The influence of workforce agility and perceived organizational support on adaptive performance at public organizations manpower sector

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A R T I C L E I N F O	ABSTRACT
	Adaptive performance is crucial for boosting the performance of public organizations. The Ministry of Manpower (Kemnaker), as the leading public organization responsible for the employment sector, needs to improve organizational governance and human resource adaptability to address the challenges of current environmental changes. This study aims to determine the role of workforce agility and perceived organization support on adaptive performance at public sector organizations in the manpower sector. The research method used was quantitative, with data collection through a survey. The population in this study was all civil servants (ASN) in the Ministry of Manpower of the Republic of Indonesia, using a purposive sampling technique, involving 93 respondents. Data analysis used IBM SPSS 25 software. The results of the regression analysis show that simultaneously, workforce agility and perceived organizational support have a significant effect on adaptive performance, with the calculated F value > F table and significance < 0.05. Partially, workforce agility ($p = 0.000$) has a significant effect on adaptive performance, while perceived organizational support ($p = 0.069$) does not show a direct significant effect. These findings indicate that employee work agility is a key factor in encouraging adaptability in manpower public organizations.

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1. Introduction

Manpower issues in Indonesia are strategic, multidimensional, and continually evolving. According to Law No. 13 of 2003, manpower encompasses all aspects related to the workforce, from pre-employment, through employment, and post-employment. One of the main indicators for assessing employment conditions is the unemployment rate, which reflects the structural imbalance between labor supply and demand (Suhandi et al., 2020). The latest data from the Central Statistics Agency (BPS, 2025) shows that of the 153.05 million workforce, 7.28 million people (4.76%) remain unemployed. This phenomenon is influenced by several key factors, including: (1) a competency gap between job seekers' skills and industry needs (Santosa et al., 2024), (2) a wave of layoffs following technology-based industrial transformation (Saputra & Mutiawati, 2022), and (3) a digitally unintegrated labor market information system (Kusuma & Wardoyo, 2023). Indonesia is currently facing a critical demographic bonus period, with the workforce projected to peak in 2030 (Wisnumurti, et al., 2018). This situation creates a complex policy dilemma. On the one hand, it presents a golden opportunity to boost economic growth through human resource optimization, but on the other, it has the potential to become a social burden if not balanced with adequate workforce absorption (Sutikno, 2020).

In response to this situation, the government, specifically the Ministry of Manpower (Kemnaker), as the leading public organization responsible for employment, needs to improve organizational governance and human resource adaptability to meet the challenges of current environmental changes (Indriastuti & Fachrunnisa, 2021). Human resource governance plays a crucial role in public sector services, accelerating the latest developments in a dynamic and rapidly changing environment to remain relevant and effective in achieving adaptive public service goals in line with the demands of the times (Sakti et al., 2025). The implementation of human resource governance within the Ministry of Manpower is inextricably linked to regulations, specifically Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform (PANRB) of the Republic of Indonesia Number 6 of 2022 concerning the Management of Civil Servant Performance. This regulation requires employee performance management to achieve organizational goals and objectives, focusing on performance, which demands adaptive quality and service capacity from civil servants (Muhaimin et al., 2024). In this context, individual innovation and adaptability, known as adaptive performance, are crucial for driving public organization performance (Zulfia & Frinaldi, 2022).The concept of adaptive performance itself refers to an employee's ability to adjust to changing tasks, work conditions, and external pressures, while still demonstrating optimal performance (Jundt, Dustin; Shoss, Mindy; Huang, 2015; Pulakos et al., 2000; Shahidan et al., 2018). Adaptive performance encompasses an individual's ability to innovate, react quickly to new situations, and remain productive under work pressure (S. Park & Park, 2019). In the public sector, this adaptive capacity is increasingly relevant because bureaucracies are often trapped in traditional work patterns that are slow and less responsive to change (Andrews, 2025). Organizations that adopt an adaptive work culture tend to be more successful in addressing modern challenges, including the pressure to innovate and provide better public services (Cedergren & Hassel, 2024).

