Determining Variables that Affect Adaptive Performance: An Empirical Study at BPS-Statistics Indonesia

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Abstract

This research examines adaptive performance that can be beneficial in improving employee and organizational performance. This is reflected in the influence of work overload, information technology use, and employee readiness to change. This study will focus on team leaders because they lead the work implementation, carry responsibility as leaders, facilitate change, and ensure smooth operation.

This study analyzes the direct effect of work overload, information technology use, and employee readiness to change on adaptive performance. The mediation roles of job satisfaction are also tested. 510 team leaders at BPS-Statistics Indonesia were selected as respondents and completed the questionnaire online. The analysis of this research data was carried out using structural equation modelling.

The results show that the direct influence hypothesis of this study has been shown to have a significant impact. This shows that individual factors, such as employee readiness to change, play an important role in the process of adaptive performance. The factor of work media or tools, such as information technology use, also plays a role that is reflected in job satisfaction. Meanwhile, the workload factor in work overload indicates that individual motivation plays an active role in shaping organizational behavior.

Keywords: adaptive performance, work overload, information technology use, employee readiness to change, job satisfaction

JEL codes: M10, M12

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1. Introduction

The Indonesian President's directive for bureaucracy simplification aims to create a more dynamic, flexible, and professional organization. Implemented at ministerial, governmental agency, and regional government levels, it aligns structural tiers of echelons III and IV with functional roles. BPS-Statistics Indonesia is also implementing this process, focusing on adaptable bureaucratic execution and integrating new work patterns into teams. In the digital age, change is the only constant (Rahman, 2017), and organizations must adapt to navigate complexity (Yoonhee et al., 2020). Adaptive performance and innovation are crucial for survival in a rapidly evolving business landscape. This study, focusing on Indonesian government employees at BPS, presents originality in analyzing adaptive performance in Indonesia.

The variable of work overload was selected to examine its correlation with alterations in work patterns at BPS and to identify alternate solutions. Work overload is a condition characterized by excessive demands on job performance, affecting both public and commercial sectors (Iverson & Maguire, 2000). It is a critical element in stress research (Sparks & Cooper, 1999; DeFrank & Ivancevich, 1998; Taylor et al., 1997), causing elevated stress levels, detrimental practices, and increased health complaints. Work overload directly affects individuals' intentions to resign, forecasting future attrition across diverse job roles (Hakro et al., 2021). Prior studies have established a positive association between job overload and turnover intentions. Organizations face adverse effects, such as reduced job commitment (Stevens et al., 1978), diminished job satisfaction (Iverson & Maguire, 2000), and adverse effects on employee perceptions of an innovative organizational culture (Chandler et al., 2000). Successful control of work overload is essential for organizational performance. This research examines the impact of information technology use in HRM on job satisfaction, organizational change, and performance. It highlights the importance of adaptation strategies, employee training, and infrastructure readiness in successful IT integration (Apascaritei & Elvira, 2022; Verma & Venkatesan, 2021). IT can support flexible work models, enhance work-life balance (Ojha et al., 2021; Ray & Pana-Cryan, 2021), and support organizational change (Errida & Lotfi, 2021; Hubbart, 2023).

Technological innovation is crucial for organizational success, enhancing efficiency and delivering products and services quickly (Alraja et al., 2022; García-Lopera et al., 2022). It significantly impacts employee performance, as it transforms operations and work engagement. Understanding the impact of technological innovations on employee performance is essential for overall organizational success (Camisón & Villar-López, 2014; Dasgupta & Gupta, 2009). Change readiness, including cognitive, emotional, and intentional orientations, is also crucial (Choi & Ruona, 2010). Employee readiness for change refers to the acceptance and support of strategic initiatives to modify current situations (Wang et al., 2020). It is crucial for effective implementation. Moderating variables, such as organizational culture and job satisfaction, can influence change readiness (Rusly et al., 2012). Differences in cultural characteristics across nations, such as Indonesia, highlight the importance of understanding these factors (Hofstede et al., 2010). This research explores adaptive performance in public service institutions like BPS-Statistics Indonesia, focusing on factors like work overload, information technology use, and employee readiness to change. It fills a gap in the literature and aims to improve team leaders' adaptive performance. Previous research has shown that technology use and readiness to change can support better adaptive performance implementation. The study aims to improve team leaders' adaptivity and quality of work for organizational effectiveness.

