



## Factors Explaining Adaptive Performance in Indonesian Government Employees: A Theoretical Approach

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### Abstract.

In 2021, the Indonesian government simplified the bureaucratic structure in all its offices. This paper aims to develop propositions about the antecedents of adaptive performance of government employees in Indonesia.

This research uses quantitative methods, cross-sectional study data collection, and probability sampling techniques with proportionate stratified random sampling techniques, with a minimum sample size of 292. The measurement of the independent variables and dependent variables in the questionnaire uses a six-point Likert scale. The data analysis technique used in this research is Structural Equation Modeling (SEM) with AMOS 26 software. This paper elaborates on the work of some scholars to measure adaptive performance in developing propositions. This paper examined the role of work overload and employee readiness to change in adaptive performance, which is mediated by job satisfaction as a result of bureaucratic simplification. This paper proposes certain variables that can be employed as the determinants of adaptive performance, including work overload, employee readiness to work and job satisfaction. This paper fills the research gap in adaptive performance from a behavioral perspective due to the simplification of bureaucratic structures.

**Keywords:** Work overload; Employee readiness to change; Adaptive performance; Job satisfaction; Bureaucracy simplification

**JEL codes:** M10, M12

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## INTRODUCTION

Simplifying the bureaucracy is a mandate conveyed by President Joko Widodo during his inauguration on 20 October 2019. This simplification of the bureaucracy is carried out at the ministerial, government agency, and regional government levels. One of the implementations is trimming the structural levels of echelons III and IV to equalize them into functional positions to better respect skills and competencies. This bureaucratic simplification effort aims to create a more dynamic, agile, and professional organization (Cabinet Secretariat, 2019).

Badan Pusat Statistik (BPS-Statistics Indonesia) carried out the equalization of functional positions at the end of December 2020 based on the Regulation of the Minister for Empowerment of State Apparatus and Bureaucratic Reform Number 28 of 2019 concerning the Equalization of Administrative Positions into Functional Positions. In 2021, the Indonesian government simplified the bureaucratic structure in all its offices. BPS (Statistics Indonesia), one of the government offices, also carries out this process. BPS enters a new phase of flexible bureaucratic implementation (Organization Agility), which is improving and is in the stage of searching for the ideal form. This equalization has an impact on the organizational structure of BPS, which was originally divided into several fields/sections and has now been merged into work teams. Implementing new work patterns with work teams still requires adaptation at all levels of employees.

In the era of digital and globalization, change is the only constant (Rahman, 2017). Organizations that are unable to adapt will be left behind. Business and work will become increasingly complex. Adaptive performance helps individuals and organizations overcome this complexity. Innovation is the key to facing intense competition. Adaptive performance allows organizations to continue to develop and generate new ideas. Adaptive performance is not just a concept, but also a necessity to survive in a rapidly changing business environment (Yoonhee et al., 2020). By increasing adaptive performance, individuals and organizations will be better prepared to face an uncertain future and achieve success in this modern era. Research on adaptive performance in Indonesia is still rare and this research offers novelty because the unit of analysis studied is a government office, namely employees at BPS.

The work overload variable was chosen to test its relationship to changes in work patterns at BPS and how to find alternative solutions. The new work pattern at BPS, with the formation of work teams, still requires adaptation in its implementation. As an illustration, an employee can join several work teams whose types of work and work deadlines can coincide between these work teams. This happens because of the lack of employees at BPS.

The primary way in which employees can enhance organizational performance is through their work behavior, and effectively managing work overload is crucial in this regard. Work overload is a phenomenon observed in both government and private organizations, defined as the excessive demands placed on job performance (Iverson and Maguire, 2000). This condition is a key factor in stress studies (Sparks and Cooper, 1999; DeFrank and Ivancevich, 1998; Taylor et al., 1997), stemming from an imbalance between environmental demands and individual abilities (Cao and Sun, 2018). Workers experiencing prolonged and intense work demands tend to report higher stress levels,

adopt unhealthy habits, and register more health complaints compared to those not facing overload Taylor et al. (1997).

