

The Role of Organizational Culture Adaptation and Job Satisfaction in Mediating Effects of Human Resource Flexibility on Employee Performance

Rahmat Sabuhari[✉], Abdullah W. Jabid, Adnan Rajak, Marwan Man Soleman

Faculty of Economics and Business, Khairun University, Ternate, Indonesia

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Abstract

This research aims to analyze the direct effect of human resource flexibility, organizational culture adaptation, and job satisfaction on employee performance, and also the indirect influence between human resource flexibility on employee performance through organizational culture adaptation and the effect of organizational culture adaptation on employee performance through job satisfaction. The method of data collection is a survey using a questionnaire. The sampling technique used sampling with certain criteria and obtained 153 samples from 176 respondents that could be analyzed. The results showed that there was a positive and significant influence between the HR flexibility and employee performance, job satisfaction and employee performance, but organizational culture adaptation did not have a significant effect on employee performance, this also resulted in organizational cultural adaptation unable to mediate the effect of HR flexibility on employee performance. Job satisfaction is also able to mediate the influence of organizational culture adaptation on employee performance. HR flexibility and job satisfaction provide a very significant role in improving employee performance.

Peran Adaptasi Budaya Organisasi dan Kepuasan Kerja dalam Memediasi Pengaruh Fleksibilitas Sumber Daya Manusia terhadap Kinerja Karyawan

Abstrak

Penelitian ini bertujuan untuk menganalisis pengaruh langsung fleksibilitas sumberdaya manusia, adaptasi budaya organisasi dan kepuasan kerja terhadap kinerja karyawan, dan juga pengaruh tidak langsung antara fleksibilitas sumberdaya manusia terhadap kinerja karyawan melalui adaptasi budaya organisasi dan pengaruh adaptasi budaya organisasi terhadap kinerja karyawan melalui kepuasan kerja. Metode pengumpulan data dilakukan adalah survey dengan menggunakan kuesioner. Teknik pengambilan sampel menggunakan sampling dengan kriteria tertentu dan diperoleh 153 sampel dari 176 responden yang dapat dianalisis. Hasil penelitian menunjukkan bahwa terdapat pengaruh yang positif dan signifikan antara fleksibilitas sumber daya manusia dan kinerja karyawan, kepuasan kerja dan kinerja karyawan, namun adaptasi budaya organisasi tidak memiliki pengaruh signifikan terhadap kinerja karyawan, hal ini juga mengakibatkan adaptasi budaya organisasi tidak mampu memediasi pengaruh fleksibilitas sumber daya manusia terhadap kinerja karyawan. Kepuasan kerja juga mampu memediasi pengaruh adaptasi budaya organisasi terhadap kinerja karyawan. Fleksibilitas sumberdaya manusia dan kepuasan kerja memberikan peranan yang sangat berarti dalam meningkatkan kinerja karyawan.

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[✉]Correspondence Address

Jl. Raya Pertamina Kampus II, Gambesi Ternate
Email: rahmat.sabuhari@unkhair.ac.id

INTRODUCTION

Managing human resources in an organization be very important in relation to creating value, flexibility, achievement, and formulating competencies in an organization (Michel & Michel, 2012; Čižiuniene et al., 2016). Flexibility is the ability to deal with instability fluctuations due to changes in the business environment appropriately, at competitive and dynamic times and situations, or the ability to manage human resources in an organization to cope with uncertain market demand (Dreyer & Grønhaug, 2004).

The instability of the business environment is now marked by the decline in production and public consumption, a consequence of the Covid-19 pandemic that occurred in Wuhan and spread throughout the world, also impacting the courier service business. Therefore, the courier service business actors are expected to be able to adapt to changing consumer demand patterns to meet their daily needs. As a result, the function of the courier service business has become an important activity in supporting people's efforts to meet their needs, namely production and consumption (Yin Hoo et al., 2012; Sabuhari et al., 2020). For traditional courier service companies, this function is only considered an expense.