2. Literature Review

Conceptual Overview

Work Overload. Work overload is a condition where an employee's workload exceeds their capabilities and time (Kimura et al., 2018). It demands quick, agile responses to various tasks and projects within a limited timeframe (Ingusci et al., 2021). This can lead to low career commitment and disrupt the balance between work and personal life (Poulose & Dhal, 2020). Work overload is characterized by cognitive problems, low employee satisfaction, and a mixture of quantitative and qualitative workloads (Bliese & Castro, 2000; Qureshi et al., 2012). It is a condition where employees are required to perform tasks that do not match their capabilities or the amount of work assigned to them within a certain timeframe (Susiarty et al., 2019).

Information Technology Use. Information and communication technology (ICT) has become a significant part of personal and work life, providing resources, flexibility, and efficiency (Diaz et al., 2012; Ninaus et al., 2015). However, it also creates pressure for constant accessibility and a constant sense of being active (Atanasoff & Venable, 2017). ICT use includes computers, software, and networks to manage, process, and distribute information (Sundaram et al., 2007). It increases worker productivity, improves organizational performance, and enhances interactions between organizations and employees (Golden et al., 2006). Employees use ICT to enhance job control and meet their job demands, blurring the boundaries between work and personal life (Román et al., 2018).

Employee Readiness to Change. The readiness to change introduced by Jacobson in 1957 is a crucial factor in employees' initial support for change initiatives (Jacobson, 1957). It consists of cognitive, affective, and behavioral dimensions (Rashid et al., 2004). It is a starting point for organizational change management (Eby et al., 2000) and is the primary factor in driving successful change programs (Bareil et al., 2007; Bernerth, 2004). Employee readiness is influenced by content, process, context, and individuals involved in the change. Factors such as organizational culture, social relationships, management relationships, work knowledge, job demands, ability to cope with change, coworker support, moral values, and organizational attachment can influence readiness (Battistelli et al., 2011; Holt et al., 2007; Madsen et al., 2005; Miller et al., 2006).

Job Satisfaction. Job satisfaction is an individual's positive feelings and attitudes towards their job (Ajamieh et al., 1996), affecting their effectiveness and productivity (Furnham et al., 2009). It combines positive and negative feelings (Chen, 2006), indicating whether expectations align with actual rewards (Davis & Nestrom, 1985). Positive attitudes indicate job satisfaction, while negative attitudes indicate dissatisfaction (Armstrong, 2006). Job satisfaction leads to recognition, income, promotions, and other goals, resulting in a sense of satisfaction (Kaliski, 2007). It can range from extreme satisfaction to extreme dissatisfaction (George & Jones, 2008). Job satisfaction is an important aspect of organizational behavior, positively correlated with employee performance (Robbins & Judge, 2013). It is a pleasant emotional state resulting from an evaluation of a job or work experience (Colquitt et al., 2019).

Adaptive Performance. Neal dan Hesketh's concept of adaptive performance, which refers to employees' ability to adapt to rapidly changing work situations (Neal & Hesketh, 1999), has gained attention in today's dynamic work environment (Pulakos et al., 2002). It involves an individual's proficiency in altering their behavior to meet new demands (Johnson, 2001). High adaptive performance involves openness to new work experiences, acceptance of changes, and good cognitive abilities (Griffin & Hesketh, 2003). Low adaptive performance results in low emotional stability, low motivation, and decreased job performance (Shoss et al., 2011). Addressing employees' ability to adapt to changes can lead to positive outcomes at the individual and organizational levels (Dorsey et al., 2010).

Hypothesis Development

Work Overload and Job Satisfaction. Work overload negatively impacts employee job satisfaction, as it forces employees to exert more effort than their capabilities (Chen et al., 2023; Hakro et al., 2022; McDaniel et al., 2021), leading to dissatisfaction and decreased motivation (Baş & Güney, 2022). This stress can also lead to anxiety and fear of failing to meet employer expectations (Subhan & Suyanto, 2023; Dhurup & Mahomed, 2011)). Studies have shown a negative correlation between work overload and job satisfaction, particularly in Pakistan and India (Ali & Farooqi, 2014; Mittal & Bhakar, 2018). Expert opinion and prior research suggest that work overload significantly impacts job satisfaction Altaf and Awan (2011).
H1: Work overload has a significant effect on job satisfaction.