Work overload has a direct influence on employees' intentions to leave their jobs, predicting future turnover across various job positions (Hakro et al., 2021). Previous research has identified a direct positive correlation between work overload and turnover intentions (Hakro et al., 2022b). Michie and Williams (2003) highlighted the association between work overload and psychological ill health among both doctors and nurses. Organizations also face negative consequences, with work overload shown to significantly diminish job commitment among public sector managers (Stevens et al., 1978), reduce job satisfaction (Iverson and Maguire, 2000), and negatively influence employee perceptions of an innovative organizational culture (Chandler et al., 2000).

Employees' readiness for change signifies the degree to which individuals cognitively and emotionally embrace and endorse a deliberate plan to alter the existing state and progress forward (Wang et al., 2020). Readiness for change is considered a vital factor in the successful execution of different change initiatives since individuals play a fundamental role in the process (Rusly et al., 2012). Furthermore, it is necessary to analyze the influence of moderating variables on preparedness for change, in addition to its antecedents and effects. The impact of different types of organizational culture on individuals' willingness to embrace change may vary depending on the country in which the research is conducted, owing to variations in national cultural attributes across different countries (Hofstede et al., 2010). Examining the moderating influence of job satisfaction in nations such as Indonesia, where there is improvement in human resource management software, is intriguing.

Research needs to be carried out to measure the adaptive performance of BPS employees regarding the results of bureaucratic simplification and its relationship with employee readiness to change at BPS. The work overload variable was also chosen to test its relationship to changes in work patterns at BPS and how to find alternative solutions. The new work pattern at BPS, with the formation of work teams, still requires adaptation in its implementation. These obstacles are thought to have an impact on job satisfaction and employee performance so research needs to be carried out on this matter.

To fill the literature gap, this paper aims to develop propositions about the antecedents of adaptive performance of government employees in Indonesia. This present study will contribute to the literature on adaptive performance. The results of this study will be useful for government offices to examine the adaptive performance of their employees. The rest of the paper is presented as follows. Section 2 deals with the literature review. Section 3 deals with the propositions. Section 4 deals with the research methods. The last section deals with the conclusion and recommendations.

## LITERATURE REVIEW

Adaptive performance refers to an individual's ability to effectively adapt to changing work settings, as stated by Hesketh and Neal (1999). Employees demonstrate adaptive performance by adjusting their behaviors to correspond with the requirements of work contexts and emerging circumstances (Pulakos et al., 2000). Although previous studies have emphasized the importance of certain adaptive behaviors (Allworth & Hesketh, 1996; Hesketh & Neal, 1999; Hollenbeck et al., 1996; Murphy & Jackson, 1999),

Pulakos et al. (2000) were the pioneers in suggesting a holistic framework for adaptive performance. They first conducted a comprehensive examination of research on individual performance and adaptability to changes. Following that, they examined 1,000 significant occurrences (representing new work circumstances requiring behavioral adaptations by individuals) across 24 military occupations. In the end, they proposed a total of eight dimensions that encompass adaptive performance, which include dealing with uncertain or unpredictable work situations, handling emergencies or crises, solving problems creatively, managing work stress, learning new tasks, technologies, and procedures, demonstrating interpersonal adaptability, exhibiting cultural adaptability, and displaying physically oriented adaptability.

In general, adaptive performance is defined as an individual's ability to adapt to overcome changes that occur. Employees who have high adaptive performance are characterized by being open to new work experiences, able to accept change and having good cognitive abilities (Griffin & Hesketh, 2003). On the other hand, when employees have low adaptive performance, their emotional stability towards work demands will be low, which will result in low work desire and decreased work performance. Adaptive performance is measured using a scale arranged based on the dimensions of Charbonnier-Voirin & Roussel (2012) which includes creativity, reactivity in the face of emergencies, interpersonal adaptability, training effort and handling work stress. Meanwhile Pulakos et al. (2000) developed a model consisting of 8 dimensions, namely handling emergencies and crises, managing work stress, solving problems creatively, dealing with uncertain and unpredictable work situations, training and learning effort, interpersonal adaptability, cultural adaptability and physical adaptability.