However, this perception has begun to shift towards a marketing principle that is to determine a greater capacity for courier services, leading to customer satisfaction and loyalty (Mentzer et al., 2003). The more business actors in the same field, of course, will provide many choices that can be taken into consideration by potential customers, as well as creating competition between business leaders. Consumers need accurate information such as; timeliness, order conditions, quality, and availability of information (Yin Hoo et al., 2012). Courier service companies need superior performance human resources to meet the changing needs of these consumers. Because currently, there are many courier service providers that can be accessed easily by the wider community. Different

levels of service and tariffs will certainly be taken into special consideration for users of courier services, because every customer expects the best service at affordable rates and hopes for a guarantee of time certainty (Jin et al., 2013; Siqi Ma, 2017) In order to achieve competitive advantage and maintain business sustainability, companies are highly dependent on the flexibility ability of their employees, adapt to environmental changes, and are easy to accept customer desires (Wright & Snell, 1998; Arjan & Kaiser, 2012; Ben-Roy et al., 2016; Javed et al., 2017).

Impact of changes in consumer demand, management is expected to be able to change the work habits of employees to suit the needs of the organization's work environment. As has been emphasized by (Dawis & Lofquist, 1984; Athanasou & Esbroeck, 2008; Brown & Lent, 2013) stated that work adjustment is the relationship between the skills possessed by employees and the needs of the organization's work environment.

If there is a change in the work environment of the organization, the employees must have the skills required to meet these work changes, so that the employees and their organizations have a complementary relationship. This can be driven by the application of flexibility in employee skills and behavior, adaptation of organizational culture, and having a feeling of satisfaction with the work done by employees that can improve their performance (Bhattacharya et al., 2005; Ngo & Loi, 2008; Yazdanfar et al., 2014; Bintang et al., 2017; Sabuhari et al., 2020).

Human resource flexibility can improve employee performance (Bhattacharya et al., 2005; Ngo & Loi, 2008) in companies in the courier service sector (Kam et al., 2010; Sabuhari & Irawanto, 2020), Human resource flexibility which consists of skill flexibility and employee behavior flexibility requires adaptability to improve employee performance. The adaptation of organizational culture can affect employee performance, and have a positive impact on employee performance and also support organizational performance (Racelis, 2010; Shahzad,

2014; Arijanto & Taufik, 2017). Therefore, organizational culture and employee participation are determinants of goals and have a significant influence on organizational performance (Laforet, 2016). Furthermore, organizational cultural adaptability plays a role in determining employee performance (Ngo & Loi, 2008). However, the results of the study were different from the research conducted by Sabuhari et al. (2020) stated that organizational culture have no relationship with employee performance. This provides an opportunity for current researchers to develop new research models and research on wider courier service industry with a larger sample size.

Every company always strives to improve employee performance by choosing job satisfaction as one of the policies determining variables. The impact of employee performance, which is influenced by feelings of satisfaction, has been studied by (Hayati & Caniogo, 2012; Platisa et al., 2015; Sabuhari et al., 2020). A person who is satisfied with his job always improves his performance. This means that job satisfaction and job quality of a person are the determining factors for their performance. In fact, several authors have found a positive influence between job satisfaction and organizational performance (Latif et al., 2015; Bakotic, 2016). Therefore, job satisfaction is a part of life satisfaction that is felt by every employee in meeting the necessities of life by working in various sectors.

Organizational performance can be influenced by the variables described above, and some researchers have also tested it empirically (Bhattacharya et al., 2005; Ngo & Loi, 2008) for each dimension of HR flexibility, but there are still differences in research results and has not specifically reviewed employee behavior, to be used as a reference for human resource managers in managing employees so that company goals can be achieved. Therefore, this study is very important to review the flexibility of employee skills and behavior in one unit of variable human resource flexibility and organizational culture adaptation, as well as job satisfaction in a new and more comprehensive research model that has never been

researched and reviewed by previous researchers.

Based on the background description, this study has the main objectives: (1) to determine and test the direct effect of HR flexibility on organizational culture adaptation and employee performance, (2) to determine the direct effect of organizational culture adaptation on job satisfaction and its impact on employee performance, (3) to determine the role of organizational culture adaptation mediating the influence of HR flexibility on employee performance, and (4) the role of job satisfaction mediating the effect of organizational culture adaptation on employee performance. The novelties of this research are to contribute to a theoretical point of view this study provides a new conceptual model that explains the relationship between HR flexibility, organizational culture adaptation, job satisfaction, and employee performance from the perspective of the courier service business in Indonesia in the face of the Covid-19 pandemic and after the pandemic.