One aspect of driving performance achievement is human resources with agility. The concept of individual performance with agility demands has the potential to provide public bureaucracies with innovative services in response to the ever-changing and dynamic world situation in today's era (Goodarzi, et al., 2018). Workforce agility is a key element in organizational success, including public organizations (Sameer, 2024). Workforce agility itself is defined as the workforce's ability to adapt flexibly to changing work conditions, new challenges, and a dynamic organizational environment (Alviani et al., 2024). This capability is crucial for ensuring public services remain effective and relevant and plays a significant role in supporting bureaucratic transformation and meeting evolving public expectations (Jonathan & Reychav, 2024). According to Saptarini and Mustika (2023),in their study entitled "Workforce agility and adaptive performance in government institutions: the mediating role of work engagement", they found that when individuals or teams have high levels of workforce agility showing good adaptive performance also increases". In the context of bureaucratic transformation at the Ministry of Manpower, workforce agility has been systematically embedded into the ministry's internal policies, competency frameworks, and performance management systems through a series of strategic reforms. These include the alignment of human resource development programs with adaptive competency standards, the integration of flexible work arrangements to enhance responsiveness, and the establishment of innovation-oriented service delivery models. Policy instruments such as the Ministry's Strategic Plan and the implementation of Permenpan RB No. 7 of 2022 on the Government Work System for Bureaucratic Simplification have institutionalized agility principles within civil service governance. Competency frameworks have been redefined to prioritize cross-functional skills, rapid learning, and technological adaptability, while performance management systems have incorporated agility-related indicators to measure and reward employees' capacity to respond effectively to dynamic labor market challenges. Through these mechanisms, workforce agility has transitioned from a conceptual aspiration into an operationalized organizational capability embedded across structural, cultural, and procedural dimensions of the ministry (Wardoyo et al., 2023).

Furthermore, employee adaptive capacity does not develop in a vacuum. One important factor supporting the development of adaptive behavior is perceived organizational support (POS). POS reflects the extent to which employees believe the organization values their contributions and cares about their well-being (Rhoades & Eisenberger, 2002). In public organizations, which are rife with hierarchical systems and administrative burdens, the presence of POS can be an important psychological buffer for employees in the face of uncertainty and the pressures of change. Research by Ardita and Nugrohoseno (2023) shows that POS plays a role in improving adaptive performance by increasing work engagement. This means that employees who feel supported by the organization will be more enthusiastic and ready to adapt to dynamic work situations. Similar findings were also presented by Emur & Satrya (2024), who stated that POS influences adaptive performance, both directly and indirectly through role breadth self-efficacy, namely the confidence

to carry out tasks outside of formal responsibilities. Thus, amidst the ongoing demands for reform and changes in employment policy, it is crucial for public organizations to pay attention to the perception of support felt by their employees. The higher the perception of organizational support, the greater the likelihood that employees will demonstrate adaptive work behaviors, which ultimately positively impact the effectiveness of public services in manpower sector.

The following problem formulations are based on the background: (1) Does workforce agility affect on adaptive performance at ministry of manpower employees? (2) Does perceived organizational support affect on adaptive performance at ministry of manpower employees? (3) Do workforce agility and perceived organizational support all have an impact on ministry of manpower employees. Therefore, the researcher is interested in discussing the problem in more depth and raises the title " The influence of workforce agility, perceived organizational support on adaptive performance at public organizations manpower sector".