Information Technology Use and Job Satisfaction. Organizations adopting IT aim to improve job satisfaction (Weiß & Leimeister, 2012), but the increased use of technology can sometimes be counterproductive (Yin et al., 2018; Tarafdar et al., 2019). The ubiquitous nature of IT helps overcome physical strain, but continuous connectivity can lead to perceptions of technology overload (Hung et al., 2011). Studies show that technology use has a positive effect on job satisfaction (Román et al., 2018; Penfold, 2014; Sergeeva et al., 2016), but no significant relationship exists between technology use and job satisfaction in Indonesia and China (Rorong et al., 2021; Wang et al., 2020).
H2: Information technology use has a significant effect on job satisfaction.

Employee Readiness to Change and Job Satisfaction. Organizations must motivate and prepare staff for change to successfully implement transformation (Madsen et al., 2005). Studies show that 70% of change implementation initiatives fail due to human resistance to change (Ján & Veronika, 2017). To ensure successful adoption, change must be embedded in the organizational culture (Moric Milovanovic et al., 2022). Research shows that employees with greater readiness for change positively impact the workplace and cognitive job satisfaction (Lipińska-Grobelny & Papieska, 2012; Claiborne et al., 2013; Nielsen et al., 2023). However, studies in Nigeria found that employee readiness for change did not significantly impact job satisfaction (Esan et al., 2022).
H3: Employee readiness to change has a significant effect on job satisfaction.

Job Satisfaction and Adaptive Performance. Job satisfaction significantly impacts adaptive performance, as content employees are more engaged and dedicated to their tasks. Organizations can improve employee adaptive performance by fostering an environment that promotes adaptability, offering training and development initiatives, nurturing a robust organizational culture, and providing benefits, recognition systems, and a constructive work atmosphere (Marques-Quinteiro et al., 2018). Self-assessment instruments can help employees evaluate their performance and identify areas for improvement (Park & Park, 2019). Adaptive performance is crucial in a dynamic work environment (Junça-Silva & Caetano, 2023). Rana et al. (2022) and Curado & Santos (2022) found that job satisfaction significantly improves adaptive performance, aligning with previous studies by Gherman et al. (2022) and Vergauwe et al. (2022).
H4: Job satisfaction has a significant effect on adaptive performance.

Work Overload and Adaptive Performance. Gilboa et al. (2008) proposed three processes that can decrease job performance: effort to mitigate perceived threats, unconscious physiological responses hindering performance, and information overload. Studies have shown a significant inverse relationship between job performance and work overload (Ukwadinamor & Oduguwa, 2020). Other studies have found that job overload affects academic personnel (Gharib et al.,

2016), bank staff (Ahmed & Ramzan, 2013), and private institution employees (Ali et al., 2014). Research has also shown that employees may experience exhaustion, agitation, and ineffectiveness due to work overload (Johari et al., 2019). However, no significant correlation was found between auditor performance and work overload, as employees perceive it as an exhilarating and challenging opportunity (Ali & Ghani, 2022).
H5: Work overload has a significant effect on adaptive performance.

Information Technology Use and Adaptive Performance. Research indicates that employees with positive perceptions of technology utilization are more likely to adapt to new technical skills, leading to increased motivation and work performance (Aldunate & Nussbaum, 2013; Lokuge et al., 2019; Noor et al., 2020). Factors such as motivation, attitude, and positive reinforcement influence these intentions (Van Den Heuvel et al., 2020). Studies have shown that technology use can enhance work effectiveness and adaptive performance (Okkonen et al., 2019; Sundaram et al., 2007; Benitez et al., 2022), with some studies showing a significant positive effect, while others show a negative effect (Zhou et al., 2023).
H6: Information technology use has a significant effect on adaptive performance.