Hypothesis Development

Relationship between HR Flexibility and Organizational Culture Adaptation to Employee Performance

Changes in the work environment of an organization have an impact on changing employee work patterns to suit the needs of the organization's work environment, this is supported by a theory known as the work adjustment theory by Davis and Lofquist around the 1960s and 1970s at the University of Minnesota. There are several variables that become the center of attention to be studied, such as job satisfaction, work attitudes, performance appraisals, skills, and work experience, and so on. Furthermore, Brown (2013) argues that the relationship between individuals or employees and their environment must be congruence and complementary to achieve organizational goals.

Flexible human resources are an important element of a human resource management strategy, which supports the company's internal ability to gain profit and is considered a prerequisite for sustainable competitive ad-

vantage so that it can quickly and effectively adapt to environmental changes (Araujo & Spring, 2003; Arjan & Kaiser, 2012; Chen & Li, 2016).

One of the goals of the organization is to improve employee performance. Performance has been perceived in different ways by researchers, but most scientists attribute performance to transactional efficiency and effectiveness measures against organizational goals (Barney, 1991; Stannack, 1994; Kemal, 2014). Performance is the level of achievement of targets made by an employee to fulfil the mission of the organization at the workplace (Cascio, 2006). Some human resource managers have taken an approach by identifying different ideas and performance values in each department, this is used to help organizations measure the efficiency of inputs and outputs that lead to transactional relationships and contribute to the organization over a certain period of time (Stannack, 1994; Bernardin & Russel, 1998; Mathis & Jackson, 2004).

The ability of employees to adapt to changes in the work environment must be supported by organizational culture adaptation. Cultural adaptation can be classified as a condition that allows organizations to adapt to changes in the business environment in order to win the competition (Denison, 1990). Therefore, organizations must be able to adapt to a dynamic environment, so that in the long term employees are expected to work well. One source of competitive advantage in firms comes from the adaptation of organizational culture (Kotter & Heskett, 1992). As shown by Jackson & Schuler, (1995), organizational culture and human resource management cannot be separated in an organization. There are formed by a human resource management system (Lau & Ngo, 2004). Thus, we can expect that the relationship between HR and organizational culture adaptation will positively affect company performance (Ngo & Loi, 2008).

Some research has shown the importance of HR flexibility (Ngo & Loi, 2008; Akingbola, 2013; Bal & Lange, 2014; Ben-Roy et al., 2016; and Luu, 2017). The results of Bal and Lange (2014) study found that HR flexibility

is positively related to employee engagement and performance. HR flexibility also has a positive and significant effect on cultural adaptation and human resource performance (Ngo & Loi, 2008). The empirical research in question uses the theory put forward by Wright and Snell (1998) that HR flexibility is the ability of employees in a company who have a variety of skills and behavioral records that can provide options for companies to find strategic alternatives in facing competition, which is needed to identify, develop, and apply quickly and efficiently in maximizing the flexibility inherent in these employees. There are three dimensions of human resource flexibility, namely; employee skill flexibility; employee behavior flexibility; and HR Practice flexibility. However, in this study, only the dimensions of employee skill flexibility and employee behavior flexibility are used as indicators in measuring the HR flexibility.

Empirically, research by (Ngo & Loi, 2008; Ben-Roy et al., 2016; and Sabuhari et al., 2020) revealed that simultaneously the dimensions of HR flexibility have a positive and significant relationship to cultural adaptation. The culture of adaptation is most relevant to the flexibility of human resources. This is because they share the same basic ideas and focus on strategy (ie, response and adaptation to the external environment change). In the long run, the only culture can help organizations anticipate and adapt to environmental changes related to high performance worthy to win the competition (Denison, 1990; Kotter & Heskett, 1992). Research revealed that the adaptation of organizational culture has a significant positive impact on employee performance (Jepkorir et al., 2017). Based on theoretical descriptions and previous empirical studies showing that there is an effect of HR flexibility with organizational culture adaptation, this study proposes the following hypothesis:

H1: HR flexibility has a positive and significant effect on employee performance.

H2: HR flexibility has a positive and significant effect on organizational culture adaptation.

H3: organizational culture adaptation has a positive and significant effect on employee performance.

H4: HR flexibility has a significant effect on employee performance by mediating the organizational culture adaptation.