Robbins & Judge (2013) revealed that job satisfaction is a person's overall attitude towards their work. Job satisfaction is an important aspect of organizational behavior because it correlates positively with employee performance. Job satisfaction, as described by Spector (1997), refers to an individual's emotional response to their work and other facets of their job. The individual's attitude towards his work can be observed from two distinct perspectives: a broad perspective (global approach) and a focused perspective (based on specific features). To assess an individual's work satisfaction and its impact on other factors, a comprehensive methodology is employed. In this scenario, the overarching perspective considers job satisfaction as a whole concept, encompassing the employee's overall sentiments towards their employment. According to Colquitt et al. (2019), job satisfaction is a pleasant emotional state resulting from an appraisal of one's job or work experience.

Meanwhile, the dimensions of job satisfaction are salary, work conditions (work itself), promotions, supervision, and coworkers (Colquitt et al., 2009). From theories regarding the meaning of job satisfaction, job satisfaction is essentially a manifestation of favorable emotional sentiments or attitudes derived from an individual's work experience, encompassing various facets of their job. When employees experience job satisfaction, they will feel content and devoid of tension, thereby fostering a sense of security that encourages them to persist in their work environment. According to Luthans (2010) and Colquitt et al. (2019), job satisfaction has five dimensions, namely pay, work itself, promotion opportunities, supervision and co-workers. Rutherford et al. (2009) There are 2 additional dimensions from the 5 intersecting dimensions, namely policies and support and customers. While obeying Lee et al., (2017) There are 6 dimensions,

namely salary and welfare, work itself, leader behavior, personal growth, interpersonal relationships, and job competency.

Several recent investigations on work overload include studies conducted by Sofyan et al. (2023), Sandmeier et al. (2022), and Aytac and Basol (2019). De Clercq and Belausteguigoitia (2019) explore how employees' perceptions of work overload may impact their creative behaviors. García-Arroyo and Segovia (2019) analyze the relationship among work overload, coping styles, and emotional exhaustion. Poulou and Dhal (2020) investigate the mediating role of perceived work-life balance (WLB) in the relationship between work overload and career commitment. Research from Ali and Farooqi (2014), Tahir et al. (2012), Paktinat and Rafeei (2012) and Obiora and Iwuoha (2013) who are looking for a relationship between work overload and job satisfaction. Meanwhile, several studies from Indonesia, namely from Zain et al. (2023), Sasongko et al. (2023), Yuwanda and Pratiwi (2020), Pradana and Salehudin (2015) and Kanam et al. (2008). However, it is still very rare for research related to work overload to be conducted in government organizations, especially in Indonesia.

Work overload in the views of Thiagarajan et al. (2006) is a role stressor perceived by an individual who does not have adequate time or energy to meet incompatible role expectations. Nwankwo (2013) defined work overload as a condition in which the number of work tasks surpasses the available resources, and this can be either in terms of quality or quantity. According to Greenglass et al. (2003), qualitative overload is when employees feel that they have an excessive number of activities to complete within a given timeframe. Conversely, qualitative overload pertains to the challenge of carrying out a specific activity (Nwankwo, 2013). Excessive workload is a significant indicator in the work environment that can lead to conflicts between work and home responsibilities (Eby et al., 2005). Work overload refers to the subjective experience of having an excessive amount of tasks or responsibilities to do (Leiter and Schaufeli, 1996). Work overload has been reported to be positively related to work interference with family and family interference with work (Parasuraman et al., 1996; Frone et al., 1997). Work overload is a condition that occurs when the environment places demands that exceed an individual's abilities. Workload is all the factors that determine who is working. A condition where an employee is required to carry out work or tasks that are not by the employee's actual abilities or the amount of work given to the employee which must be completed within a certain period of time, where carrying out the task or work requires more ability from the employee. physically, cognitively, or even psychologically from employees (Gibran & Suryani, 2019).