2.   Research Method

This study's research methodology employs a quantitative technique to determine how two or more variables relate to one another. This study uses a sample surveyed with a questionnaire. The study was designed by researchers to be able to solve problems and answer research questions. The sample or population used was all employees working in units within the Ministry of Manpower Republic of Indonesia (Kemnaker RI). The sample was determined using a purposive sampling technique, selecting respondents who met the criteria as active employees directly involved in adaptive tasks in their work environment. The number of respondents in this study was 93 people. To measure workforce agility, researchers used a questionnaire instrument developed by Muduli (2016) with 7 subscales and questions consisting of: adaptive, flexible, development, collaborative, competent, speed, and informative. Furthermore, perceived organizational support was measured using a questionnaire developed by Rhoades & Eisenberger (2002) where this questionnaire consists of 8 items with three dimensions: fairness, support from superiors, and rewards & working conditions. Furthermore adaptive performance was measured using a questionnaire from Charbonnier-Voirin and Roussel (2012) where this questionnaire consists of 19 items with five dimensions: creativity, reactivity in facing unexpected circumstances, interpersonal adaptability, training & learning efforts, and work stress management. Each statement item uses a 5-point Likert scale that describes the level of agreement.

Data was obtained directly from questionnaires distributed to emploecy at ministry of manpower. While this method ensures that the respondents have relevant knowledge and experience in adaptive performance, there is a possibility of bias, as the sample only includes civil servants. Furthermore, the data were analyzed with the support of SPSS version 25 software application through validity tests, reliability calculations and then classical assumption tests were carried out to see the normality of data distribution. In this investigate, the author articulated a research hypothesis and established a theoretical framework, specifically H1: There exists a significant effect of workforce agility on adaptive performance; H2: Perceived organizational support also similarity affect on adaptive performance.

3.   Result and Discussion

Prior conducting assumption testing, a validity test needs to be conducted to demonstrate the efficacy of an instrument or to quantify a particular variable that has been designed. Workforce Agility is quantified using statement 7 items, perceived organizational support 8 statement items and adaptive performance using 19 statement items. This study tries to conduct a validity test by viewing at the validity figures of the correction relations values. The validity test is seen by measuring R Calculation with R Table accompanied by error rate of 5%. The validity test of the research variables was conducted on 30 ASN employees of the Ministry of Manpower with The R table value is 0.361. The questionnaire statement is declared valid if R Calculation < R Table. The findings of the validity test can be displayed in the following table:

Table 1. Validity test results

Variable	Item	R Hitung	R Table	Results
	X1.1	0,657	0,361	Valid
Workforce Agility (X1)	X1.2	0,452	0,361	Valid
	X1.3	0,870	0,361	Valid
	X1.4	0,663	0,361	Valid

Variable	Item	R Hitung	R Table	Results
	X1.5	0,408	0,361	Valid
	X1.6	0,657	0,361	Valid
	X1.7	0,689	0,361	Valid
	X2.1	0,862	0,361	Valid
Perceived Organizational	X2.2	0,814	0,361	Valid
Support (X2)	X2.3	0,860	0,361	Valid
	X2.4	0,917	0,361	Valid
	X2.5	0,858	0,361	Valid
	X2.6	0,825	0,361	Valid
	X2.7	0,790	0,361	Valid
	X2.8	0,811	0,361	Valid
	Y1	0,622	0,361	Valid
	Y2	0,637	0,361	Valid
	Y3	0,659	0,361	Valid
	Y4	0,730	0,361	Valid
	Y5	0,637	0,361	Valid
Adaptive Performance	Y6	0,865	0,361	Valid
(Y)	Y7	0,798	0,361	Valid
	Y8	0,676	0,361	Valid
	Y9	0,517	0,361	Valid
	Y10	0,625	0,361	Valid
	Y11	0,831	0,361	Valid
	Y12	0,665	0,361	Valid
	Y13	0,387	0,361	Valid
	Y14	0,724	0,361	Valid
	Y15	0,764	0,361	Valid
	Y16	0,773	0,361	Valid
	Y17	0,537	0,361	Valid
	Y18	0,656	0,361	Valid
	Y19	0,645	0,361	Valid

In light of the findings table, it may be seen that each statement in the variables Workforce Agility (X1), Perceived organizational support (X2), and Adaptive Performance (Y) has a measured R value < R Table, so it is able to be decided that it is valid or normally distributed.