Relationship between Organizational Culture Adaptation and Job Satisfaction to Employee Performance

Job satisfaction is a positive feeling about job completion resulting from an evaluation and job characteristics, and according to the abilities possessed, and is influenced by the determinants of satisfaction (Luthans, 2012; Robbins & Judge, 2015). Job satisfaction is also related to organizational culture (Barakat et al., 2015) that the better the culture and job satisfaction, the better the performance level. This means that there is a positive and indirect impact of culture on performance so that these two variables can be mediated by job satisfaction.

A person who is satisfied with his job will improve his performance (Platasa et al., 2015; Sabuhari et al., 2020; Hidayatullah et al., 2020). Employee job satisfaction has a significant effect on employee performance (Bintang et al., 2017; Sabuhari et al., 2020; Hidayatullah et al., 2020), the quality of work of an employee is a factor that affects their performance (Platasa et al., 2015). Organizational culture is positively related to job satisfaction, and job satisfaction is significantly related to organizational performance (Chi et al., 2008). Employee job satisfaction can make the organization fulfil the mission and goals that have been set. Based on theoretical descriptions and previous empirical studies showing that there is a relationship between organizational cultural adaptation and job satisfaction, then this study proposes the following hypothesis:

H5: organizational culture adaptation has a significant positive effect on job satisfaction

H6: Job satisfaction has a significant positive effect on employee performance.

H7: organizational culture adaptation has a positive and significant effect on employee performance by mediating job satisfaction. Research framework was shown in Figure 1.

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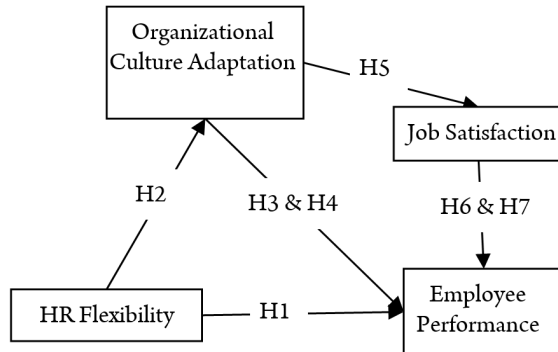


Figure 1. Research Framework

METHOD

Sample

The characteristic of one of the eastern regions of Indonesia is dominated by small islands makes the courier service business a very vital role in supporting the distribution of goods and services. Therefore, the researchers chose a courier service company that is engaged in the delivery of goods and services as the research sample. The method used is a survey, using a questionnaire designed to obtain the information needed. By involving employees as the object of research, and it is believed that these employees have sufficient knowledge about the problems covered and are committed to her organization.

A total of 176 questionnaires were delivered directly by researchers at branch offices in North Maluku Province by implementing strict health protocols. There were 153 questionnaires that were declared valid from 161 questionnaires that were returned, and represented a response rate of 86.93%, this is included in the very good category. Based on the effective sample, there are 64.9% male and 35.1% female. In terms of age, most of the respondents were between 21 and 30 years old (53.8%), followed by employees aged between 31 and 40 years (31.6%) and the rest who were over 40 years old as much as 14.6%. Furthermore, regarding the education level, the majority of respondents

were high school graduates or the equivalent 52.5%, followed by bachelor graduates 28.4% and diploma graduates 19.1%. On average, the respondents were educated at intermediate and undergraduate levels.

Measures

Measurement of variables which are responded to by respondents using a five-point Likert scale (1 = strongly disagree to 5 = strongly agree). The main variables in this study consist of five parts, namely: flexibility of human resources, an adaptation of organizational culture, job satisfaction, and employee performance. Questionnaires are used to measure respondents' responses that come from direct quotations from the literature, which are used as references. Test the validity of the questionnaire using the outer model test with convergent and discriminant validity measurements. In the first stage, invalid item values were removed from the data so that in the next stage, items with valid and reliable values were obtained so that there were no problems in this study for further analysis.

The flexibility of human resources as suggested by Wright and Snell (1998) includes dimensions (1) employee skills flexibility, and (2) employee behavior flexibility, which can be used to improve employee performance in facing the challenges of changing information technology and consumer demand in the courier service business. This can be operationalized based on the research questionnaire used by (Bhattacharya, et al., 2005; Ngo & Loi, 2008; Ben-Roy, et al., 2016). The two indicators referred to are breakdown into 6 items which can be disclosed using the following statements; 'Employees can do different jobs by taking advantage of the diversity of new skills they have'. "Employees can make changes to work habits to suit dynamic work needs in a short time". 'Company leaders can direct employees to adjust their work patterns in accordance with the demands of changing external environments.