Employee Readiness to Change and Adaptive Performance. Research shows that embracing change enhances staff capacity, motivation, and engagement, contributing to individual success Scaccia et al. (2015). Those ready to confront change understand its importance and benefits for themselves and the organization (Chrisanty et al., 2021). To achieve adaptable performance, individuals must develop adaptive skills (Ely et al., 2009) and develop adaptability strategies (Luo et al., 2022). A positive correlation exists between readiness to change and employee performance, with psychological capital enhancing adaptive performance (Abdul Hamid, 2022; Alqudah et al., 2022). Change readiness mediates this association (Indriastuti & Fachrunnisa, 2021; Ratnawati, 2023).
H7: Employee readiness to change has a significant effect on adaptive performance.

Mediation Role of Job Satisfaction. Research has shown a negative relationship between work overload and job satisfaction among academic staff in India (Ahsan et al., 2009) and Malaysia (Leung et al., 2000). Job satisfaction mediates the relationship between work overload and performance, suggesting it is a good predictor of job performance (Diamantidis & Chatzoglou, 2019). Studies have also found that psychological health is influenced by work overload, with job satisfaction acting as a mediator (Jou et al., 2013; Jalal & Zaheer, 2017). In Pakistan, work overload negatively affects job satisfaction (Ali & Farooqi, 2014), while in Malaysia, it negatively affects performance through job satisfaction (Janib et al., 2021). Despite these findings, job satisfaction remains a significant mediating variable that positively impacts work overload and employee performance (Danendra & Rahyuda, 2019; Nugraha, 2024).
H8: Job satisfaction significantly mediates the effect of work overload on adaptive performance.

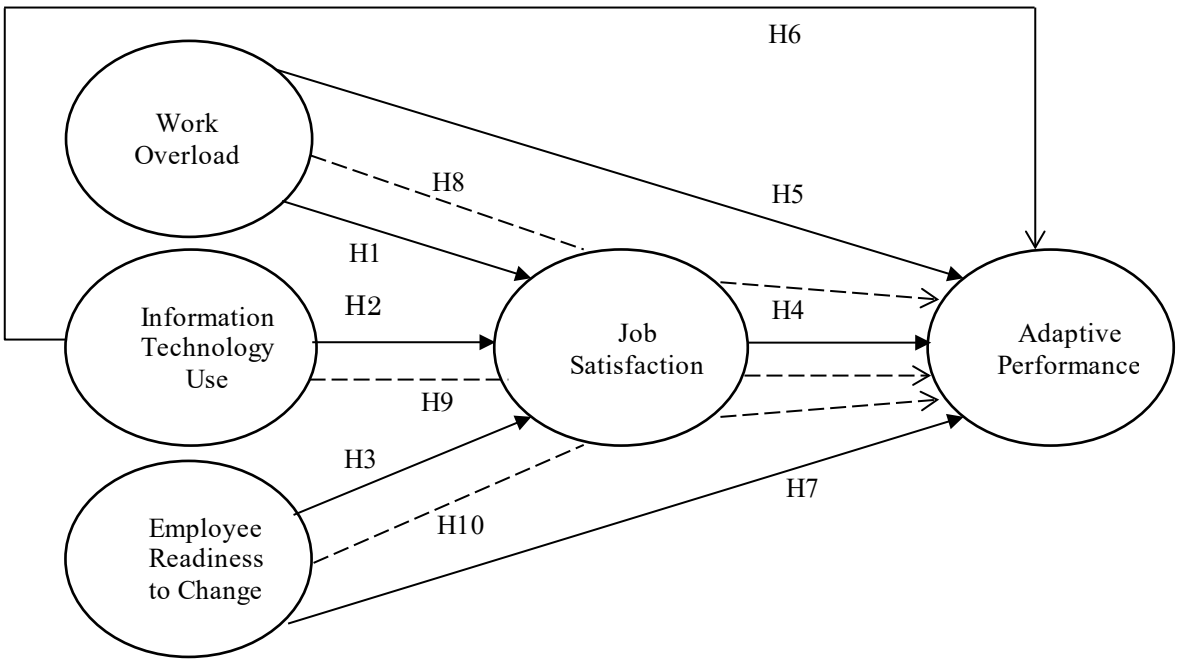
Technological innovation significantly enhances employee performance by enhancing skills, autonomy, and performance (Camisón & Villar-López, (2014); Dasgupta & Gupta, 2009). However, job satisfaction plays a mediating role in this relationship (Auer Antoncic & Antoncic, 2011; Falkenburg & Schyns, 2007; Aliane & Zakariya, 2023). Research consistently shows a strong correlation between job satisfaction and employee motivation and commitment. Technological advancements foster a culture of knowledge acquisition, improving communication, collaboration, and idea dissemination (Schaufeli et al., 2009). They also enhance job characteristics like autonomy, control, and variety (Rhoads et al., 2002). Technological advancements provide employees with increased control over their work