Work overload is a mix of quantitative and qualitative workloads. Quantitative workload comes from a large number of tasks. Meanwhile, qualitative workload is when individuals feel unable to carry out their duties and do not use the worker's abilities (Susiarty et al., 2019). Skinner and Pocock (2008) assessed excessive work demands by considering factors such as time pressure, high speed, and quantity. Wickens and Holland (2000) evaluated work overload by taking into account factors such as time pressure, mental stress, psychological pressure, role ambiguity, and conflict.

In addition, Gibson (2009) assessed work overload by analyzing variables such as time constraints, work timetable, level of responsibility, ambiguity in roles, conflicts, noise, excessive information, and repeated tasks. Empirical evidence suggests that employers should give tasks of moderate difficulty, as both excessive workload and

insufficient workload can lead to job unhappiness (Anasi, 2020). In a similar vein, Nirel et al. (2008) propose that employee discontentment in the workplace stems from a combination of excessive work demands and subpar physical well-being. Yeh (2015) argues that workplace demands, such as excessive workload and extended work hours, heighten the probability of encountering job discontent.

The concept of readiness was first introduced by Jacobson (1957). Readiness is arguably one of the most important factors involved in initial employee support for a change initiative. Readiness to Change is a cognitive state consisting of beliefs, attitudes and intentions toward change efforts (Armenakis et al., 1993). Obeying Abdul Rashid et al. (2004) considers readiness to change as a multidimensional construct measured through cognitive, affective and behavioral dimensions. According to (Holt et al., 2007), attitude is a comprehensive construct that is influenced by the content, process, context, and individuals engaged in a change. Collective preparedness refers to the degree to which individuals are inclined to endorse, embrace, and implement specific strategies designed to modify existing conditions.

Employees' preparedness for change is believed to be the crucial requirement for effective organizational change management. Innovation occurs when employees actively engage in activities that generate and implement ideas (Eby et al., 2000). Given the ongoing endeavors of businesses to adjust to a competitive business climate through process reengineering, the preparedness of people for change becomes a vital consideration. This is particularly noteworthy in cases where the execution of strategic changes encounters difficulties due to insufficient support and participation from employees. Studies emphasize that employee preparation is the most crucial element in promoting effective organizational change initiatives (Bareil et al., 2007; Bernerth, 2004). To effectively address difficulties and take advantage of new market prospects, businesses must ensure that their structure, policies, and strategies are in line with and encourage change and innovation (Seeck & Diehl, 2017).

Employee readiness for change can be influenced by various factors such as organizational culture, workplace social relations, management/leader relationships, job knowledge and skills, job demands, ability to cope with change, co-worker support, moral values, and attachment to the organization (Battistelli et al., 2011; Holt et al., 2007; Madsen et al., 2005; Miller et al., 2006). Based on existing research, which indicates that factors such as job involvement, team climate, and organizational attachment contribute to employees engaging in extra-role behaviors, it is proposed that workplace spirituality, which refers to the sense of connection with one's work, colleagues, and the organization as a whole, is likely to impact employees' preparedness for change. Furthermore, it is postulated that the preparedness of employees to embrace change will have a favorable influence on their propensity to engage in innovative work behaviors. Dimensions of employee readiness to change have been developed by (Holt et al., 2007) namely appropriateness, management support, change efficacy, and personally beneficial. This dimension was further developed by (Armenakis & Harris, 2009) by adding aspects of discrepancy.

## PROPOSITIONS

This research conceptualizes adaptive performance as behavior resulting from the simplification of bureaucratic structures. Due to limited literature on adaptive performance related to research objectives, this research refers to previous research regarding work overload, employee readiness to change and job satisfaction. The following section explains the relationship between each variable in explaining adaptive performance.