Cultural adaptation is sourced from Denison (1990) which can be developed using four indicators to measure the variables in question, this

is based on previous research (Denison & Mishra, 1995; Ngo & Loi, 2008; Pawirosumarto et al., 2017). The basic characteristics of this indicator include (1) cultural flexibility, (2) information disclosure, (3) responsiveness, and (4) growth. The four indicators referred to are breakdown into eight items which can be disclosed using the following statements: 'Employees have flexible abilities, able to interact with fellow employees and adapt to changing work patterns'. Employees are open to providing correct information to customers, are willing to accept criticism, and report accurate information to superiors'. Employees are responsive to changes in work patterns and changes in market demands'. Employees have the ability to innovate and be creative'.

Job satisfaction will be achieved if there is a match between the determinants of satisfaction and the job itself which includes; the skills they have, the desire of employees with the work they do, and the freedom to be creative (Luthans, 2012; Robbins & Judge, 2015). The scale used to measure the variable job satisfaction as research conducted by (Yang, 2006); Dartey-Baah & Amoako, 2011; Delcourt et al., 2013) which consists of five indicators namely; the work itself, supervision of superiors, relationships with fellow colleagues, promotion opportunities, and rewards received. The indicator is breakdown into 10 items. In general, the statement items submitted are that employees are satisfied with the workload carried out, communication and consistency of supervisors, feelings of harmony and respect for fellow employees, getting opportunities for promotion, and getting fair rewards.

Employee performance is based on the perspective of an assessment of a work achievement in accordance with organizational requirements, including the function of work results within the company in order to achieve the goals set for a certain period of time (Simamora, 2006; Bernardin & Russel, 1998). The scale used to measure employee performance variables is 6 indicators; Quantity, Quality, Work efficiency, Interpersonal impact, Timeliness, and output. The indicator is breakdown into 12 items.

Data analysis

This research uses Structural Equation Modeling (SEM) with the alternative of Partial Least Squares (PLS). To analyze the data, SmartPLS 3.0 software is used as a tool to test the hypothesis. The evaluation of the model in PLS is carried out by evaluating the measurement model (outer model), namely, testing the reflective indicators of validity and reflective reliability. Indicators that do not meet the loading factor requirements are eliminated and are not included in the next stage of the analysis. To find out how good the value is obtained, convergent validity is used by considering the factor loading > 0.6 and the Average Variance Extracted (AVE) > 0.5 (Chin, 1995).

The square root value of the AVE must be greater than the correlation value between latent variables (Fornell & Larcker, 1982; Chin, 1995). The reliability test can be seen in cronbach's alpha value and the composite reliability value. A construct is said to be reliable if the cronbach's alpha value and the composite reliability value are > 0.7 (Hair et al., 2014).

Assessment of the structural model (inner model) is an assessment by describing the latent variables based on the substantive theory. The test uses the Goodness of Fit (GoF) model so that it can be seen as the contribution of endogenous variables to exogenous variables. The GoF model is measured by the endo-

genous variable R^2 (R-Square). Furthermore, Q^2 (Q-Square predictive relevance) is used to determine the diversity of exogenous variables that can be explained in the model (Hair et al., 2014). The GoF index is defined as the mean of R^2 for all endogenous constructs (Tenenhaus et al., 2005). The GoF index shows the predictive power of the overall model and has an interval value between $0 < Q^2 < 1$. GoF values that are close to number 1 indicate a good path model estimate and have better predictive relevance (Akter et al., 2011; Hair et al., 2014). The value of Q^2 is calculated by the formula:

$$Q^2 = 1 - [(1 - R_1^2) \dots (1 - R_n^2)]$$

RESULT AND DISCUSSION

Results

Data validity and reliability tests (Table 1) were used to evaluate whether respondents' perceptions could understand the variables used in this study. The results of the convergent validity analysis of the first stage reflective indicators in terms of the outer loading score obtained several indicators that had a value of < 0.70, namely 0.644 (HRF.1), 0.677 (HRF.6), 0.670 (AOC.5), 0.598 (JS.3), 0.665 (JS.4), 0.570 (JS.8), 0.625 (EP.4), 0.648 (EP.6) and 0.606 (EP.12). The indicator can be declared unable to measure the variable in question. This