processes, a broader range of tasks, and enhanced opportunities for feedback (Sriyaningsih et al., 2022; Jabid et al., 2023). However, some research suggests that digitalization does not have a positive effect on employee performance through job satisfaction. Digitalization is considered insufficient for improving employee performance through job satisfaction when companies have not yet improved efficiency, information access, collaboration, and work flexibility (Aliane & Zakariya, 2023); Dewi & Krisnadi, 2023),
H9: Job satisfaction significantly mediates the effect of information technology use on adaptive performance.

Research on employee readiness and job satisfaction has shown a significant relationship between organizational commitment, employee readiness, and job satisfaction (Samaranayake & Takemura, 2017). Employee readiness is influenced by their attitudes and perceptions towards their bond with the organization, which can be improved through effective communication, emotional empowerment, and uncertainty reduction (Madsen et al., 2005). Factors such as educational achievement, work attitude, emotional maturity, and social maturity also contribute to job satisfaction (Kumar, 2016). Studies have shown that organizational change improves employee performance by enhancing commitment and job satisfaction (Matthews et al., 2018), acting as a mediator in the relationship between organizational change and performance (Jia, 2024). Job satisfaction is also a crucial mediator between ethical change management and organizational performance (Limna et al., 2022).
H10: Job satisfaction significantly mediates the effect of employee readiness to change on adaptive performance.

The hypotheses are conceptualized in the following Figure 1.

Figure 1.
Conceptual framework



3. Research Method

Research Approach

This research is explanatory research investigating causal relationships in certain phenomena. The phenomenon in this research is the adaptive performance of government employees at the Badan Pusat Statistik (BPS)-Statistics Indonesia, which is associated with work overload, information technology use, employee readiness to change, and job satisfaction.

Measurement

This study adopted instrument measurement variables from previous studies. The work overload instrument was adopted from Hwang and Kim (2021), Schlotz et al. (2004), and Joy and Igbokwe (2020) consisted of 12 indicators. Furthermore, the information technology use was adopted from Davis (1989) and consisted of ten indicators. Meanwhile, 19 indicators to measure employee readiness to change were adopted from Holt et al. (2007). In measuring job satisfaction, this study adopts 18 indicators from Robbins and Judge (2013). Finally, the measurement of adaptive performance was carried out using 17 indicators (Charbonnier-Voirin & Roussel, 2012).

Data and Sample Collection Techniques

Data collection was done from June to November 2024 through questionnaires. The use of this technique was to obtain primary data from respondents as research subjects regarding the variables being measured. The questionnaires focused on respondents' perceptions of items related to work overload, information technology use, employee readiness to change, job satisfaction, and adaptive performance. The population of this research is the team leaders who work at the municipality/regency office of BPS-Statistics Indonesia throughout Indonesia, with a population of 3029 team leaders. With the Isaac and Michael Formula, the minimum sample size is 341, and the answers collected are 510. The sampling technique in this study used Probability Sampling with Simpel Random Sampling technique.

Data Analysis Techniques

The method of analysis used in this study to analyze the empirical data includes descriptive and inferential statistical analysis. Descriptive statistical analysis is intended to determine the frequency distribution of answers from the questionnaire results. Meanwhile, inferential statistical analysis focuses on the field of analysis and interpretation of data to improve conclusions. The inferential statistical method used in this data analysis is Structural Equation Modeling (SEM).

4. Results

The variable assessment was carried out by the Badan Pusat Statistik (BPS)-Statistics Indonesia team leaders by answering various statements in the questionnaire. Table 1 shows four demographic variables that show data: Gender, Age, Education, and Years of Work.