### **3.1. The Impact of Work Overload on Job Satisfaction**

In the literature, many studies have found that work overload reduces employee job satisfaction (Chen et al., 2023; Farooq Abbasi, 2015; Hakro et al., 2022a; McDaniel et al., 2021). Employees who are required to put in more effort than they are capable of doing may eventually lose interest in their occupations and experience a decline in job satisfaction (Baş & Güney, 2022). Stress and fatigue caused by work overload can cause a decrease in employee motivation and job satisfaction. Because when employees feel under pressure to do a task faster than they can or are asked to do so outside of their areas of skill and knowledge, they become stressed and fear they won't be able to live up to their employer's expectations. They might be dissatisfied with their work in this scenario and think negatively about it (Subhan & Suyanto, 2023).

Apart from that, several related studies, including research by Dhurup & Mahomed (2011) conducted in South Africa, show that high levels of workload are a predictor of low levels of job satisfaction. Ali & Farooqi (2014b) in their research in Pakistan found that there was a negative relationship between work overload and job satisfaction. Mittal & Bhakar (2018) in their research conducted in India detected that role overload had a negative impact on the job satisfaction of married women workers. Meanwhile, according to Altaf & Awan (2011) in their research in Pakistan, there is no significant relationship between work overload and job satisfaction. Based on expert opinion and the results of previous research, it can be said that work overload has a negative and significant effect on job satisfaction. Regarding previous work, this study posits that:

*Proposition 1: Work overload has a negative impact on job satisfaction*

### **3.2. The Impact of Employee Readiness to Change on Job Satisfaction**

Organizations must identify strategies to inspire and equip their workforce for change in order to successfully implement change (Madsen et al., 2005). Numerous studies demonstrate that up to 70% of change implementation efforts in corporations fail (Ján & Veronika, 2017). Humans are "creatures of habit" who prefer routine, so changes can cause them stress and insecurity. Fear of the unknown is the main cause of resistance to change (Repovš et al., 2019) and this is one of the main reasons change implementations fail (Belak & Ušljebka, 2017). As a result, employees cannot view change as a singular experience. Instead, in order for change to be successfully implemented across the entire organization, it must be ingrained in the organizational culture to make it more "natural" for workers (Moric Milovanovic et al., 2022).

Several related studies include Moric Milovanovic et al. (2022) in their research in Croatia produced findings that employees who have a higher level of readiness for change have a positive influence on the workplace and cognitive job satisfaction. Lipińska-Grobelny & Papieska (2012) examined work attitudes among 102 employees and produced the same findings. This is in line with the results of research conducted by Claiborne et al. (2013); Nielsen et al. (2023). Meanwhile, according to Esan et al. (2022) in their research in Nigeria, employee readiness to change did not have a significant effect on job satisfaction. Therefore, it is proposed that:

*Proposition 2: There is a positive impact of employee readiness to change on job satisfaction*

### **3.3. The Impact of Job Satisfaction on Adaptive Performance**

Job satisfaction can have a positive effect on adaptive performance. Satisfied employees will be more involved in their work and committed to their work, resulting in better adaptive performance. Organizations can improve employee adaptive performance by implementing strategies such as developing a climate that encourages adaptability, providing training and development programs, cultivating a strong adaptive organizational culture, and increasing employee job satisfaction through benefits, recognition methods, and a positive work environment (Marques-Quinteiro et al., 2018). Organizations can provide self-assessment tools to employees to measure their job satisfaction and adaptive performance. This can help employees understand their own performance and identify areas that need improvement, as well as provide valuable data for organizations to track changes in job satisfaction and adaptive performance over time (Park & Park, 2019).