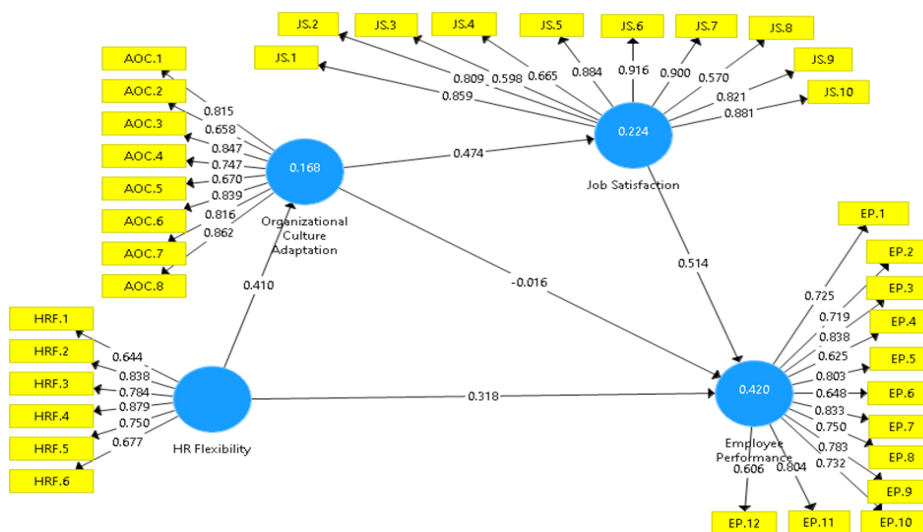


Figure 2. Evaluation of the First Phase of the Outer Model

can be seen in Figure 2. to get a valid model, the model must have an outer loading score of more than 0.70. Therefore, the second stage calculation is carried out to ensure that all indicators meet the requirements for the outer loading score and each variable has an AVE value > 0.5, meaning that the model is good and meets the requirements of convergent validity and discriminant validity is in a larger construct, which is above 50% (Chin, 1995).

testing can be continued, which is presented in Table 1. Composite reliability more than 0.7.

Evaluation of the inner model using the (GoF) model, the values are presented in Table 2. Shows that the Q-Square value of the predictive relevance of employee performance variables is 52.5%, meaning that all measured variables are suitable for testing the hypothesis, while the remaining 47.5% is the contribution of other variables not discussed in this research model.

Table 1. Validity and Reliability Test

Variable	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
HR Flexibility	.856	.903	.700
Organizational Culture Adaptation	.921	.939	.719
Job Satisfaction	.960	.967	.809
Employee Performance	.924	.937	.626

Table 2. Goodness of Fit Model Test Results

Variabel	R ²
Organizational Culture Adaptation	.101
Job Satisfaction	.165
Employee Performance	.337

$Q^2 = 1 - [(1 - R_1^2)(1 - R_2^2)(1 - R_3^2)]$
 $Q^2 = 1 - [(1 - .101)(1 - .165)(1 - .337)]$
 $Q^2 = 1 - [(.899)(.835)(.633)]$
 $Q^2 = .525$ or 52,5%

The results of the second stage calculation test show that all indicators used have met the validity requirements so that the reliability

Table 3. Shows the results hypothesis testing, these results are used to answer whether the proposed hypothesis is accepted or rejected with a critical point p-values ≤ 0.05 ($\alpha = 0.05$) means that the level of significance is set at $\alpha = 0.05$ for each of the direct effects.

