative Adaptability Scale measures a unique construct.

Conclusion

Based on the research findings, it can be concluded that the Indonesian version of the Creative Adaptability Scale is proven to be valid, reliable, and effective for measuring creative adaptability among female leaders in the Sandwich Generation. These findings support the utility of this instrument in addressing professional challenges and maintaining workplace well-being within this specific demographic. While the adaptation process was successfully executed with robust psychometric results, this study acknowledges certain limitations regarding sample size and the selection of variables for predictive and discriminant validity.

Consequently, future research should consider conducting further analyses with larger sample sizes to enhance the generalizability of the findings to broader populations. Furthermore, it is recommended that subsequent studies incorporate additional variables for predictive validity, such as organizational support, leadership styles, organizational culture, or job satisfaction. To further strengthen discriminant validity, researchers might explore constructs such as resilience or emotional intelligence. Finally, testing this scale across diverse contexts, such as comparing gender differences, generational cohorts, or contrasting private sector employees with government officials, would significantly enrich the understanding of creative adaptability across various organizational landscapes.

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