Table 2. Reliability statistics test results

Variable	N of Items	Cronbach Alpha	Results
Workforce Agility (X1)	7	0,753	Reliable
Perceived Organizational Support (X2)	8	0,939	Reliable
Adaptive Performance (Y)	19	0,923	Reliable

Reliability testing is seen by measuring the Cronbach alpha value with the criteria if > 0.60 then each statement in each variable can be declared reliable. In table 2 above, it is known that the item value for each variable produced is bigger than 0.60 so it can be said to be reliable or meets the reliability requirements.

In the next stage, the test was conducted based on the sample taken in this study were ASN employees at the Ministry of Manpower. The number of samples collected was 93 respondents using a purposive sampling technique distributed based on several characteristics including gender, ages, and length of service as seen in Table 3 below:

Table 3. Respondent demographics

Demographics	Information	Amount	Percentage
Gender	Male	64	68%
	Female	29	32%
Ages Groups	23-43 year (Generation Milenial)	69	74%
	44-60 year (X Generation)	24	26%
Lenght of service	1-10 year (Junior-Mid Aparatus)	51	54%
	≥11 year (Senior Grade Aparatus)	42	46%

The percentage of gender with male respondents amounted to 64 people (68%) and female respondents amounted to 29 people (32%). Based on age, the largest group of participants was the generation milenial 23–43 year age group with 69 people (74%), followed by the Generation X 44–60 year age group 24 people (26%).

Based on the work period of respondents with the highest proportion was junior-mid apparatus with 1–10 years services 51 people (54%), followed by senior grade apparatus more than 10 years 42 people (46%).

Table 4. One sample kolmogorovi-ismirnov test results

One Sample Kolmogorov-Smirnov		Unstandardized Residual
N		93
Normal Parameters[a.b]	Mean	.0000000
	Std. Deviation	6.6680162887578
Most Extreme Difference	Absolute	0.084
	Positive	0.065
	Negative	-0.084
Test Statistics		0.084
Asymp. Sig. (2-tailed)		0.103

a.   Tes Distribution is Normal

The normality test using the one sample kolmogorov smirnov test desires to evaluate assuming the independent variables and dependent variables follow a normal distribution. Based on table 4 above, the Asymp. sig-2 tailed value produced is 0.103 > 0.05, therefore it may be stated that the data evaluated in the study are normal.

Table 5. Multicollinearity test results

Model		Collinearity Statistics	
1		Tolerance	VIF
	Workforce Agility (X1)	.595	1.681
	Perceived Organizational Support (X2)	.595	1.681

a.   Dependent Variable: Adaptive Performance

Considering the multicollinearity test findings in table 5 above, it shows the tolerance and VIF values of each variable respectively, namely the Workforce Agility (X1) 0.595 and Organizational Support (X2) 0.595 and 1.681. As a result, there is no multicollinearity between the independent variables in this research model since the tolerance value is larger than 0.1 and the VIF value is less than 10. For the findings of the multiple linear regression analysis in this research, we can see in table 6 below:

Table 6. Multiple linear regression test results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	22.861	6.060		3.772	.000
1 Workforce Agility	.283	.543	5.394	.000
	Perceived Organizational Support	.170	.185	.1.840	.069

a.   Dependent Variable: Adaptive Performance

The test aims to see the effects of independent variables Workforce Agility (X1) and Perceived Organizational Support (X2) on Adaptive Performance (Y). Prior on the calculation findings, it is known that the constant of 22.861 defines that if else variables are considered constant, then the value of Adaptive Performance (Y) is 22.861. The regression coefficient of the workforce agility variable (X1) produces a positive value of 0.283, representing that when it increases by 1unit, adaptive performance also increases by 0.283. The coefficient value of the Perceived Organizational Support (X2) produces a value of 0.170, so that when it increases by 1 unit, Adaptive Performance also increases by 0.170. The next test is a test of the results of the hypothesis analysis by which is shown in table 7 below:

Table 7. Hypothesis test results

Variable	T-Values	P-Values	Results
WA → AP	5.394	.000	Accepted
POS → AP	1.840	.069	Not Accepted
WA & OS → AP	37.924	.000	Accepted