There is a significant effect of HR flexibility on employee performance. This result is indicated by the $t_{\text{statistic}}$ value = 4.532 at the critical point p-value = $0.000 < 0.05$. Thus H1 is support, namely the HR flexibility has a significant effect on employee performance. There is a significant effect of HR flexibility on the

Table 3. The Direct Effect Hypothesis Test

Hypothesis	Path Coefficient	T Statistics	P Values	Result
HR Flexibility->Employee Performance (H1)	.349	4.532	.000	Supported
HR Flexibility->Organizational Culture Adaptation (H2)	.318	3.909	.000	Supported
Organizational Culture Adaptation->Employee Performance (H3)	.029	.343	.732	Unsupported
Organizational Culture Adaptation->Job Satisfaction (H5)	.406	5.615	.000	Supported
Job Satisfaction->Employee Performances (H6)	.394	5.596	.000	Supported

adaptation of organizational culture, this result is shown by the value of $t_{\text{statistic}} = 3.909$ at the critical point $p\text{-value} = 0.000 < 0.05$. This means that H2 is supported, that the HR flexibility has a significant effect on the adaptation of organizational culture. There is no significant effect of organizational culture adaptation on employee performance, this is indicated by $t_{\text{statistic}}$ value = 0.343 at the critical point $p\text{-value} = 0.732 > 0.05$, thus H3 is not supported organizational culture adaptation has a positive but insignificant effect on employee performance. There is a significant influence on organizational culture adaptation on job satisfaction as indicated by $t_{\text{statistic}} = 5.615$ at the critical point $p\text{-value} = 0.000 > 0.05$, then H5 is support. There is a significant influence between job satisfaction on employee performance, this is indicated by $t_{\text{statistic}}$ value = 5.596 at the critical point $p\text{-value} = 0.000 < 0.05$. Therefore, H6 is supported that job satisfaction has a significant effect on employee performance.

Discussion

Based on the results of the model test it proves empirically that H1 which states that the flexibility of human resources has a significant effect on employee performance is acceptable. The findings of this study support previous research by (Bhattacharya et al., 2005; Ngo & Loi, 2008; and Luu, 2017) that human resource flexibility is positively related to employee performance and organizational performance in several private organizations, especially in the service sector. H2 is accepted, that the flexibility of human resources has a significant influence on the adaptation of organizational culture, this finding is consistent with research conducted by Ngo & Loi, (2008); and Ben-Roy et al, (2016). Previous research has shown that HR flexibility affects cultural adaptability in terms of flexibility, openness, responsiveness, and growth (Denison & Mishra, 1995; Ngo & Loi, 2008; Ben-Roy et al., 2016). H3 is rejected, that organizational culture adaptation does not have a

Table 4. The Indirect Effect Hypothesis Test

Hypothesis	Path Coefficient	T Statistics	P Values	Result
HR Flexibility->Organizational Culture Adaptation->Employee Performance (H4)	.009	.328	.743	Unsupport
Organizational Culture Adaptation->Job Satisfaction->Employee Performance (H7)	.160	4.235	.000	Supported

Testing the indirect effect through the mediating variable is carried out to explain H4, and H7. The test criteria are to see the $t_{\text{statistic}}$ value > 1.96 at the critical point; $p\text{-value} \leq 0.05$, such as described in Table 4. The calculation results show that the path coefficient value is 0.009 with a $t_{\text{statistic}}$ value of $0.328 < 1.98$ and a $p\text{-value}$ of $0.743 > \alpha = 0.05$, so it can be said to be insignificant. This means there is not enough empirical evidence to accept H4.

There is a significant impact of organizational culture adaptation on employee performance through job satisfaction as indicated by the path coefficient value of 0.160 with a $t_{\text{statistic}}$ value of $4.235 > 1.98$ and a $p\text{-value}$ of 0.000 smaller than $\alpha = 0.05$, which means that there is sufficient evidence empirically to accept H7.

significant effect on employee performance, this finding cannot confirm previous research conducted by Ngo & Loi (2008) that cultural adaptation ability is related to human resource performance, but according to research conducted by Pawirosumarto et al. (2017) and Sabuhari et al. (2020). If it is confirmed by the education level of the respondents, it is known that most of the respondents are high school graduates and have a work period of fewer than 5 years, this also contributes to the rejection of H3.

H5 is accepted, that there is sufficient evidence that explains organizational culture adaptation has an influence on job satisfaction. The results of the study can confirm the research of Chi et al. (2008). Job satisfaction has a significant effect on employee performance (H6)

is accepted. The results of this study are in accordance with research conducted by (Karneli et al., 2015; Platisa et al., 2015; Bintang et al., 2017) which shows a positive and significant relationship between job satisfaction and employee performance variables. Higher performance will be indicated by people satisfied with their work. This is in accordance with the opinion (Robbins & Judge, 2015) that higher job satisfaction can reflect worker acceptance of a culture of business practices, whether traditional or contemporary practices can be carried out with various breakthroughs. Most employees are satisfied with an attractive job, that provides training, work diversity, independence, and control (Carstensen et al., 2000).