The work environment continues to evolve, and adaptive performance is needed to address these changes. Measuring the impact of job satisfaction on adaptive performance in a dynamic environment can be challenging because it is necessary to consider various factors that influence job satisfaction and adaptive performance (Junça-Silva & Caetano, 2023). Several related studies include Rana et al. (2022) conducted research on 390 respondents and Curado & Santos (2022) conducted research on 192 medical personnel. Both found the same finding that job satisfaction had a significant positive effect on adaptive performance. This is in line with the results of research conducted by Gherman et al. (2022); Vergauwe et al. (2022). This study proposes that:

*Proposition 3: There is a positive influence of job satisfaction on adaptive performance*

### **3.4. The Impact of Work Overload on Adaptive Performance**

Three mechanisms were proposed by Gilboa et al. (2008) as to why work stress impairs job performance. First, employees will expend effort and time to overcome a stress trigger that they consider to be potentially harmful or ultimately dangerous. Second, excessive stress is linked to physiological reactions that are unconscious and impair performance. Third, people who are under a lot of stress often experience information overload, which causes their perceptual attention to become narrowed and they miss



signs and information related to performance. This claim is supported by the meta-analysis conducted by Gilboa et al. (2008), which found a substantial inverse association between job performance and work overload in their investigation.

Ukwadinamor & Oduguwa (2020) conducted research in Nigeria to demonstrate the detrimental effects of labor overload on adaptive performance, which is one of several related studies in this area. According to Gharib et al. (2016), Dhofar University academic staff performance is significantly impacted by work overload. This outcome seems sensible given that over 60% of respondents were recent hires. However, a study by Ahmed & Ramzan (2013) discovered that work overload led to a decline in bank staff performance. The lack of limitations on working hours in Pakistani banks is the cause of this outcome. In a similar vein, W. U. Ali et al. (2014) discovered that staff of a private institution in Pakistan were significantly impacted by work overload. The aforementioned research demonstrates how work overload causes employees to become exhausted, agitated, and ineffective. Employee performance may be directly impacted by this circumstance. Research by Karatepe (2013); Kimura et al. (2018); Kissi et al. (2019); Wushe & Shenje (2019); Zorec et al. (2021) is consistent with this.

The possible stressors that are significantly correlated with government auditors' job performance were investigated by Johari et al. (2019). It was discovered that there was no meaningful connection between auditor work performance and work overload. The primary reason for this is that workers see job overload as an exciting and demanding opportunity. As everyone views stress differently, work overload appears to be significant. The similar conclusion is drawn by N. M. Ali & Ghani (2022) research on auditors.

Based on the references above, this study proposes that:

*Proposition 4: There is a negative impact of work overload on adaptive performance*

### **3.5. The Impact of Employee Readiness to Change on Adaptive Performance**

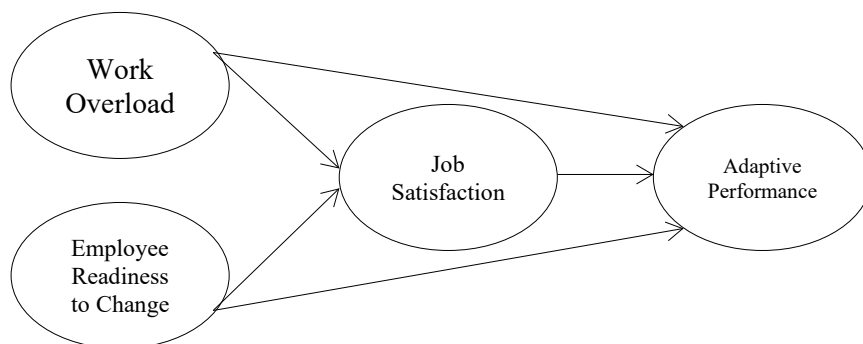
The importance of being open to change in boosting employee capacity, motivation, and involvement, all of which contribute to individual performance, has been highlighted by earlier studies. According to Scaccia et al. (2015), people with the ability to successfully adopt innovation are those who are prepared to face change. A person's mindset is also altered by their readiness to change. Workers who are prepared for change understand its significance and the advantages it will bring about on an individual and organizational level. As a result, being prepared will inspire him to seize the chance to engage in change and perform effectively in the role that has been assigned to him throughout the (Chrisanty et al., 2021). In order to achieve adaptive performance, an individual must increase readiness to change, and requires designing elements of adaptive skills as well as an effective approach to growing adaptability skills (Ely et al., 2009).