Souce: Primary data processed (2025)

This hypothesis test is carried out using the criteria of t count, t table and significance level. When the significance value is more than 0.05 with a t-count value bigger than the t-table then the hypothesis can be accepted and vice versa. Considering the test analysis, the first findings obtained the results of the

Workforce Agility Variable (X1) has a t count of 5.394 and a significance of 0.00. This condition meets the t count requirements where 5.394 is more than 1.990 with a significance level of 0.00 less than 0.05 then the hypothesis is approved understanding that Workforce Agility (X1) has an effect on Adaptive Performance (Y). These findings align with several previous studies showing that workforce agility is a strong predictor of adaptive performance. Petermann & Zacher (2022) reported that agility is positively related to innovative performance and work well-being. Abrishamkar et al., (2021) found a mediating effect of agility in the relationship between innovation and organizational performance in high-growth companies. Wahjunianto (2022) demonstrated that employee agility strengthens performance in a competitive environment in Indonesian companies. Meanwhile, Park & Park (2019) and Sherehiy et al., (2007) emphasized the relevance of agility in enhancing adaptive performance and individual proactive behavior. Thus, workforce agility is a crucial aspect that drives employee adaptability, especially in facing changes and modern challenges in both public and private organizations.

The study's second finding obtained the results of the Perceived Organizational Support (X2) which had a t count of 1.840 and a significance of 0.069. It condition not meets the requirements of t count 1.840 bigger than 1.990 with a significance of 0.069 higher than 0.05, so the hypothesis is not approved. understanding that Organizational Support (X2) has not an effect on Adaptive Performance (Y). These results indicate that perceived organizational support from employees is not strong enough to directly support their ability to adapt to changes or job challenges. While organizational support is important, its influence on adaptive performance appears to be indirect, but rather through other factors such as job engagement, job satisfaction, or organizational climate. Several previous studies support this, such as those presented by Rhoades & Eisenberger, (2002), who stated that organizational support contributes to performance by increasing commitment and psychological well-being. Park et al., (2020) also emphasized that POS does not automatically improve adaptive performance unless mediated by job crafting or engagement. Rostiana & Lie (2019) echoed this sentiment, stating that POS will have an impact if accompanied by psychological empowerment and job satisfaction. Thus, organizational support does not automatically result in high work adaptation, but it becomes an important foundation when accompanied by a supportive work climate and positive internalization processes among employees.

The third finding in this study obtained the measured F value of 37.924 through a significant value of 0.00. It condition meets the requirements of the calculated F of 37.924 greater than F table 3.15 with a significance of 0.00 less than 0.05, so the hypothesis is accepted. This defines that Workforce Agility (X1), and Perceived Organizational Support (X2) together have an influence on Adaptive Performance (Y). This indicates that the combination of workforce agility and perceived organizational support creates conditions that support employee adaptation. This finding reinforces the overall empirical evidence that when individual agility and organizational support are combined, employee adaptive outcomes improve substantially. Jo & Hong (2022) demonstrated that POS strengthens the relationship between learning agility and innovation through work engagement. Alviani et al., (2024) study confirms that agility supports innovative behavior and adaptive tasks, while the systemic literature by Nguyen et al., (2024) emphasizes the importance of an organizationally supportive context to maximize the effects of agility. Thus, the synergy between structural (POS) and individual (agility) aspects proves crucial for adaptive capabilities in the modern work context.