H4, and H7 tests are to determine the role of organizational culture adaptation and job satisfaction as mediating variables. The results of the analysis show that H4 is rejected, that HR flexibility has no effect on employee performance through organizational culture adaptation, but in this study HR flexibility is a direct determinant of employee performance. This finding is different with research conducted by Ngo & Loi (2008) who found that adaptability mediates the effect of HR flexibility on human resource performance. On the other hand, adaptability also mediates the flexibility of human resources towards innovation and organizational performance (Bhattacharya et al., 2005; Lau & Ngo, 2004; Ben-Roy et al., 2016; Luu, 2017). This study succeeded in proving that HR flexibility can affect employee performance without going through cultural adaptation. This means that the flexibility of human resources is able to contribute to employee performance.

The results of this study can also confirm the theory presented by Kotter & Heskett (1992) that in the long run, only culture can help organizations anticipate and adapt to environmental changes associated with high organizational performance. H7 is accepted, that the adaptation of organizational culture has a significant effect on employee performance through job satisfaction. This means that job satisfaction is a partial mediation of the effect of

cultural adaptation on employee performance. When associated with the results of this study, it is in line with the work adjustment of theory from Dawis & Lofquist (1984). The results of this study prove empirically that the goals and objectives of an organization so that employees have good competence at work actually increase job satisfaction, and then employees who are satisfied with their work will increase their performance.

CONCLUSION AND RECOMMENDATION

The flexibility of human resources is an important concern of this study in relation to employee performance. Then examine the mediating effects of organizational culture adaptation and job satisfaction. The increased flexibility of human resources has an impact on improving employee performance. Companies will be able to survive if they use a flexible human resource strategy to respond to environmental changes and consumer demands. In a sense, that the contribution of high human resource flexibility provides a very meaningful role in improving employee performance. The flexible application of human resources has a quite good impact on the implementation of organizational culture adaptation. Therefore it is necessary to implement organizational culture adaptation that is focused on a culture that is flexible, open to information, responsive, and growth. This is done by employees in an effort to fulfil consumer desires.

This study also explores the relationship between organizational culture adaptation, job satisfaction, and employee performance. The results showed that job satisfaction was able to partially mediate the influence of cultural adaptation on employee performance. Some employees can improve their performance if they can feel satisfaction at the work they are doing.

This research contributes to the development of concepts related to HR flexibility, organizational culture adaptation, job satisfaction, and employee performance in courier service companies. This study produces theoretical fin-

dings in strategic human resource management science that HR flexibility as a multidimensional variable has been empirically proven to affect employee performance and organizational culture adaptation positively and significantly. The findings of the research that examined the relationship between organizational culture adaptation and employee performance mediated by job satisfaction showed significant results. Thus, the theoretical contribution of cultural adaptation as a multidimensional variable in human resource management theory has the impact of increasing employee performance through job satisfaction.

The implementation of human resource flexibility has a significant effect on employee performance and also the adaptation of organizational culture. This makes a practical contribution that the flexibility of strong human resources makes the company's human resources qualified so that the company is able to carry out adjustments with new work patterns in accordance with the development of information technology properly and successfully. If the company adapts the organizational culture well, then the company has the ability to compete and strive to meet consumer desires. Companies are also able to face crises and become even stronger in facing a disruptive era. Companies can also improve employee performance by implementing cultural adaptation through job satisfaction properly.

This research has been carried out in accordance with the implementation of good research steps, but there are still some limitations that require improvement in the future. The limitation of this study is that it only focuses on looking at the relationship between HR flexibility, organizational culture adaptation, and job satisfaction on employee performance. Specifically for the flexibility of human resources, this study does not relate it to training, which is of course in an effort to adjust work to customer desires. Only the respondents' perceptions are used to measure the variables in this study so that it allows subjectivity and bias in measurement. The next researcher can modify

the broader conceptual model and use different analytical methods so that they can make more accurate predictions, especially on organizational culture adaptation variables. Using a wider scope so that research results can be generalized with a larger number of samples.

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