

Cover Letter

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Dear Editorial Team of Jurnal Psikologi UIN Sultan Syarif Kasim Riau,
We would like to submit an original research paper titled "The Relationship Between Adhocracy Culture and Innovative Work Behavior: The Role of Job Satisfaction as a Mediator" to Jurnal Psikologi UIN Sultan Syarif Kasim Riau for consideration. We confirm that this work is original and has not been previously published elsewhere, nor is currently under consideration for publication elsewhere.

In this paper, we report on / show that job satisfaction partially mediates the relationship between the organizational culture of adhocracy and innovative work behavior. This is significant because the data shows that the relationship between adhocracy culture and job satisfaction, and also the relationship job satisfaction and innovative work behavior has significant positive relationship. On the other hand, the direct relationship between adhocracy culture and innovative work behavior also shows significant positive relationship.

We believe that this manuscript is appropriate for publication by Jurnal Psikologi UIN Sultan Syarif Kasim Riau because this research shows the new and more detailing explanations of the effect of adhocracy as the culture of the organization, to their employees; looking from their innovative behavior at work.

Past research by Ogbeibu et al. (2020) showed the relationship between adhocracy culture and employees' creativity. Contrastingly, as what has been said by Scott and Bruce (1994), Amabile (1996), Janssen (2000), and West (2002); creativity is only the first step to what we called innovation. Whereas the innovation itself is a whole process from ideas generation until the implementation from those ideas. This work's novelty is that this research is able to explain and opens a new understanding about how the adhocracy culture of the organization can improve the employees' innovative behavior, whether it's directly from the culture or mediated by the job satisfaction. This research might be considered as the fresh ideas and new approach by the organization to

improve their organization's culture, to increase their support for the employees' satisfaction at work and their willingness to be innovative at work. This behavior also could possibly give some advantages to the organizations.

This manuscript is made from our research work for final assignment in Mata Kuliah Budaya Organisasi (Organizational Culture course).

We have no conflicts of interest to disclose.

Please address all correspondence concerning this manuscript to me at arum.etikariena@ui.ac.id and/or eikla.yasmina@gmail.com

Thank you for your consideration of this manuscript.

Sincerely,

Eikla Luwlu Yasmina & Arum Etikariena