In line with this, several studies show a positive relationship between readiness to change and employee performance. Luo et al. (2022) conducted research on 304 hotel employees in China. The findings obtained show that psychological capital can increase adaptive performance, and change readiness completely mediates the relationship between psychological capital and adaptive performance. This is in line with the results of research conducted by Abdul Hamid, 2022; Alqudah et al., 2022; Barman &

Potsangbam, 2019; Indriastuti & Fachrunnisa, 2021; Ratnawati, 2023. Based on such previous research, this study develops the proposition that:

*Proposition 5: There is a positive impact of employee readiness to change on adaptive performance*

Based on the literature discussed above, the variables proposed in this study that determine adaptive performance both directly and indirectly include work overload, employee readiness to change, and job satisfaction. Figure 1 shows the relationship between each construct proposed.



**Figure 1.** Relationship between each construct

## RESEARCH METHODS

This research uses quantitative methods to analyze the data using statistics and a descriptive approach. Primary data was collected by distributing questionnaires (Google Forms) via personal emails from BPS employees in Indonesia. This research method uses cross-sectional study data collection, namely data taken in one period to answer research questions. Sampling used Probability Sampling techniques with Simple Random Sampling techniques because the population is homogeneous and provides an equal opportunity to become a sample (Sekaran & Bougie, 2020).

Researchers determine sampling by determining special characteristics, including education level, structural/functional position, and position as team leader. The criteria used in the sampling were employees of BPS in Indonesia totaling 3,029. With the Isaac and Michael Formula, the minimum sample size is 341.

The measurement of the independent variables and dependent variables in the questionnaire uses a six-point Likert scale, namely starting from "Strongly Agree" to "Strongly Disagree". This is different from previous research conducted by C. Y. Luo et al. 2021; Fu et al. 2020; Yoonhee et al. 2020; Zeng et al. 2020; Marques-Quinteiro et al. 2019; Pan & Sun, 2018; Pradhan et al. 2017; Javed et al. 2017; Suharti & Pramono, 2016 which uses a 5-point Likert scale. The use of a 6-point Likert scale is suitable for research with many variables because it avoids neutral answers, and can reduce deviations or the

risk of deviation from personal decision making, and has high reliability (Chomeya, 2010). Additionally, if there is a need to orient respondents to one side and avoid neutral answers, then a six-point scale is most appropriate (Taherdoost, 2019).

The data analysis technique used in this research is Structural Equation Modeling (SEM) with AMOS 26 software as an effort to test hypotheses. The results of research analysis using SEM can be seen using measurement models and structural models to test the suitability of the model to the data, then they will be interpreted and conclusions drawn.

## CONCLUSION AND RECOMMENDATIONS

Adaptive performance is something that must be mastered by employees in various work sectors. This research aims to develop a theoretical paper to predict adaptive performance in government employees. Work overload and employee readiness to change is a study that continues to develop and generally explores the role of job satisfaction. However, based on previous research, it was found that there was a gap in the literature discussing the antecedents of adaptive performance from the perspective of the results of simplification of bureaucratic structures. This research offers propositions to explain and fill this research gap.

It is hoped that the results of this research can be used as a reference for the government, especially BPS, to make better policies regarding their workload. For example, the first is to increase the number of employees massively. Second, the questionnaire should be simplified from several similar surveys to make it more integrated. Third, increasing employee welfare, which of course has a direct impact on job satisfaction. Finally, it will increase the capabilities of employees to respond to changes that occur dynamically in government organizations.

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