Table 1.
Demographic Characteristics

N=510		Frequency	Percentage
Gender	Male	270	52.9
	Female	240	47.1
Age	≤ 30 Years old	9	1.8
	31 - 40 Years old	243	47.6
	41 - 50 Years old	176	34.5
	≥ 51 Years old	82	16.1
Recent Education	Senior High School	1	0.2
	Diploma	1	0.2
	Bachelor	339	66.5
	Master - Doctoral	169	33.1
Tenure	6 - 10 Years	72	14.1
	11 - 20 Years	268	52.5
	21 - 30 Years	130	25.5
	≥ 31 Years	40	7.8

Common method bias

If the entire data is perceived and collected from one type of source and during one (same) time, the problem of common method bias (CMB) can pose a risk to the study of consistency (Podsakoff et al., 2003). In this study, the authors used Hermann's one factor test to know the CMB threat. The test signified that all the elements can be characterized into five factors, and the first factor clarifies only 17.86% of the inconsistency, which is far less than 50. From the result, the authors were assured that the CMB was not a threatening problem in this study.

Based on Table 2, it is known that the results of the convergent validity and reliability test in this study have shown that all indicators have met the research requirements, and it is stated that all indicators in this study affect the latent variables used. It can occur because the validity and reliability test results have met the validity and reliability requirements for the study ($< \alpha$ = .05 regression weight on factor loading and > .70 on CR).

Table 2.
Validity and Reliability Test

Variables	Indicator(s)	Factor loading	Construct Reliability
Work overload (X1)	X1.1	.532	0.834
	X1.2	.714	
	X1.5	.701	
	X1.7	.714	
	X1.8	.690	
	X1.10	.532	
	X1.11	.534	
	X1.12	.532	
Information technology use	X2.1	.859	0.932
(X2)	X2.2	.881	
	X2.3	.876	
	X2.4	.842	
	X2.7	.830	
	X2.9	.706	
Employee readiness to change	X3.1	.741	0.880
(X3)	X3.2	.764	
	X3.3	.672	
	X3.4	.812	
	X3.9	.596	
	X3.12	.662	
	X3.16	.506	
	X3.17	.587	
	X3.18	.536	
	X3.19	.596	
Job Satisfaction (Z)	Z.15	.872	0.902
	Z.16	.846	
	Z.17	.829	

Variables	Indicator(s)	Factor loading	Construct Reliability
	Z.18	.794	
Adaptive performance (Y)	Y.1	.739	0.896
	Y.2	.786	
	Y.3	.500	
	Y.5	.597	
	Y.9	.699	
	Y.10	.638	
	Y.12	.665	
	Y.14	.676	
	Y.15	.564	
	Y.16	.701	
	Y.17	.705	

Table 3 shows the complete results for testing the normality of data on all research variables used. It explains the significance level of five percent (5%), then the C.R.value, which is between -1.96 and 1.96, is said to be normally distributed, univariate, and multivariate data.

Table 3.
Normality Assessment

Indicator(s)	**min**	**max**	**skew**	**c.r.**	**kurtosis**	**c.r.**
X1.1	1.000	6.000	1.100	10.144	.741	3.417
X1.2	1.000	6.000	.750	.6913	-.205	-.947
X1.5	1.000	6.000	-.176	-1.622	-.899	-4.143
X1.7	1.000	6.000	-.109	-1.004	-1.072	-4.944
X1.8	1.000	6.000	.697	6.426	-.155	-.715
X1.10	1.000	6.000	-.100	-.919	-1.073	-4.946
X1.11	1.000	6.000	-.260	-2.399	-.904	-4.168
X1.12	1.000	6.000	-.200	-1.847	-.998	-4.601
X2.1	1.000	6.000	-1.144	-10.544	2.210	10.187
X2.2	1.000	6.000	-1.104	-10.176	2.145	9.887
X2.3	1.000	6.000	-.913	-8.422	2.736	12.611
X2.4	1.000	6.000	-1.165	-10.745	3.138	14.465
X2.7	2.000	6.000	-1.066	-9.827	2.680	12.353
X2.9	2.000	6.000	-1.003	-9.247	2.636	12.149
X3.1	2.000	6.000	-1.068	-9.848	2.024	9.331
X3.2	2.000	6.000	-1.050	-9.684	2.094	9.652
X3.3	1.000	6.000	-1.330	-12.266	2.765	12.744
X3.4	2.000	6.000	-1.137	-10.482	3.184	14.678
X3.9	2.000	6.000	-1.019	-9.391	2.113	9.740
X3.12	2.000	6.000	-1.139	-10.500	3.179	14.657