Table 8. Multigroup analysis test results

Group	Group Detail	Path Coeficients variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Results
Gender	Male	WA → AP	0,685	0,710	0,088	7,820	0,000	significant
		POS→ AP	0,096	0,091	0,097	0,988	0,323	insignificant
	Female	WA → AP	0,663	0,651	0,176	3.773	0,000	significant
		POS→ AP	0,165	0,246	0,184	0,896	0,370	insignificant
Ages	24-43 yr (Gen Milenial)	WA → AP	0,651	0,666	0,0071	9,189	0,000	significant
		POS→ AP	0,119	0,123	0,078	1,521	0,128	insignificant
	44-60 yr (Gen X)	WA → AP	0,651	0,666	0,071	9,189	0,000	significant

Group	Group Detail	Path Coeficients variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Results
		POS→ AP	0,119	0,123	0,078	1,521	0,128	insignificant
Length of Service	1-10 yr (Junior-Mid Aparatus)	WA → AP	0,681	0,712	0,077	8,861	0,000	significant
		POS→ AP	0,143	0,147	0,082	1,736	0,083	insignificant
	≥11 yr (Senior Aparatus)	WA → AP	0,617	0,626	0,187	3,305	0,001	significant
		POS→ AP	0,141	0,159	0,195	0,725	0,469	insignificant

Another findings from this study based on Multigroup Analysis (MGA) can be seen in table 8 above that show how the impact of workforce agility and perceived organizational support on adaptive performance differs between gender, ages, and length of service. MGA results indicate that Workforce Agility (WA) consistently exerts a strong and significant positive influence on Adaptive Performance (AP) across all demographic groups, whereas Perceived Organizational Support (POS) shows a relatively weaker and often non-significant effect. In terms of gender, WA has a strong and statistically significant effect on AP for both male ($\beta = 0.685$, $p < 0.001$) and female respondents ($\beta = 0.663$, $p < 0.001$). Conversely, POS does not significantly predict AP in either gender group, as reflected in higher p-values ($p > 0.05$). For age groups, WA also demonstrates a robust and significant influence on AP for both Millennials aged 24–43 years ($\beta = 0.651$, $p < 0.001$) and Generation X aged 44–60 years ($\beta = 0.651$, $p < 0.001$). In contrast, POS fails to achieve statistical significance in both groups, indicating that perceived support is less predictive of adaptive performance compared to agility-related factors. Regarding length of service, the pattern remains consistent. WA significantly predicts AP for both Junior–Mid Apparatus (1–10 years; $\beta = 0.681$, $p < 0.001$) and Senior Apparatus (≥11 years; $\beta = 0.617$, $p = 0.001$). However, POS shows no significant relationship with AP for either service category ($p > 0.05$). Overall, the MGA findings emphasize that Workforce Agility is a dominant and consistent determinant of Adaptive Performance in the public manpower sector, regardless of demographic subgroup. Meanwhile, Perceived Organizational Support, although conceptually important, appears to play a lesser role in directly shaping adaptive performance outcomes in this context.

4.   Conclusion

Considering the findings of the study and the conversation that were described in the preceding chapter, this study concludes that workforce agility has a significant and positive influence on adaptive performance in public organizations within the manpower sector, indicating that employees with higher adaptability, flexibility, and responsiveness to change tend to achieve better performance outcomes where the first hypothesis is accepted workforce agility has a significant influence on adaptive performance. The second hypotheses namely perceived organizational support has no significant effect on Adaptive Performance. Meanwhile, this study also found that workforce agility and organizational support together have a significant effect on adaptive performance. While the findings of this study are specific to public organization especially ministry of manpower employees, the insights into the impact of workforce agility, and organizational support on adaptive performance can be extended to a broader context. Although the findings of this study are specific working unit to public organizations, particularly employees within the Ministry of Manpower, these insights can be applied to other sectors facing dynamic demands, policy pressures, and high adaptation needs. Workforce agility appears to be the dominant factor influencing individual responsiveness to change, while organizational support tends to function as a collective driver when integrated with other elements. This study recommends that public organizations build and strengthen work environments that support the development of employee agility, such as through strategic work rotation, crisis response training, or autonomy in operational decision-making. Furthermore, perceived organizational support needs to be transformed from an administrative nature to a more contextual and functional one, such as constructive feedback, empowerment in critical tasks, and transparent communication between leaders and staff. Further research is recommended to include mediating variables such as employee engagement or resilience, which may bridge the relationship between POS and adaptive performance, and to consider longitudinal models to examine the dynamics of the relationship between variables over time.

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