Indicator(s)	**min**	**max**	**skew**	**c.r.**	**kurtosis**	**c.r.**
X3.16	1.000	6.000	-1.435	-13.227	3.398	15.665
X3.17	1.000	6.000	-1.349	-12.436	2.773	12.782
X3.18	1.000	6.000	-.941	-8.674	4.426	20.403
X3.19	1.000	6.000	-1.253	-11.553	4.424	20.394
Z.15	1.000	6.000	-1.226	-11.307	1.971	9.088
Z.16	1.000	6.000	-1.615	-14.888	4.607	21.238
Z.17	1.000	6.000	-1.341	-12.366	3.617	16.672
Z.18	1.000	6.000	-1.295	-11.937	1.755	8.090
Y.1	1.000	6.000	-1.253	-11.550	3.298	15.202
Y.2	2.000	6.000	-.908	-8.367	1.864	8.591
Y.3	2.000	6.000	-.756	-6.970	.081	.374
Y.5	1.000	6.000	-.901	-8.303	.943	4.346
Y.9	3.000	6.000	-.702	-6.476	1.046	4.820
Y.10	2.000	6.000	-.886	-8.173	1.127	5.197
Y.12	2.000	6.000	-.786	-7.250	2.817	12.987
Y.14	2.000	6.000	-.837	-7.714	1.267	5.840
Y.15	1.000	6.000	-.742	-6.839	.395	1.820
Y.16	2.000	6.000	-.841	-7.750	1.837	8.470
Y.17	2.000	6.000	-.839	-7.736	2.316	10.675
Multivariate					570.742	113.961

Based on Table 4 shows the results of testing the goodness of overall fit model with the AMOS version 24 program. Eight criteria are used to assess the feasibility of a model used. The test results show that some model goodness-of-fit criteria have been met. So, the structural model that is arranged is acceptable or means that it shows a match between the model and the data.

Table 4.
Model Testing Results

Criteria	Cut-off value	The calculation results	Result(s)
GFI	≥ 0.90	0.893	*Marginal Fit*
RMSEA	≤ 0.08	0.040	*Good Fit*
SRMR	≤ 0.08	0.056	*Good Fit*
NFI	≥ 0.90	0.902	*Good Fit*
TLI	≥ 0.92	0.948	*Good Fit*
CFI	≥ 0.92	0.954	*Good Fit*
IFI	≥ 0.90	0.954	*Good Fit*
RFI	≥ 0.90	0.891	*Marginal Fit*

Table 5 and Figure 2 shows that the path coefficient is positive (indicating a unidirectional change), and if the critical ratio value > 1.96 and the probability of significance (p) > .05, it is declared to have a significant effect.

Table 5.
The Results of Testing Direct Effect

Hypothesis	Standardized coefficient	Critical ratio	Prob.	Result(s)
X1 → Z	-0.199	-2.740	0.006	Significant (H1 accepted)
X2 → Z	0.230	2.662	0.008	Significant (H2 accepted)
X3 → Z	0.460	3.895	0.000	Significant (H3 accepted)
Z → Y	0.119	4.050	0.000	Significant (H4 accepted)
X1 → Z	-0.123	-2.986	0.003	Significant (H5 accepted)
X2 → Z	0.512	6.414	0.000	Significant (H6 accepted)
X3 → Z	0.121	2.458	0.014	Significant (H7 accepted)

Figure 2.
Path coefficient

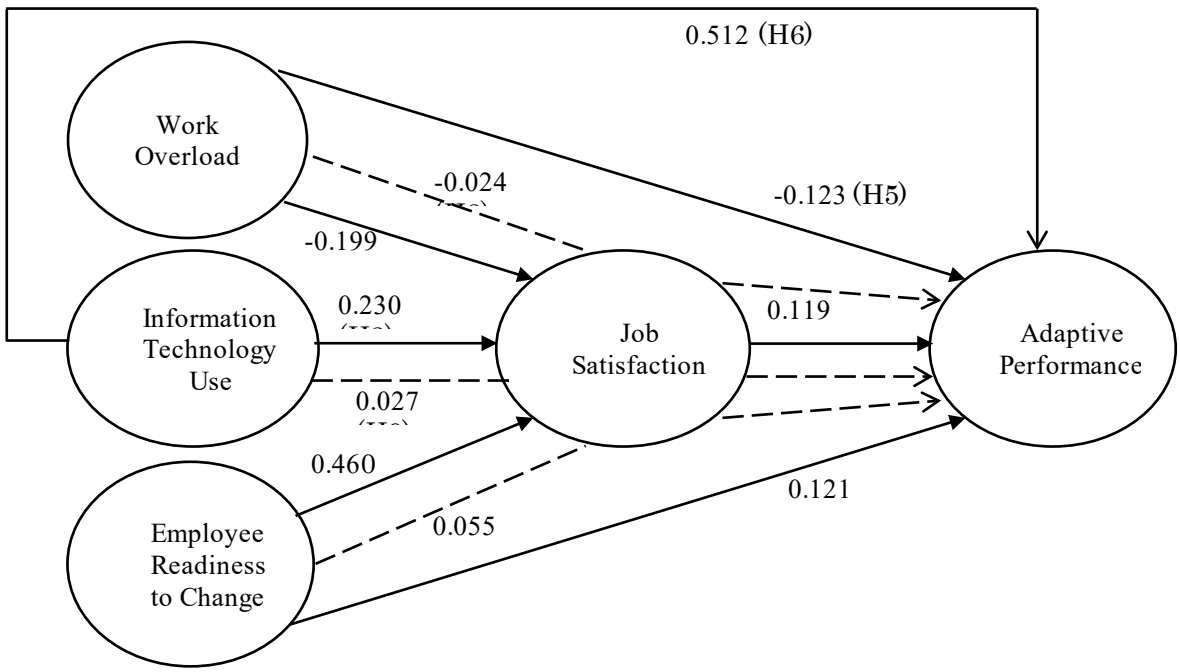


Table 6 shows the path coefficient is positive (indicating a unidirectional change), and if the critical ratio value > 1.96 and the probability of significance (p) > .05, it is declared to have a significant effect.

Table 6.
The Results of Testing Indirect Effect

Hypothesis	Standardized coefficient	Critical ratio	Prob.	Result(s)
X1 → Z → Y	-0.024	-2.271	0.023	Significant (H8 accepted)
X2 → Z → Y	0.027	2.222	0.027	Significant (H9 accepted)
X3 → Z → Y	0.055	2.826	0.005	Significant (H10 accepted)

5. Conclusions and Implications

Conclusion

To provide the best service for the community/public in Indonesia, the BPS-Statistics Indonesia is, of course, very dependent on the adaptive performance of its employees. The results of this study can realize adaptive performance precisely through the variables used and give the right influence to produce productivity for creating good quality work appropriate to target and organizational effectiveness.

Implications

This study aims to develop work patterns and structures for public service, measuring the impact of work overload, information technology use, and employee readiness on job satisfaction and adaptive performance. It contributes knowledge on adaptive performance, work overload, and employee readiness to change and serves as a source of literature for human resource management and future studies. Organizations should understand factors that encourage adaptive performance among employees. Adaptive performance is influenced by dealing with uncertain work situations, such as emergencies and crises, and by quickly analyzing possible solutions. Work overload is influenced by unrealistic time pressure and responsibility, while the perceived usefulness of information technology is the most influential dimension. Employee readiness to change is influenced by alignment with organizational structure changes and work patterns, while job satisfaction is influenced by coworker dimensions, such as supervision and effective communication between leaders and employees.

Limitations and Directions for Future Research.

This research has certainly been conducted to the best of the Authors' knowledge and ability. However, there are some limitations that can be considered for further research. In this study, variables are only measured from the perspective of the team leader and one time only. Therefore, further research needs to use a time-lagged mechanism to collect data from various sources to minimize common method bias. Then, this research is limited to work overload, information technology use, employee readiness to change, job satisfaction, and adaptive performance variables. Future research can also add other variables that have the potential to more comprehensively explain adaptive performance, such as leadership style, self-efficacy, and structural empowerment. In addition, further research also needs to examine the role of moderating variables that contribute to strengthening adaptive performance.

6. References

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